SUMMARY REPORT

The North Bay Initiative Pilot: Training A La Carte and Cross-Training Series

Submitted by Catherine Curtis, Jeff Tucker, Steve Miksis, and Veronica Siwy

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In the fall of 2017, Catherine Curtis, who was the vice-chair of BAYWORK at the time, was talking with signatory agencies in the North Bay about BAYWORK initiatives. The feedback received was consistent: The North Bay felt like they were being left behind. Few BAYWORK events took place in their area and to get to training events and career fairs they had to travel long distances in heavy traffic, which usually involved crossing a bridge. One person observed that crossing a bridge was like crossing a state line. It was clear that the North Bay needed some attention.

To respond to the need, an initiative was introduced to the BAYWORK Executive Committee and approved for a North Bay Pilot in Fiscal Year 2018-19. This initiative was intended to serve multiple purposes:

- Expand membership in North Bay;
- Provide mechanism for North Bay utilities to collaborate in their region to produce events such as a training buffet, career fair, specialized workshops, etc.;
- Collaborate with educational institutions such as College of Marin and Santa Rosa Jr. College to expand externship and internship programs; and,
- Respond to feedback from North Bay utilities requesting this workgroup in our Signatory Interviews from October through December 2017. Sharing at this scale is optimal. Focus on how to collaborate on shared goals for the North Bay which includes attracting candidates for jobs and training.

BAYWORK first created a survey to get a more in-depth look at the needs. BAYWORK Manager Michael Kushner and Vice-Chair Curtis went to the various agencies and asked the questions in person instead of sending out a survey via email. Face-to-face contact was needed to introduce the new BAYWORK manager and get a sense of whether people would participate in the pilot.

Questions in the survey included:

- Would you participate in a North Bay Agency Group identifying needs for the North Bay and implementing solutions?
- What type of BAYWORK initiatives would you be able to support with some of your staff time?
- What are your top three challenges with hiring qualified candidates?
- Are there any solutions to these challenges where BAYWORK could help?
- Would you hire entry-level staff (people with little specialized work experience) in any of your high-need occupations?
- Do you currently have internships in these positions? Do you need help in designing internships, and, if so, which positions?
- If BAYWORK organized a regional apprenticeship program, would you consider creating an apprentice position in one of your high-need occupations? Which ones?
- What kind of training workshops are you most interested in?
- Are there entry level positions for which BAYWORK or its partners could develop preparatory training to strengthen your applicant pool?
- Are you interested in Teacher Externships at your agency? (An externship is a multi-day guided visit to your facility for teachers who spend part of each day developing curriculum for their students based on the concepts used in your facility.) An externship could be hosted just by your agency or in cooperation with other nearby utilities.
- Are you interested in a North Bay Forum for leaders to identify ways to collaborate to achieve shared goals?
- Do you know what the Knowledge Transfer Toolkit is and how to use it?
- What contacts do you have, either utility, CBO, or Educational institutions that might help the North Bay work group implement programs, and what value of opportunities could they bring to our group?
• Is there anything else you think we should consider in this North Bay Pilot?
• What space at your agency might be available for meetings or events?
• Who will be the primary point(s) of contact for BAYWORK in your agency?
• Additional comments?

Once the survey was concluded the results were analyzed, which helped generate an agenda for a Kick-Off meeting which was scheduled in August 2018 at Ross Valley Sanitary District. Invitations were sent to the seven BAYWORK North Bay signatory agencies with the agenda and objectives for the Kick-Off meeting and 18 agency representatives attended. The goal was to agree on two events for the North Bay, form sub-committees for planning those events, and identify next steps. It was important that those involved selected the events to ensure buy-in and commitment to the process.

At the Kick-Off meeting people showed up with enthusiasm and excitement about generating ideas for the North Bay region. The air was filled with anticipation. The group had a brainstorming session and generated a list of options to explore. People placed dots next to their top three choices. The final selections were two training events: Training A La Carte (a light version of the annual BAYWORK Training Buffet event) and a Cross-Training event at three locations that had never been attempted. The participants were divided into two planning teams and began defining what they wanted for each event. Steve Miksis from Ross Valley Sanitary District was the lead in charge of the Training A La Carte and Jeff Tucker from Napa Sanitation District was the lead in charge of the Cross-Training event. Jeff was aided by Veronica Siwy from the Town of Windsor and Steve Miksis from Ross Valley Sanitary District, so all three agencies were represented with a lead person for Jeff to work with. Catherine Curtis and her administrator Pamela Astarte also helped by scheduling and attending planning meetings, setting up time-line calendars, writing and distributing meeting minutes, and completing any action items identified in the meetings. Also, Robert Scott who was the BAYWORK Staff Preparedness Sub-Committee Chair, got involved in the Training A La Carte event since this fell under his Sub-Committee’s domain. Robert made sure we had video, media, etc. and attended the event to film.
BAYWORK has an annual signatory event called the Training Buffet held in the East Bay which is a one-day conference with multiple sessions offered concurrently. Attendees pre-register to attend the sessions for free. Many sessions qualify for Continuing Education Unit (CEU) credits that can be earned from California Water Environment Association (CWEA) (https://www.cwea.org/) and/or the California State Water Resources Control Board (https://www.waterboards.ca.gov/). BAYWORK handles the registration process, provides food to the participants, and processes and distributes the CEU certificates for attendees. This annual event has been popular with signatory agencies since 2014 and the feedback received has been consistently positive.

The North Bay group decided to do a similar version of the BAYWORK Training Buffet and named it the BAYWORK Training A La Carte. BAYWORK chose the Petaluma Community Center for the event location because it is central to the North Bay service area and it allowed the best access. Prior to the event BAYWORK staff visited the location to access its logistics and functionality. Over 63 Bay Area Water Industry staff from 23 agencies and organizations attended the North Bay Training A La Carte in April 2019. The presenters volunteered their time and expertise for this event with over 12 presenters from six agencies and organizations.
# BAYWORK TRAINING A LA CARTE SCHEDULE

<table>
<thead>
<tr>
<th>Time</th>
<th>Meeting Room A-D</th>
<th>Craft Room 1</th>
<th>Conference Room 2</th>
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</thead>
<tbody>
<tr>
<td>9:00-9:30am</td>
<td>Registration</td>
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<tr>
<td>9:30-10:30am</td>
<td><strong>Condition Assessment</strong>&lt;br&gt;Steve Miksis&lt;br&gt;Ross Valley Sanitary District</td>
<td><strong>From Wastewater Treatment to Resource Recovery</strong>&lt;br&gt;Ryan Batjiaka&lt;br&gt;SFPUC</td>
<td><strong>Advanced Meeting Infrastructure</strong>&lt;br&gt;Robert Clark&lt;br&gt;North Marin Water District</td>
</tr>
<tr>
<td>10:30-11:30am</td>
<td><strong>Competency Based Training and Assessments</strong>&lt;br&gt;Rafael Zarco&lt;br&gt;Ross Valley Sanitary District</td>
<td><strong>Evolution of Pollution Prevention</strong>&lt;br&gt;Melody LaBella&lt;br&gt;Central San</td>
<td><strong>Central San's Approach to Asset Management</strong>&lt;br&gt;Nitin Goel&lt;br&gt;Central San</td>
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<tr>
<td>11:30-12:30pm</td>
<td>Lunch</td>
<td></td>
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<tr>
<td>12:30-1:30pm</td>
<td><strong>Cured in Place Point Repair</strong>&lt;br&gt;Manny Vigil&lt;br&gt;Ross Valley Sanitary District</td>
<td><strong>Overview of Central San's Pollution Prevention Program</strong>&lt;br&gt;Colleen Henry&lt;br&gt;Central San</td>
<td><strong>Got Internships? How to Build Internship Programs For Your Utility</strong>&lt;br&gt;Catherine Curtis&lt;br&gt;SFPUC</td>
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<tr>
<td>1:30-2:30pm</td>
<td><strong>Collection Systems - Best Practices</strong>&lt;br&gt;Stephen Miksis&lt;br&gt;Ross Valley Sanitation District</td>
<td><strong>Be a Brewmaster: Beer-making Wastewater Issues</strong>&lt;br&gt;Chris Murray&lt;br&gt;City of Santa Rosa</td>
<td><strong>Open Forum: Drinking Water &amp; Wastewater Operator Certification Program</strong>&lt;br&gt;Annette Caraway&lt;br&gt;State Water Resources Control Board</td>
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<tr>
<td>2:30-2:40pm</td>
<td>Wrap Up</td>
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You can find the materials and video from this Training A La Carte and past Training Buffets on the BAYWORK website at [https://BAYWORK.org/workshop/](https://BAYWORK.org/workshop/)
TRAINING A LA CARTE FEEDBACK

The Training A La Carte event scored very high with participants. See below graph for evaluations of sessions.

OVERALL EVALUATION OF EVENT:

90% of participants “liked a lot”

10% of participants felt "okay"

OVERALL EVALUATION OF RESULTS:

What is Working:

• Great overall presentations and information seemed on topic for BAYWORK companies
• Presenters well prepared with both information and hand-outs
• Clear and concise information
• Very informative on all topics presented and discussed
• Learning about how other agencies deal with specific situations
• Learning about new technologies as well as new procedures
• Learning about legislative regulations and certifications
• Liked that most dealt with real life situations and problems
• Loved the hands-on demonstrations
• Loved the chance to ask questions and interact with other professionals

What Needs Improvement:

• More videos
• More hands-on

• More detailed information with focus on certain groups, such as engineers
• More focused discussions
• Many felt longer presentations would have been better
• Have video and equipment set up ahead of time
• Bigger projector screens
• A map of classroom locations

Suggestions for Future Classes:

• How to deal with customers
• More "Green" focused issues (more Resource Recovery type classes)
• More engagement with workers in the field working on specific issues
• More on Labor issues and Resolution
• More on water issues both potable and recycled
• More real-time demos on everything from point repair to how to create data presentations
LESSONS LEARNED AT TRAINING A LA CARTE

<table>
<thead>
<tr>
<th>Event</th>
<th>Worked Well</th>
<th>Didn’t Work Well</th>
<th>Any Recommendations to Host These Events in the Future</th>
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</table>
| Planning | 1. Followed same model as Training Buffet so was easier to plan than the Cross-Training  
2. Presenters offered a wide array of topics-people especially liked the Hands- on demo done by RVSD’s Mani!  
3. Flyers were well done graphics by Steve’s team were exceptional  
4. Well planned out in terms of timing to line everything up. It was a well-planned timeline,  
5. Participants enjoyed this day-long event.  
6. Petaluma Community Center facility worked well  
7. Made good contacts with other agencies such as Water Board  
8. Showing videos on website brought people in | 1. Needed a map of facility to find classes  
2. Lunch was an hour late  
3. AV problems, need to plan to use specific computers with specific projectors | 1. This is an expensive training as it involves many outside presenters, consultants, etc.  
2. BAYWORK cannot fund in FY19/20 so this event will likely not take place  
3. Smaller local events such as a Choose Your Own Adventure at RVSD is planned  
4. BAYWORK will disseminate template to other regions to see if there is interest |
| Registration | 1. Registration went smoothly as it was same as annual Training Buffet.  
2. BAYWORK arranged for Kory Loucks-Powell, BAYWORK Administrator, to assist with registration. | 1. Needed a better map to get to location | |
| Training A La Carte | 1. Good Use of space  
2. Great presentations- Breadth of classes was a big draw, especially hands-on and relevant topics such as Resource Recovery  
3. Good location  
4. Generated lots of excitement about the industry | 1. Lunch was an hour late- use different vendor  
2. Confusion about which classes in which rooms and how to get there- signage in front of doors perhaps  
3. Shade structure if doing Hands-on demos outdoors as it was in full sun | |

CROSS-TRAINING – NAPA SANITATION DISTRICT (NAPASAN) – JEFF TUCKER

The Cross-Training committee decided to respond to a specific request that its members had been hearing from their coworkers: more hands-on training. Hands-on training and in-field demonstrations are generally considered to be more engaging with better retention and applicability in an attendee’s regular work environment; however, issues of liability and logistics have regularly made such trainings difficult to find or produce.

The staff representatives of three relatively small wastewater agencies – Ross Valley Sanitary District (approx. 22 employees), NapaSan (53 employees) and the Town of Windsor’s wastewater department (< 20 employees) believed that their small size and corporate culture could be leveraged to overcome the inherent obstacles. Over 26 Bay Area Water Industry staff from 16 agencies attended three North Bay Cross-Trainings - Ross Valley Sanitary District, NapaSan, and the Town of Windsor.
Cross-training often implies that employees from one agency are embedded with and conduct work for another agency as part of learning different agency’s equipment and methods. The nature of the work performed in the industry and the regulatory environment don’t really contribute to this structure. The three agencies determined; however, that similar value could still be achieved by embedding a small number of outside trainees to observe demonstrations and actual process operations. Trainees wouldn’t operate equipment, but they could observe and ask questions of the host agency’s staff. This resolved the issues regarding regulatory requirements, while the development of a waiver form signed by the trainee's agency representative provided clarity regarding liability and workers' compensation insurance.

Each agency decided that multi-day engagements with staff from other agencies would provide a better forum for teaching and engagement. Half-day and even full-day classes can often only accommodate subject-specific facility tours and maybe a short demonstration. By having the same staff from other agencies show up for two, three, or even four days, it was possible to delve into detailed demonstrations of specific work processes or equipment and talk about their advantages and disadvantages as they relate to operations, maintenance, and safety.

NapaSan’s front-line staff of operators, mechanics, and safety personnel proved that an agency can be small and still have cutting-edge programs and methods. NapaSan's three-day experience included an in-depth breakdown of the requirements to operate a fully functional Combined Space Entry Team with a demonstration of a confined space entry. Operators were able to describe the design and operational efficiencies of a new "self-cleaning" trough wet-well pump station configuration, while later demonstrating both its dewatering system for biosolids and the district’s innovative process for winter storage of biosolids for land application during the summer. Participants also learned about many of the design and operational issues involved with replacing all the equipment in headworks with new equipment, while minimizing operational interruptions.
The Town of Windsor had the most personal training with two trainees in each session. While the training initially focused on how a small agency maintains regulatory compliance with minimal staffing, the intimate nature of the training allowed the trainees to ask specific questions that expanded the subject areas of discussion.

The Town of Windsor hosted three separate small groups in two-day sessions. Every line-staff member, in addition to engineering staff, took the lead on a training topic by organizing training material and presenting that information to the group of trainees. Each session started out with a plant tour and were followed by topics on equipment maintenance, laboratory, and recycled water management. The second day of the session focused on CIP projects, including the Town’s innovative floating solar panel project which is scheduled for completion in the fall of 2019. Operators also showed their nutrient reduction strategies, which allow the Town to achieve very low levels of phosphorus and nitrogen. The training program was considered a great success by the Town. Staff appreciated discussing and providing hands-on-training to attendees, while attendees benefitted from seeing operations which are unique to the Town of Windsor.

ROSS VALLEY SANITARY DISTRICT – STEVE MIKSIS

When approached by BAYWORK to participate in a North Bay Cross-training initiative, Operations and Maintenance Manager Steven Miksis looked at the opportunity and was eager to engage in a collaborative setting involving Collection System staff on all levels so that they could show them how Ross Valley Sanitary District (RSVD) operates. With all the various agencies in the North Bay that convey sewage, he felt that it was imperative to start the conversation demonstrating how they all are trying to do the same mission in their own way and how that can lead to inefficiencies on multiple levels. Their diverse and complex system is unlike most in California due to the topography, age of the system, and the lack of past commitment to extend the lifecycle of their assets. It should be one of the priorities of every collection system to embrace the principles of modern-day asset management workflows and risk analysis. A quick drill-down analysis focuses on the knowledge, skills, and abilities of each District and how they implement their Infrastructure Asset Management Plan among other systems.

The opportunity of a Cross-Training Initiative tackled multiple subjects and workflows that any agency might face. The meetings at the beginning of the BAYWORK pilot project were essential to determine the needs and desires of the front-line staff, the leads, supervisors, and what the collaborative team of volunteer agencies wanted the outcome and successes to look like. This in turn led to what managers are faced with on a day-to-day basis for
the North Bay region and the feedback that was received following Kick-Off meetings were imperative to creating a four-day cross-training event at RVSD.

RVSD has many unique capabilities and tool sets to handle almost any emergency, which took years to acquire. The transition of workflows from 2010 to the present has seen a systematic overhaul in workflow management and response engaging in the asset management principles that were adopted by the RVSD Board of Directors. The BAYWORK North Bay initiative gave RVSD a conduit to make their processes and workflows available for others to see and evaluate them. For RVSD, this was the pivotal point at which BAYWORK listened and then took the lead in making it a success, as the planning meetings were essential in obtaining the interest and engagement from other agencies.

RVSD managers and supervisors met to discuss which opportunities they had to share with other agencies and soon had an extensive list of the various technologies and systems that they use on a day-to-day basis. An agenda was created for each of the four days with the goal of relaying the importance of the systems and how they improved their situational awareness for every department. Class time was kept under 45 minutes as they wanted the participants to be out in the field observing real-life operation of the various tools. The four groups consisted of Line Maintenance, Pumps, Trenchless Assessment, and Condition Assessment.

The agenda had good intentions with a lot of variety, but they soon realized that they needed to be flexible to address what most interested the participants. This was the first time RVSD had done something on this scale, so they realized some changes would be made, but not to the degree that they were by the end of the event.

PRE-PLANNING

This was by far the most important phase of the event. RVSD was grateful for the collaboration with BAYWORK, NapaSan, and the Town of Windsor. It takes a village to convey sewage and the Cross-Training events would not have succeeded without the extensive planning sessions. The initial Kick-Off meeting was hosted at RVSD and the room was full of interested agencies. The participants became fewer as further meetings were held and it soon became apparent that three agencies would be taking the lead: RVSD, NapaSan, and the Town of Windsor.

Steve Miksis has participated in several conferences and trainings and found that BAYWORK has by far the best model for getting an initiative off the ground. The amount of staff commitment was well worth the effort as they got closer to the first day of the event. For their part, the RVSD supervisors concentrated on what they were going to do in the field, and Steve put together the classroom agenda and presentations. Staff from BAYWORK, the Town of Windsor, and Napa Sanitation District took the brunt of the preparation work and RVSD appreciated their commitment to the outreach and invitations to participants.

CROSS-TRAINING EVENT BEGINS

The first day started off with some issues with timing and the number of participants, but they were dealt with swiftly. As first responders, RVSD staff is accustomed to constant change and the first day became very dynamic when about 30 people showed up instead of the 16 registered. This occurred due to managers at area agencies signing up for one slot and then bringing along half of their collection crew in some cases. After sorting out the extra lunches, RVSD began the first set of presentations. Steve's goal was to have an open environment where participants could
chime in anytime and the group's conversations facilitated some great interactions.

Steve explained to the attendees that agencies are all trying to do the same thing differently and future collaboration between agencies could create a highly trained and motivated regional group of collection system workers. The interest from the attendees in the room was immense and RVSD offered an open-door policy to all.

After the presentations, RVSD split everyone into four groups and then their supervisors and collection system workers took over. The agenda was followed for the first day with slight modifications due to the size of the groups. When they met at the end of the day for the debrief, Steve asked the group what their main issues were in the field. The list kept growing so Steve asked the group if they wanted to modify the future agendas so that RVSD could concentrate on their issues and show them how they would handle various situations, which was what they did.

They quickly learned that invitees were much more interested in seeing how their own real-world problems could be solved with the various tools and systems RVSD has in place. There was a heavy interest in how RVSD tests nozzles and provides condition assessment for siphons. Everyone wanted to see the cured-in-place point repair process that RVSD uses and how they modified the installation process for their service area. Attendees were also impressed with the amount of technology RVSD has as they are moving away from desktop and laptop computers towards smart phones. Most of the invitees are still using map books and manually inputting their work orders at the end of the day. Throughout the next three sessions RVSD turned the event into a "Chose your own Adventure!" and this received a lot of praise as RVSD constantly shifted gears. RVSD also had a lot of new attendees at each event as managers from area agencies sent other staff from their crews to see how RVSD conduct operations, which was unexpected.

The lunches gave everyone a great opportunity to speak to the RVSD field staff. Steve can speak all day about how great RVSD is but has come to understand that almost no one believes everything he says, and of course he is going to put RVSD on a pedestal. Even when RVSD supervisors spoke to the participants, there was a hesitation to believe
that everything is great and easy. The true magic occurred when their front-line staff spoke about their workload and field interactions with their equipment and technology without a supervisor or manager present. The feedback afterwards was both positive and negative to various degrees. The comments that were floated most were, “How come our agency does not have any of this?” and, “Our managers would never implement this.” Steve explained that that was the reason they were holding this Cross-Training event. He said what RVSD has accomplished was incredibly difficult to implement and the journey never ends. “Buy-in” must come from the front-line staff to make this work and management must work closely with staff during the implementation process for this type of transition to succeed.

POST EVENT THOUGHTS

The Cross-Training event at RVSD was a great success as demonstrated by the feedback from the participants. Many of RVSD’s staff are still in constant contact with the attendees and they have been involved more than ever with local agencies on targeted training events because of this BAYWORK event. RVSD staff at every level are looking forward to the next event in April 2020 and they plan on making this a yearly event if BAYWORK can continue to support their future efforts. BAYWORK is on board!
# Cross-Training Lessons Learned

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<th>Event</th>
<th>Worked Well</th>
<th>Didn't Work Well</th>
<th>Any Recommendations to Others for Future Cross-Trainings</th>
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</thead>
</table>
| Planning | 1. Leaders emerged from the North Bay to lead these events.  
2. Participants took the initiative to plan and collaborated with others to solve problems along the way.  
3. Fliers were well done  
4. Well planned in terms of timing to line everything up. It was a well-planned timeline, up to six months in advance.  
5. Everyone was accountable. The trainings were well thought through, which is seen in the feedback. | 1. Better system of who does what – often unclear who was sending emails, what would be in the messaging, etc.                                                                                                               | 1. Everyone wants to do this again and involve more North Bay agencies  
2. Send the template out to all agencies in BAYWORK so other areas can do the same type of training  
3. Have one person per agency control the registration and email messaging future participants  
4. Have BAYWORK help with marketing and getting the word out  
5. Have Information on website about these events  
6. Work with partners in the area to get message out  
7. Focus on similar agencies that have great systems, for example a day at both NapaSan and RVSD as they both have great Collections systems  
8. All agencies will provide their own lunches  
9. Keep it Hands-On and out in the field                                                                                                  | 1. Use Google Forms for Registration (not Eventbrite)  
2. Have agencies control the registration and all communication with agencies  
3. Make sure as many agencies as possible are represented                                                                                   |
| Registration | 1. Training A La Carte registration went smoothly. This is in part because we followed the protocol for our annual event called Training Buffet.  
2. BAYWORK had Kory Loucks-Powell, BAYWORK administrator, travel to the event and assist with logistics and registration for Training A La Carte. | 1. Confusion with enrollment for cross-training – two people managing process and two platforms Google Forms, and Eventbrite—we should have had just one person - preferably at the agency  
2. Communication Issues – not clear who was doing what with registration.  
3. People showed up at wrong dates and times. When groups are small this can create a real hole.  
4. Not all agencies represented                                                                                                              | 1. Use Google Forms for Registration (not Eventbrite)  
2. Have agencies control the registration and all communication with agencies  
3. Make sure as many agencies as possible are represented                                                                                   |
|-------------------------|---------------------------------|-----------------------|
| 1. Having participants in the field so they could do real jobs  
2. Generated lots of enthusiasm and interest in using new methods and new machinery  
3. Flexibility in scheduling and time allotted to each presentation | 1. Small groups so we could give individual attention  
2. Helpful for our staff as they learned how to make presentations | 1. Hands-on Experiences in the field  
2. Short presentations  
3. "Choose your own Adventure" where group worked on a real issue from someone’s agency-such as: Siphon Cleaning  
4. Flexibility as numbers of participants changed day to day  
5. Willingness to go with the flow- Emergency Call came in and we addressed it using FaceTime to communicate in real time |
| 1. Lack of control over messaging in general  
2. Prefer to control registration and emails  
3. Need to be able to choose 1st, 2nd, 3rd choice of days and times | 1. When people didn’t show, as there were only two assigned per day, it was problematic- next year plan for up to four people  
2. People got wrong info. about dates and times | 1. Confusion about days and times  
2. Some agencies sent whole crew rather than the one person registered |
| 1. Possibly work in collaboration with RVSD for some trainings  
2. Discuss issues of greatest concern to participants. Such as Spot and Lining Repair | 1. Have larger groups-up to four at a time  
2. Do a deeper dive into our technologies | 1. Do a Choose Your Own Adventure  
2. Focus on our new equipment: video truck, condition assessment, 3-D printer, etc.  
3. Have larger groups  
4. In one year will have new large facility for events |
CONCLUSION

The identified purposes the North Bay Initiative Pilot was designed to address are below:

- Expand membership in North Bay;
- Provide mechanism for North Bay utilities to collaborate in their region to produce events;
- Collaborate with educational institutions such as College of Marin and Santa Rosa Jr. College to expand externship and internship programs; and,
- Respond to feedback from North Bay utilities who had requested this workgroup in our Signatory Interviews from October through December 2017. Sharing at this scale is optimal.

BAYWORK expanded its signatory membership in the North Bay, adding Sonoma County Water Agency and the City of Napa to the BAYWORK signatory membership, and presenting membership advantages at the City of Petaluma and the City of Santa Rosa. While the City of Petaluma and the City of Santa Rosa did not join, they have expressed interest in learning more and follow-up meetings will be pursued. After the North Bay put on two events the regional water and wastewater staff were excited to participate and provided positive feedback.

BAYWORK also added Santa Rosa Junior College, Petaluma, to their partner list. The college offers a two-year water and wastewater training program and Catherine Curtis, now BAYWORK Chair, has joined their advisory committee. BAYWORK was also onsite at the Santa Rosa Jr. College career fair to talk about jobs in the trades.

At the Kick-Off meeting, BAYWORK North Bay signatory agencies’ representatives talked about their appreciation that BAYWORK was taking on this pilot project. After the events, they felt they had been heard and they requested that BAYWORK hold more events in the North Bay. Mel Liebmamn, Plant Manager with Las Gallinas Valley Sanitary District, said, “You talked about this in our meeting and it is really happening!”

Both events were successful. The Cross-Training Pilot was extremely popular and North Bay water and wastewater staff want more of them. The Cross-Training had never been attempted before. The synergy of the participants was powerful and accomplished much more than any single agency alone could achieve. BAYWORK is continuing the North Bay planning meetings and identifying options for collaboration and networking. One of the best results of this initiative was identifying new leadership in the North Bay with Jeff Tucker at NapaSan, Steve Miksis at RVSD, and Veronica Siwy at the Town of Windsor. They stepped up to the plate and took ownership of these events. Bravo to them all.