RGS AT WCWD
WHAT A LONG, STRANGE TRIP IT’S BEEN

Agenda Item number 5a

Board of Directors Meeting

May 15, 2019
WHY RGS IS PRESENTING THIS EVENING

- THERE ARE MANY REASONS
  - IT’S THE RIGHT TIME
    - NEARING THE END OF THIS PHASE OF THE WCWD-RGS PARTNERSHIP
      - KEY LEADERSHIP RECRUITMENTS INITIATED
      - CURRENT CONTRACT TERM IS NEARING THE END
    - RGS HAS PROVIDED SUPPORT FOR OVER A YEAR NOW
  - CURRENT RGS EMPLOYEES ARE HERE WITH CURRENT EXPERIENCE
- OBSERVATIONS CAN BE USED NOW IN MAKING HIRING AND OPERATIONAL DECISIONS FOR 2020
PHASING OUT REGIONAL GOVERNMENT SERVICES

- 14% - 15% of WCWD equivalent FTE’s
- 8.1 - 8.7 equivalent FTE’s
- Ongoing HR
- Additional WCWD positions
- Transitional support
  - 3 primary advisors 4.6 - 4.9 equivalent FTE’s
  - 50% of executive positions
  - 43% GMRT
- Ongoing HR
  - Performance, training, disability management
- 43% of RGS hours
BUT WHAT ARE THEY PRESENTING?

A BRIEF HISTORY OF RGS INVOLVEMENT AT WCWD

• INITIAL IMPRESSIONS: WHAT WE FOUND WHEN WE ARRIVED
  • ENGINEERING (INFRASTRUCTURE AND PLANNING)
  • BUSINESS SERVICES (ADMINISTRATIVE SERVICES)
  • CAPITAL PROJECTS (INFRASTRUCTURE AND PLANNING)
  • HUMAN RESOURCES (ADMINISTRATIVE SERVICES)

• INITIATIVES: THE FIRST 14 MONTHS
  • IMPROVEMENTS MADE
  • EFFORTS UNDERWAY

• COMPLETED PROJECTS, SUCCESSFUL INITIATIVES

• CURRENT STATUS REPORT - WHERE WE ARE NOW - A SNAPSHOT
  • ALL FUNCTIONAL AREAS

• WHAT DOES THE FUTURE HOLD
WHY SHOULD ANYONE LISTEN?

UNIQUE ORGANIZATIONAL EVALUATION OPPORTUNITY

• EMBEDDED PRESENCE, NOT A SNAPSHOT IN TIME EVALUATION
  • PRACTICAL EXPERIENCE, RGS 1YR+ EXECUTIVE MANAGEMENT ADVISORS
  • 80 PLUS YEARS OF SENIOR MANAGEMENT LEVEL LOCAL GOVERNMENT EXPERIENCE
  • AN ACTIVE ROLE IN THE JOBS AND DEPARTMENTS ON WHICH WE ARE REPORTING

• RGS ADVISORS SERVED AS THE EXECUTIVE TEAM WITH WQM/PLANT MANAGER FOR IGM/GM (IN A CONSIGLIORE ROLE)

• SUFFICIENT ORGANIZATIONAL CONTEXT TO FORM VALID OPINIONS

• BLENDED EXPERIENCE OF FULL TIME MANAGEMENT AND PROJECT OR PROGRAM SPECIFIC RESPONSIBILITIES

• NOTHING TO SELL - OUR SUCCESS IS YOUR SUCCESS
  • NO COST OUTSIDE OBJECTIVE REVIEW OF WCWD BY FAMILIAR VOICES
ADMINISTRATIVE SERVICES

• WE WERE SHINING A FLASHLIGHT
  • MOVING FORWARD BY FITS, STARTS, AND SLIDES
• MOST EVERY ROCK WE OVERTURNED
  • CREATED MORE ITEMS FOR TO DO LIST.
  • REVEALED NEW AREAS TO INQUIRE INTO
• FINANCIAL REPORTS
• FISCAL IMPACT REPORTS
  • FACTUAL “IS THIS THE TRUTH”- REVIEWS WITH PROJECT MANAGERS/ENGINEERING OF COST AND FISCAL INFORMATION
    • CHECKPOINT RECONCILES SYSTEM OF RECORD AND PROJECT TEAM DATA
    • REVEALS FLAWS, HONESTY IN ESTIMATING
    • INDICATES AREAS TO IMPROVE
• WORK PLANS FOR ACCOUNTABILITY.
• WHEN MONEY TELLS THE STORY
  • LARGE RESERVES = LACK OF INVESTMENT INFRASTRUCTURE
  • REALISTIC BUDGETS, INCLUDING CAPITAL PLANNING = REALISTIC AND STABLE RATES.
ADMINISTRATIVE SERVICES

• WE FOUND STRAINED TRUSTS AND RELATIONSHIPS

• WE ADDRESSED IMPEDIMENTS TO:
  • COLLABORATION
  • COMMUNICATION
  • TAKING INITIATIVE

• LACK OF UNITY OF PURPOSE
  • PROCUREMENT VS. GETTING THE JOB DONE.
  • PLANNING - TOO BUSY TO PLAN?
ADMINISTRATIVE SERVICES

• BUDGETING
  • PERSONNEL - APPROVED POSITIONS, STEPS, REVEALED CONTINGENCIES
  • OPERATING - PAST ACTUALS
  • CAPITAL - RESULT OF COLLABORATION I&P, DIVISIONS, GM, AND DIRECTORS

With actuals there is a roadmap of past experience.

Without Actuals....
ADMINISTRATIVE SERVICES

- TO DO LIST
  - DEMOGRAPHER
  - POLICIES AND PROCEDURES REVIEW
    - SEPARATE POLICY AND PROCEDURES
    - UPDATE
    - UTILIZE COLLABORATIVE PROCESS TO EFFICIENCIES.
  - WORK PLANS
  - PUBLISH EXPECTATIONS AND INFORMATION
  - IT SYSTEMS ANALYSIS
  - FINANCING
  - INVESTMENT
  - ADMINISTRATIVE FOCUS - OFFICIAL BUSINESS; DIRECTORS SERVICES
  - JPA WCA LIFT STATIONS
  - NETWORK ORGANIZATION
  - RECORDS RETENTION
  - WEB SITE
HUMAN RESOURCES THE JOURNEY

IT ALL STARTED AS AN HR ASSESSMENT AND HR DAY-TO-DAY PAPERWORK

- Later other functions were absorbed
  - Change Management
  - Disability and Leave Management
  - Organizational Development and Training
  - Labor Negotiations
  - Performance Management and Investigations
  - Classification, Recruitment, and Selection
  - Board Strategic Vision, Mission, and Goals Facilitation

- District required process and procedures assistance
  - Many policies required updating
  - SOPS were missing
  - Recordkeeping was not compliant with HIPPA, Federal, or State Law
  - Reporting systems were either manual or non-existent
  - Training programs were insufficient or missing

- And a significant cultural shift was needed and required direction and support
HUMAN RESOURCES

RGS HUMAN RESOURCES ADVISORS PROVIDED

• SUPPORT FOR ADEQUATE STAFFING IN ADMIN
• DELIVERED STRONG ORGANIZATIONAL SUPPORT FOR INITIATIVES
• MOTIVATED AND QUALIFIED SUPPORT FOR HUMAN RESOURCES NEEDS
• EFFICIENT AND SUCCESSFUL PROGRAMMING INCLUDING
  • ACADEMY TRAINING FOR LEADS, SENIORS, SUPERVISORS, AND MANAGERS
  • 14 RECRUITMENTS OPEN, 9 COMPLETED, 6 IN PROCESS TO OPEN, 8 EMPLOYEES HIRED
  • 6 INVESTIGATIONS
  • 2 CONTRACT NEGOTIATIONS SUCCESSFULLY COMPLETED
  • 16 INTERACTIVE DISABILITY PROCESSES COMPLETED
  • 2 POLICIES AND PROCEDURES UPDATED
  • 10 POSITION EVALUATIONS COMPLETED (DESK AUDIT PROCESS)
  • 2019 BOARD STRATEGIC PLANNING EFFORT COMPLETED
HUMAN RESOURCES

• CURRENT INITIATIVES INCLUDE
  • CONTINUING SUPPORT OF CULTURAL TRANSFORMATION
  • WORKFORCE DEVELOPMENT AND PERFORMANCE MANAGEMENT
  • LABOR RELATIONS AND NEGOTIATIONS
  • STAFFING AND SUCCESSION PLANNING AND CLASSIFICATION REVIEW
  • REVIEW AND UPDATE OF PERSONNEL POLICIES
  • THE PROVISION OF BOARD CLERK SERVICES
  • INSURANCE AND BENEFITS ADMINISTRATION
  • RISK AND CLAIMS ASSESSMENT AND ADMINISTRATION
  • ONGOING DISABILITY MANAGEMENT
  • NUMEROUS RECRUITMENTS AND JOB DESCRIPTION UPDATES
ENGINEERING SERVICES DEPARTMENT (THE WAY IS WAS)

LEADERSHIP VACUUM
  • TRANSITIONAL ESM RETIRING, ESM AT PLANT
  • LACK OF CLEAR DIRECTION FORWARD
    • CONCENTRATION ON “TODAY, NOT TOMORROW”
  • NO CAPITAL PROGRAMS MANAGER
    • CREATED IN EARLY 2018
    • NEVER FILLED, DIVISION WITHOUT MANAGEMENT
  • CSO NOT A FOCUS
  • LARGE BACKLOG OF WORK IN ALL AREAS
  • SILOED DIVISIONS, LACK OF SYNERGY
ENGINEERING DIVISION

- HISTORY OF SHAPING CAPITAL PROJECTS AGENDA IN-HOUSE WITHOUT SIGNIFICANT STAKEHOLDER INPUT ON PRIORITIES

- STRONG TECHNICAL ORIENTATION - SMALL PORTION OF OVERALL WORKLOAD

- OPERATIONAL WORKAROUNDS ABOUND - RATES, ORDINANCE COMPLIANCE

- DECENTRALIZED WORKLOAD, DISCONNECTION OF STAFF FROM DISTRICT BUSINESS GOALS

- LARGE BACKLOGS OF WORK, INDIVIDUALIZED APPROACH RATHER THAN SOPS

- OUTDATED TECHNOLOGY, ASSET MANAGEMENT SHORTFALLS,
  - LACK OF SPECIFIC ACCOUNTABILITY
CAPITAL PROJECTS DIVISION

• TWO PERSON DIVISION, A LITTLE RUDDERLESS
  • SPECIFIC LEADERSHIP AND DIRECT MANAGEMENT NEVER HIRED
  • NEW DIVISION ON PAPER, UNIFORMED

• NO SOPS

• PROJECT HAND-OFFS LACKING

• PROJECT HISTORY SCANT OR LOST

• STAKEHOLDER COMMUNICATIONS BYPASS MANAGEMENT OR FORMALITY

• LACK OF PROJECT FINANCE INFORMATION OR COLLABORATION
  • BEHIND THE CURTAIN APPROACH
COLLECTIONS SYSTEMS OPERATIONS

- STRONG DIVISIONAL LEADERSHIP
  - EXTENSIVE TEAM DEVELOPMENT BY SUPERVISOR
  - LONG TERM PROCESS, VERY EFFECTIVE
  - RIFTS FROM PREVIOUS LEADERSHIP MENDED
  - VERY SUCCESSFUL OPERATIONALLY AND FUNCTIONALLY

- BUT STILL DISCONNECTED FROM THE BALANCE OF THE DEPARTMENT
  - STAFF FELT SEPARATED FROM HILLTOP
  - DIDN’T COME TO THE ADMINISTRATION BUILDING
METAMORPHOSIS PROCESS (WHAT WE DID)

• EVALUATED EXISTING PROCESSES, NORMS, AND TRADITIONS
• ASKED A LOT OF QUESTIONS
  • “5 WHYS”
• CONVENED DISCUSSIONS ACROSS THE DEPARTMENT
  • HOW TO IDENTIFY AND BREAKDOWN SILOS
  • HOW TO EFFECTIVELY COLLABORATE AND COOPERATE TO ACHIEVE THE MISSION
• PROJECT TEAMS
• REALLOCATED SOME INITIATIVES
• REALLOCATED AND REALIGNED STAFF
METAMORPHOSIS PROCESS CONT.

• INITIATED WORK PLANS AS A PRODUCTIVITY AND ACCOUNTABILITY TOOL

• EVALUATED PERMIT PROCESS AND ORDINANCE ENFORCEMENT, AND AVAILABLE OPTIONS

• CONVENED STAKEHOLDERS DISCUSSIONS REGARDING CAPITAL PROJECT NEEDS AND PRIORITIES
  
  • ESD NO LONGER SHAPING THE PLAN

• TACKLED I AND I ISSUES

• BEGAN SOPS - PROJECT CLOSE OUT INITIATIVES, FORMALIZED CHANGE ORDER PROCESSES, CREATION OF THE PROJECT RESOURCE GUIDE, LESSONS LEARNED LIBRARY.
THE INITIATIVES IN MOTION STILL REMAIN TO BE ACCOMPLISHED

• COMPLETION OF THE PROJECT DELIVERY PROCESS

• COMPLETION OF SOPS RELATED TO THE CAPITAL PROJECTS SYSTEM INCLUDING LESSONS LEARNED

• IMPLEMENTATION OF STAFF AND PROJECT ACCOUNTABILITY FOR RESULTS
  • PROJECT BUDGET PROCESS TRANSPARENCY
  • STAFF WORK PLANS WITH MILESTONES AND DELIVERABLES
JUNE 6, 2019 BOARD MEETING
RGS CONTRACT EXTENSION
CONTRACT EXPIRES JUNE 30, 2019

WCWD
WEST COUNTY WASTEWATER DISTRICT