



Wastewater Treatment



Recycled Water



Energy Production



Biosolids Reuse



TRANSFORMING  
WASTEWATER  
TO RESOURCES



# Workforce Development Update

Board of Directors Meeting  
April 10, 2024

# District Strategic Plan Workforce Development Goal



**Strategic Plan Goal:** Support development of an engaged, skilled workforce that is dedicated to organizational excellence and exceptional service delivery

## FY23/24 Strategic Initiative

- Encourage employee engagement with District strategic initiatives, peer agency counterparts, and applicable industry associations at all levels in the organization to support **workforce development**, a “learning culture”, continuous improvement through innovation, and **information sharing**.

### Goal 5 Workforce Development (cont'd)

Support development of an engaged, skilled workforce that is dedicated to organizational excellence and exceptional service delivery

#### STRATEGY NO. 3 Generate awareness of career employment opportunities at the District

##### Key Objectives

- Partner with local universities, colleges, and community colleges to communicate potential career paths at the District and generate interest in future employment
- Utilize internships and temporary, short-term positions in various workgroups, as needed (e.g., laboratory, operations, maintenance)
- Participate in value-added regional, institutional, and/or peer agency partnerships and coalitions designed to cultivate and produce high-quality candidates for future employment
- Target specific employment markets and industry associations, and prepare high-quality job announcements with professional supporting documentation to attract high-quality candidates during recruitment and selection processes



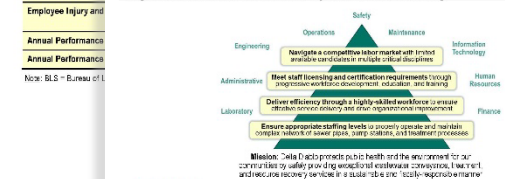
#### STRATEGY NO. 4 Recognize and celebrate key team and individual achievements

##### Key Objectives

- Use multi-faceted approaches to consistently recognize employees who demonstrate commitments to teamwork, the District's Behavioral Values, innovation, and organizational excellence via presentations at Board meetings, internal newsletters, staff communications, meetings, and employee recognition events
- Celebrate successes associated with regional partnerships with local communities, industry associations, regulators, and/or peer agencies

### Goal 5 Workforce Development

Support development of an engaged, skilled workforce that is dedicated to organizational excellence and exceptional service delivery



#### STRATEGY NO. 1 Ensure a safe, diverse, inclusive, and equitable workplace

##### Key Objectives

- Ensures each employee has received required training and exhibits behavior consistent with the District's Behavioral Values
- Design training sessions to be dynamic, interactive, and support engagement, connectivity, and retention
- Meet or exceed industrial safety standards in the workplace; expand use of safety-related IT applications; and utilize the Safety Committee to adopt the workplace, procedures, and/or protocols in response to safety incidents, as necessary
- Utilize IT applications to track training records to ensure required training is completed on schedule
- Cultivate a positive, team-based work culture that inspires engagement, strong professional relationships, and reflects commitment to the District's Behavioral Values

#### STRATEGY NO. 2 Promote employee professional development and training to ensure readiness and adaptability to meet future workforce challenges and needs

##### Key Objectives

- Engage with individual employees to understand future career progression interests and incorporate applicable professional development plans into annual performance plans and appraisals
- Encourage staff to acquire certifications, licenses, and training, and demonstrate personal commitment to professional development through use of tuition reimbursement programs, and participation in management/supervisory training and/or industry association training, seminars/webinars, and conferences
- Promote employee participation through active engagement and/or leadership roles in key industry associations (e.g., GASA, BACWA, OREA) to explain District positions and advocate for District interests, while staying abreast of industry challenges and potential impacts to the District
- Clearly communicate performance expectations and standards to employees; conduct regular assessments that include employee strengths and opportunities for development; and integrate coaching and mentoring techniques, and develop targeted plans to improve performance deficiencies, as needed
- Identify and implement opportunities to improve the performance planning and appraisal process to support timely completion, effective supervisor employee engagement, and professional development

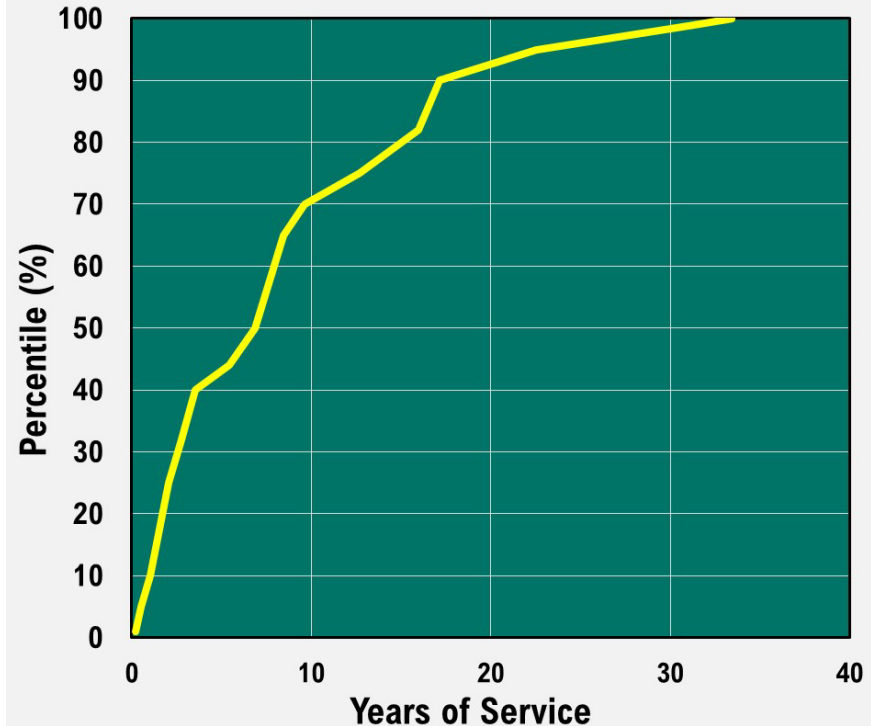


# Building on Significant Workforce Transition



- 41% of staff has <5 years;  
71% of staff has <10 years
- Infusion of experienced team members to complement long-tenured staff
  - Working to positively embrace change and new ideas
  - Effective use of retired annuitants in Finance, Operations, HR
- 11 promotions in last two years
- Current: 67 filled full-time equivalent (FTE) positions
  - Recruiting to fill 5 FTEs
  - Considering approach on 4 FTEs

Delta Diablo Employee Years of Service Percentile Distribution (as of April 9, 2024)



# FY24/25 Budget Development

- Drivers for Preliminary Staffing Changes
  - Expanded IT capacity (new Software Developer position)
  - Succession planning, organizational efficiency (reclassification of existing position in Operations Division)
  - Engaging with bargaining units prior to Personnel Committee meetings
- Staff has updated Classification Control Plan for Board consideration as part of FY24/25 Budget review (May 2024)
  - No significant budget impact
  - Incorporated labor savings in FY24/25 and FY25/26 based on anticipated position vacancy rate



# FY24/25 Budget Development

- Continuing Intensified Focus on Industry Engagement
  - Ensuring sufficient funding to support active participation in industry associations/conferences and professional development **at all levels**



- Implementing Formalized Training Program
  - Utilizing comprehensive training resources tailored to specific workgroups via Vector Solutions/DKF (provided by participation in California Sanitation Risk Management Authority)
  - Expanding outside training program to include Accounting, IT, and Engineering staff (Lorman Education Services)
  - Utilizing additional training resources with peer agencies (Central San – Management Academy, PUWWMI)

# Regional Job Training Partnerships

- Utilizing a “stackable” intern program via BAYWORK
  - Maintenance Assistant, Electrical/Instrumentation Assistant (new), Operations Assistant (targeted for spring 2024)
- Including funding for engineering, laboratory interns in proposed FY24/25 Budget
- Continuing to receive potential job candidates from LMC Process Technology (PTEC) and Electrical and Instrumentation Technology (ETEC) programs
- Anticipating future workforce development benefits via Project Labor Agreements



# Community Engagement Focus

- Reengaging Public Education and Outreach Committee
- Conducting significant number of WWTP tours for local elementary, middle schools (>700 students since Jan 2023)
- Actively participating in numerous local career fair, high school science competition, and community events
  - Antioch “Big Truck Day”
  - Green Footprint Festival
  - Contra Costa County Engineering and Science Fair
  - Future Build Career Fair
  - Youth Empowerment Conference, LMC
  - Leadership Contra Costa
  - STEM Community Event

