Welcome

North Coast County Water District

Creating A Learning Community

Bert Weiss
Assistant General Manager - Operations

January 29, 2010
Established in 1944.

The NCCWD operates a Potable Water Distribution System and a small water treatment facility.

The District Serves a permanent population of approximately 40,000.

Total District Staff: 26
<table>
<thead>
<tr>
<th>Position</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Manager</td>
<td>1</td>
</tr>
<tr>
<td>Assistant GM Ops</td>
<td>1</td>
</tr>
<tr>
<td>Field Supervisor</td>
<td>1</td>
</tr>
<tr>
<td>Plant Supervisor</td>
<td>1</td>
</tr>
<tr>
<td>Project Manager</td>
<td>1</td>
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<tr>
<td>Utility Workers</td>
<td>7</td>
</tr>
<tr>
<td>Mechanic</td>
<td>1</td>
</tr>
<tr>
<td>Shop Assistant</td>
<td>1</td>
</tr>
<tr>
<td>Engineering Tech</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total Ops Budgeted</strong></td>
<td><strong>15</strong></td>
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</table>
Workforce Development Crisis

78% of the operations group lost in last 10 years

Resulting In

200+ years of Institutional Knowledge loss to Organization
By June 2005 new management structure had been put in place.

The first order of business was to assess our capabilities.
Change

Controlling Change

Earning Trust

Recruiting and Developing Change Agents
Old Rule

We do the job the way we’ve always done it.

New Rule

We constantly look for the best way to get the job accomplished.
Old Rule

Paid to do, not to think.

New Rule

Everyone's input is valued.
Old Rule

Formal “open door policy.”

New Rule

Absolute Zero degrees of separation.
Old Rule

Designated Rigid Roles.

New Rule

Cross Training and Operational Flexibility.
Old Rule

Value based on what you know.

New Rule

Value based on what you share.
Old Rule

Turning a blind eye to big problems.

New Rule

Commitment to open our eyes to the problems and acquiring the skills to address them.
New Organization of Work

Modular Work Groups

- Maximize operational response to daily work.
- Ensure skills and efficiencies meet or surpass private enterprise production levels.
- Frequently are modified to optimize work demand loads.
- Staff trained to interchange in any position.
- Maximize staff response to emergencies.
Training

In-House Training at all Levels

• Conduct On-Site Training
• Participatory Job Shadowing
• Cross Training
• Develop gifted generalist vs. specialist
Intern Development

Recognizing They Are the Future

- Develop staff from within the Organization.
- Cost Effectiveness.
- Interns Contribute to the Learning Culture.
Advanced Development

- Encourage staff to realize their full potential.
- Job Performance Coaching.
- Academic Development and Counseling.
- Tuition Reimbursement Program.
- Real World Application of Academic Knowledge.
- Encourage Certification & Advancement.
Lessons Learned

What Works

• Creating a new work environment.
• Leading by example.
• Building trust.
• Fostering willingness to try new things.
• Continuous commitment and focus on tactical and strategic goals.
• Applying “Quality Circle” principles.

What Doesn’t Work

• Dictating change.
• Adversarial relations between management and staff.
• Quest for the “Silver Bullets.”
• Water Industry centric solutions.
Results

• 85% of budgeted utility workers were/are interns.
• Improved job satisfaction and morale.
• Reduced absenteeism.
• Less reliance on contractors for core responsibilities.
• Reduced operation costs.
• Increase in scope of core responsibilities.
• Dedication to public service.
• Improved collaboration with other agencies.
• Commitment to: coworkers, the organization, and people we serve.
• Improved emergency preparedness.
• Board of Directors are pleased with changes.
<table>
<thead>
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<th>Operations Budgeted</th>
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<tr>
<th>Operations In Effect</th>
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<tbody>
<tr>
<td>Total Designated Utility Workers</td>
</tr>
<tr>
<td>Equipment Operators</td>
</tr>
<tr>
<td>Distribution Operators Certified</td>
</tr>
<tr>
<td>Carpenters</td>
</tr>
<tr>
<td>Underground Construction</td>
</tr>
<tr>
<td>Plumbers</td>
</tr>
<tr>
<td>Laborers</td>
</tr>
<tr>
<td>After Hours Emergency Response</td>
</tr>
<tr>
<td><strong>&quot;Fuzzy Math&quot; Operations Personnel Total</strong></td>
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Costs

Cost effectiveness of becoming a Learning Community

• Hiring interns.

• Utilizing internal subject matter experts.

• Continued in-house development – once initiated, the learning and improvement processes self perpetuate and require less management effort.

• Capitalizing on existing external training/development resources.
“One does not ‘manage’ people”

“The task is to lead people”

“And the goal is to make productive the specific strengths and knowledge of each individual.”

-Fredrick Taylor-100 years ago…
Thank You

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January 29, 2010
Lead by Example (Serve, don’t Steer)

The Tom Sawyer Effect

Inclusion

Practice, Practice, Practice

Keep the Eye on the Prize & BE PATIENT