

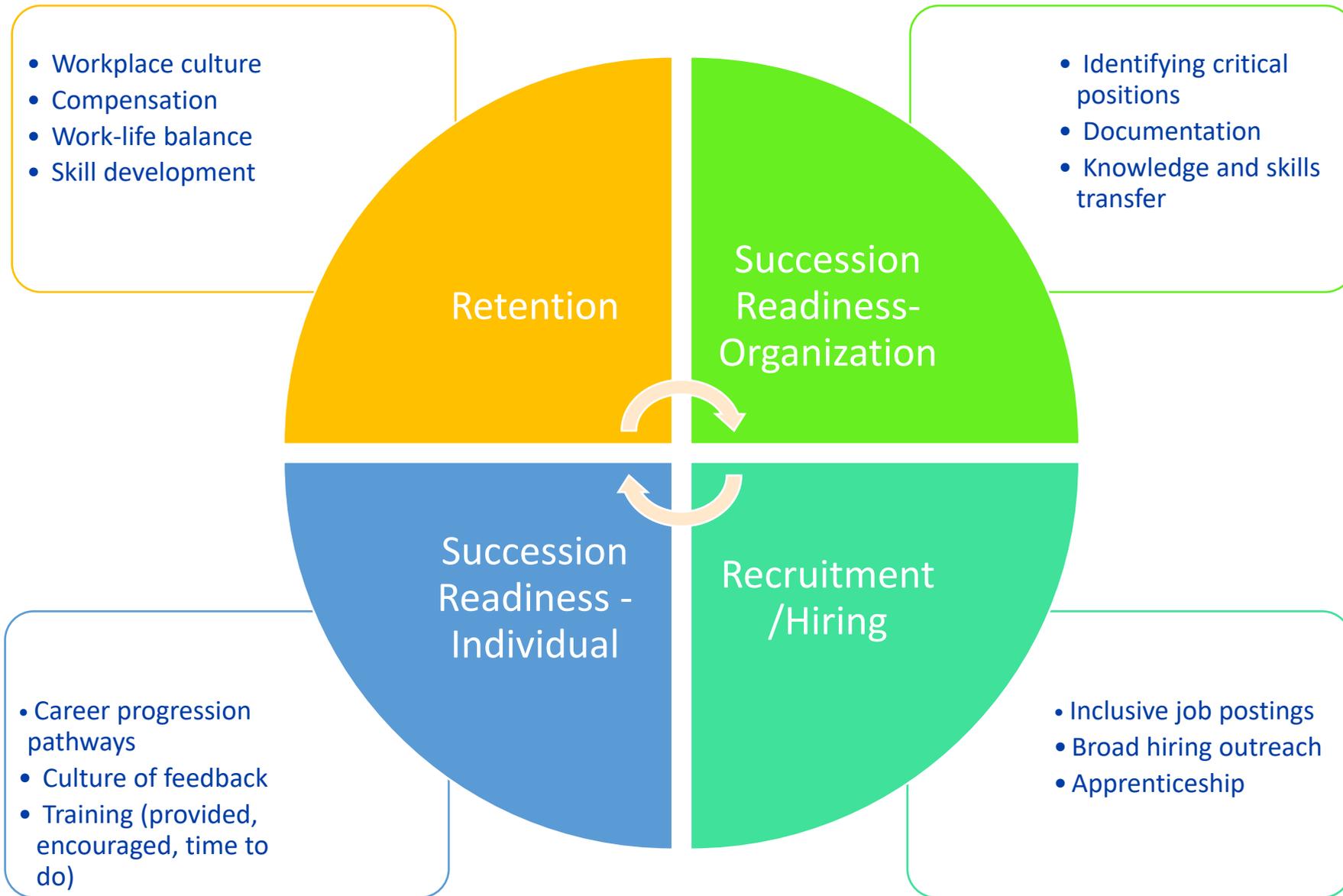
Surfing the Silver Tsunami

AWWA-PNWS Section Conference, April 2022

Agenda

- Where we are now
- Where the wave will take us
- What do we do?





Start with What You Know

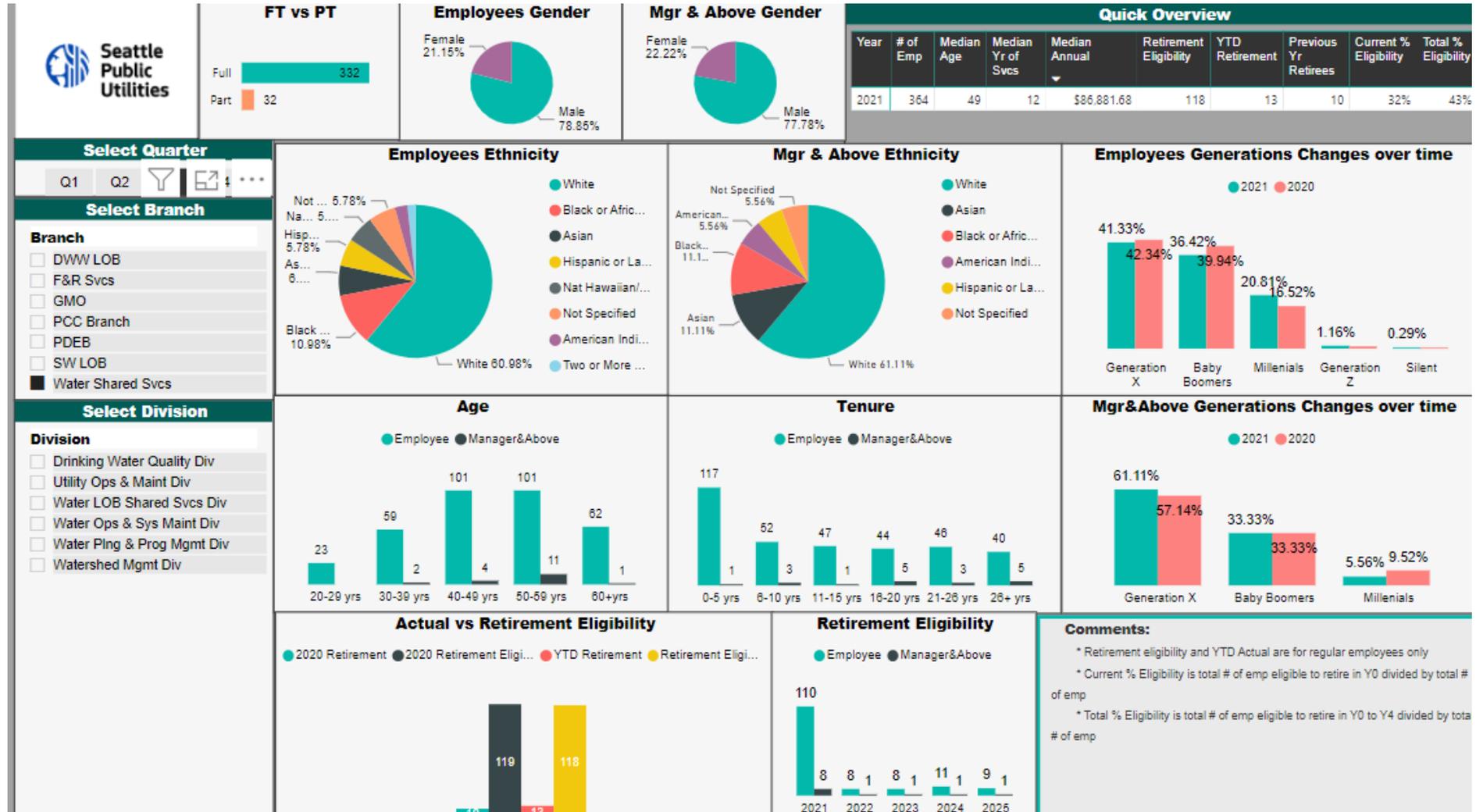
- What do you know about your staff?
- Demographics of the customers you serve?
- Demographic trends into the future?



Here's Our Workforce



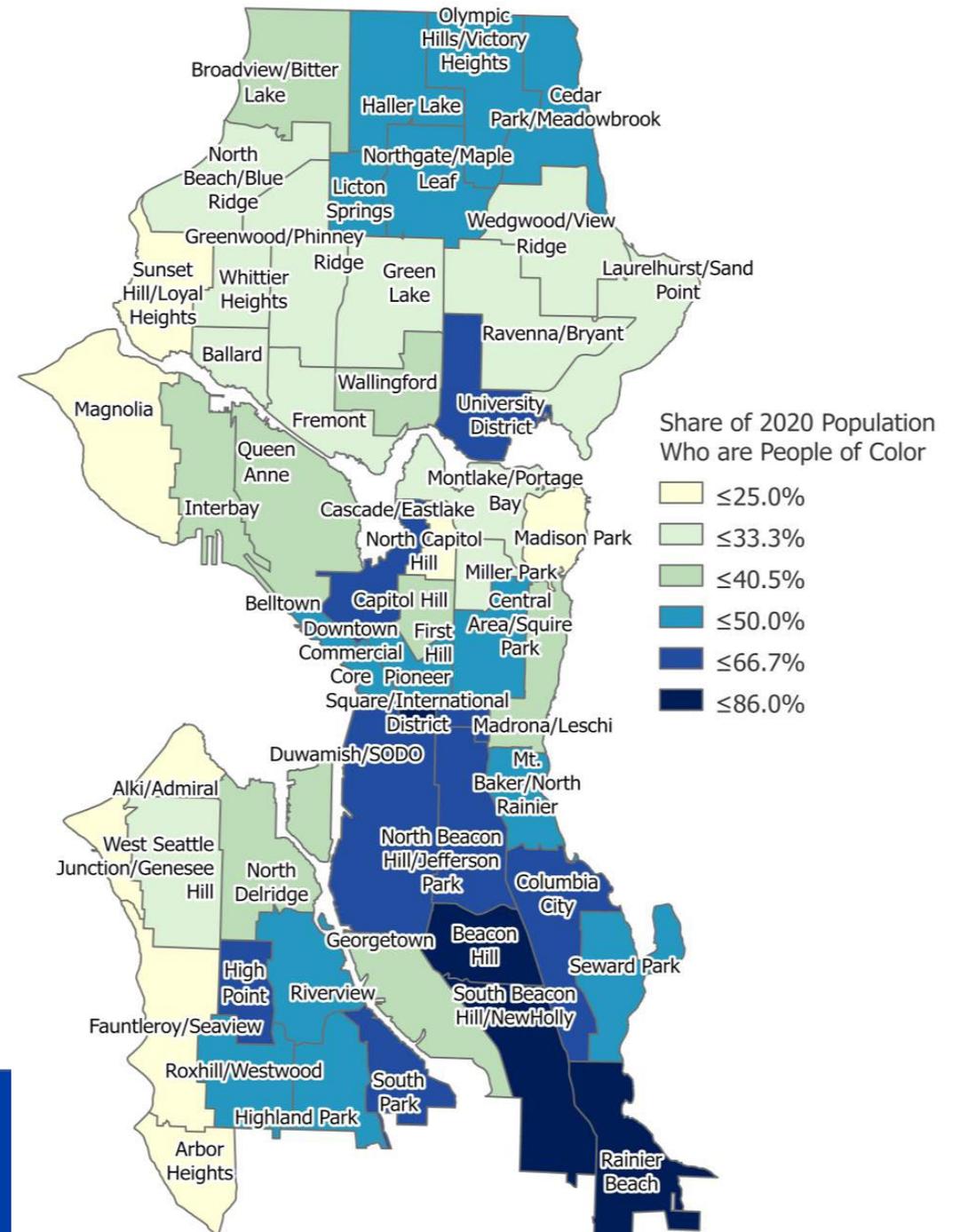
Here's Our Workforce (2)



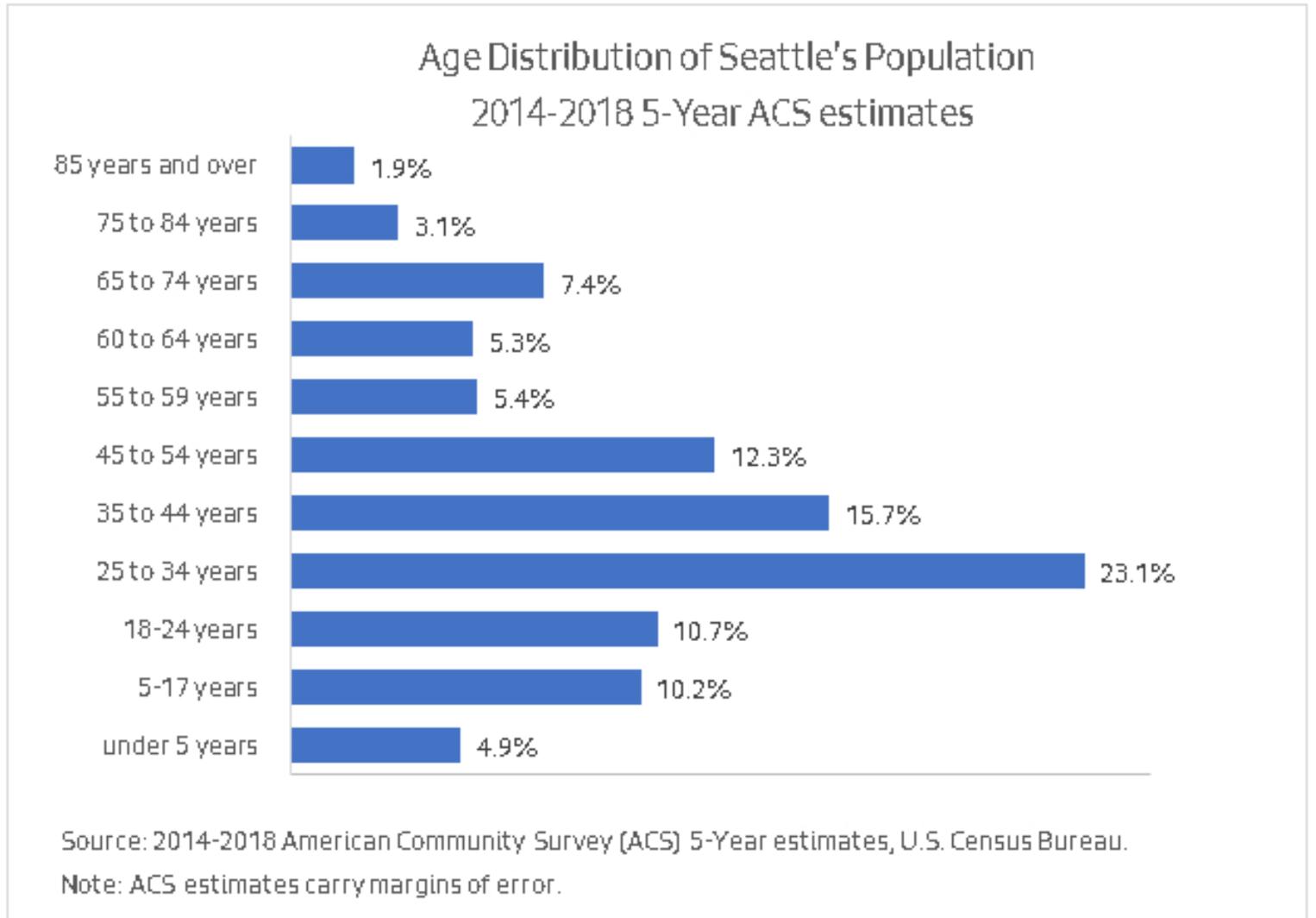
Seattle Demographics

According to the most recent 2020 US Census, the racial composition of Seattle was:

- White: 59.5%
- Asian: 16.9%
- Hispanic/Latinx: 8.2%
- Two or more races: 7.3%
- Black or African American: 6.8%
- Other race: 0.6%
- Native American: 0.4%
- Native Hawaiian or Pacific Islander: 0.3%



Seattle Demographics



Seattle Trends



Seattle



English

Population

Housing

Prosperity

Race & Ethnicity

Land Use

Neighborhoods

- **Fastest growing groups**-Since 2010, multiracial people and Asians have been the fastest growing groups.
- **Growth of the population of color in Seattle compared with the rest of King County.** While people of color have been increasing as a share of the population, the increase in Seattle has occurred at a much slower pace than in the rest of King County and the overall United States. The accompanying charts shows growth between the 2010 Census estimates and the five-year period captured in the 2014-2018 ACS estimates.)



Retention

- Career discussions with staff
 - Listen to what motivates them
 - Training opportunities
 - Promotional opportunities
 - Feedback
- Employee engagement and empowerment, trust
- Welcoming workplace culture
- Pay/benefits/work-life balance



Career Development

- Career development plans
- Formal and informal discussions
- Solicit ideas from staff – it's a two way street

Employee Development Plan

As an organization that values the development of employees, an Employee Development Plan is recommended for all employees. It is required if an employee receives a below standard or unacceptable rating for any of the performance competencies.

Development Need Describe the specific skills to be addressed	Training Options Describe the training(s) that will address the development need. For a listing of training options, please refer to Cornerstone for complete training and development information: http://learning.seattle.gov/	Estimated Completion Date
Technical Skills		
Job Specific		
Results		
Teamwork		
Customer Service		
Safety		
Personal Leadership Development		
(for supervisors/lead personnel only) Leadership		
(for supervisors/lead personnel only) Performance Coaching		
(for supervisors/lead personnel only) Management Skills		

Staff Motivation

- Today's workforce is not the same as when I grew up!
- Learn and adapt where you can

Data | Local News

Seattle is the ultimate city for millennials, and the oldest hit 40 this year

April 12, 2021 at 6:00 am | Updated April 12, 2021 at 4:38 pm



Crowds of pedestrians cross Denny Way, near the Amazon campus, Thursday, September 7, 2017. Ellen M. Banner / The Seattle Times, file)

By [Gene Balk / FYI Guy](#)  

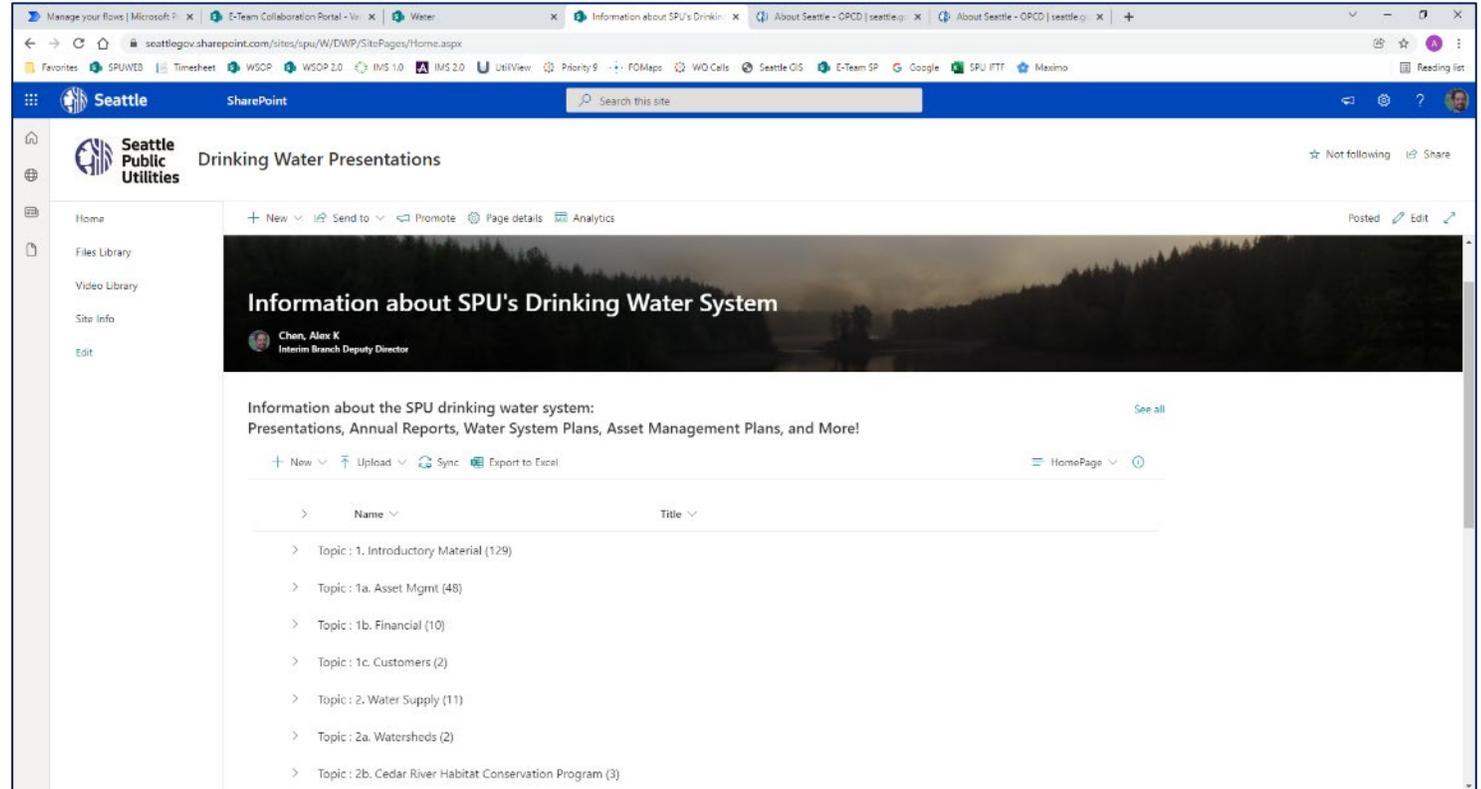
Seattle Times columnist

Welcome to middle age, millennials!

Succession Readiness

“Succession planning is the process of identifying the critical positions within your organization and developing action plans for individuals to assume those positions.” – Univ. of Washington

- Career development
- Training
 - Core competencies
 - Technical skills
 - Managerial
 - Leadership
- Knowledge transfer
- Documentation



Training and Knowledge Transfer



Training and Knowledge Transfer



CITY OF SEATTLE

OOO - Water Planning and Program Management Division Director (Exec 2)

SALARY:	\$52.87 - \$87.22 Hourly
LOCATION:	Seattle Municipal Tower, 700 5th Ave., Seattle, Washington
JOB TYPE:	Out of Class Assignment - Citywide
SHIFT:	Day
DEPARTMENT:	Seattle Public Utilities
BARGAINING UNIT:	Not represented
CLOSING DATE	10/26/21 04:00 PM Pacific Time

POSITION DESCRIPTION:

Seattle Public Utilities (SPU) has an out-of-class opportunity for a Water Planning and Program Management Division Director. The Division Director is accountable for the Water Line of Business and Shared Services long range forecasting and master system planning as well as ensuring sufficient water supply for people and fish in a manner that meets all regulatory requirements regarding safe drinking water. The Division Director currently oversees a staff of 50, an adopted operational budget of \$10M, and a projected 6-year (2021-2026) Capital Improvement Project (CIP) budget of more than \$700M. The position reports to the Deputy Director, Drinking Water Line of Business and Shared Services.

The out-of-class is expected to last up to one (1) year and is open to all regular City employees.



CITY OF SEATTLE

OOO - Water Pipe Crew Chief WDM II

SALARY:	\$41.24 - \$47.96 Hourly
LOCATION:	SPU Operation Control Center, 2700 Airport Way S., Seattle, Washington
JOB TYPE:	Out of Class Assignment - Department Only
SHIFT:	Day
DEPARTMENT:	Seattle Public Utilities
BARGAINING UNIT:	Plumbers and Crew Chiefs, Local 32
CLOSING DATE	12/05/17 04:00 PM Pacific Time

POSITION DESCRIPTION:

Seattle Public Utilities (SPU) has a Water Pipe Crew Chief out-of-class (OOO) opportunity. The OOO is expected to last up to one (1) year and is open to all regular SPU employees.

The successful candidate will oversee the operation, maintenance, installation and repair of water meter infrastructure. S/he will report to the All City Distribution & Meter Maintenance Manager.



Training and Knowledge Transfer

SKILLS & KNOWLEDGE TRANSFER PROGRAM

Providing staff with skills-based learning, coaching and tools to thrive.

The SKT Umbrella

SKT has three regular programs and many different training offerings each year. We call this the SKT Umbrella.

SKT is Employee Led

The SKT Implementation Team is comprised of SPU employees who are passionate about learning and want to help strengthen the organization. YOU can join the SKT and help deliver these opportunities!



The diagram shows a large umbrella with 'SKT' written on the top. Inside the umbrella are three sections: 'Pathways to Leadership', 'Mentoring Program', and 'Talk With Me'. Below the umbrella are several water droplets, each containing a program name: 'Construction Lessons Learned', 'Mock Interviews', 'Unifier Training', 'Your Idea Here!', and 'GSI Training'. A confetti trail is at the bottom right.

SKT has Executive Sponsorship

- Keri Burchard-Juarez, PDEB Deputy Director
- Debra Reed, Utility Accounts Director

Keri and Debra ensure SPU's business needs are front and center and support SKT by promoting at the Executive Level.

SKT – CELEBRATING 10 YEARS!

Mentoring Program



SKT Mentoring Program is recruiting mentors and mentees for the mentoring program starting Fall 2021. This individualized approach complements other learning opportunities, such as classroom training, lunch & learn sessions, on-the-job training.

Interested in applying to become a mentor or mentee? Please let us know!

Find out more about the [Mentoring Program](#) on our SharePoint page.

Pathways to Leadership

Pathways to Leadership is an opportunity for our management level staff to share their career path and gives you the opportunity to hear how they developed leadership skills, deal with challenges and share words of wisdom on how SPU staff can enhance their own personal goals and leadership skills.



Upcoming *Pathways to Leadership*

talks: May 2022, TBD

Send us your Speaker suggestions! Please send an email to one of the following Planning Committee Members:



Training Tools

Playlist x



Created by SPU Training

Playlist

Manager Development

10 Followers

Unfollow



Created by SPU Training

Playlist

Skills for New Managers

15 Followers

Unfollow



Created by SHR Training

Playlist

Return to Office, playlist 1

4 Followers

Follow



Created by SHR Training

Playlist

Return to Office, playlist 2

3 Followers

Follow



Created by SPU Training

Playlist

Leadership Skills

9 Followers

Unfollow

Training Tools

Seattle SharePoint Search this site

HR Human Resources New Employees Benefits & Leaves Payroll Training & Development Staffing & Recruitment Employee/Labor Relations Workforce Development Employee Recognition SPU Apprenticeship

Send to

training to complete based on their role.

Getting to Know SPU Strategic Business Plan Race & Social Justice Affinity Groups: Get Connected City of Seattle Values History of the Watershed Water System Overview Sewer & Drainage SPU: Just the Facts SPU Acronyms Policies Personnel Rules Union Agreements Locations Vertical Channel	Setting Up Your Workspace Mailroom Ergonomics Voicemail (City login required) Email Signature Technology Security Access	Performance Workplace Expectations Performance Reviews
	Wellness & Self Care Resources for Living (Employee Assistance Program) Rethink Benefits Family Support	Training & Career Development City Digital Workplace Learning Hub Workforce Development Requesting Non-City Training
		City Login required: Cornerstone (Training Management System) Tuition Assistance Program (TAP) Required & Recommended Training
		Who to Contact for Assistance Find your safety specialist



Documentation-Crew Training

Default Section

Leak Repair

Seattle Public Utilities 2/8/2020 City of Seattle

Welcome!



Leak Repair – Introductions

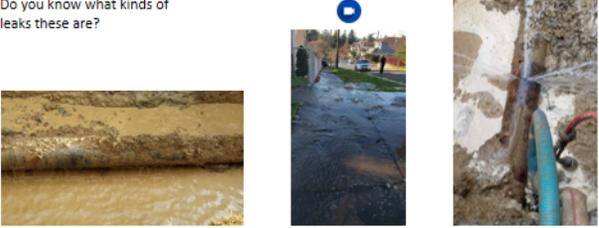
1. What experience do you have making leak repairs in the field? Have you worked on water mains? Services? Have you caulked lead? Did you get wet?
2. What tools or techniques have you used? Puller? Caulking gun? AB saw? Valve Key? Leak Clamp?

Seattle Public Utilities 2 City of Seattle

Leak Repair Lesson Overview

This lesson covers the assessment and repair of leaking water mains and services.

Do you know what kinds of leaks these are?



Seattle Public Utilities 3 City of Seattle

Performance Objectives

- Determine appropriate method of repair for leaks.
- State the procedures for making leak repairs and describe the required materials, tools, and equipment.
- Describe hazards presented during leak repair and articulate means for mitigating those hazards.
- Demonstrate ability to repair leaks on water mains and services.

Seattle Public Utilities 4 City of Seattle

Documentation SOPs



Forebay Cleaning - Closing

OPS 900-01

SOP Title	Forebay Cleaning - Closing	SOP #	OPS 900-01
SOP Owner	Water Treatment Crew Chief	Revision #	06
Approved By (Signature)	 Helen Westphal (Dec 2, 2021 07:28 PST)	Revised Date	08/12/2021

1. PURPOSE

The purpose of this SOP is to provide step by step guidance in Landsburg Forebay cleaning, Closing procedure, after cleaning

2. SCOPE

This procedure applies to all individuals who receive and handle cleaning.

3. SUPPLIES

Seattle Public Utilities Standard Operating Procedure (SOP) for Unexpected Tolt and/or Cedar Treatment Facility Outage

Water Treatment Facility to Transmission & Distribution

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Documentation—Asset Management Plans



DRAFT

**Asset Management Plan
Water Transmission System
Pipelines, Appurtenances, and Right-of-Ways**

10/27/2017 Review Draft

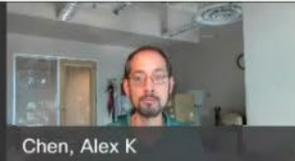
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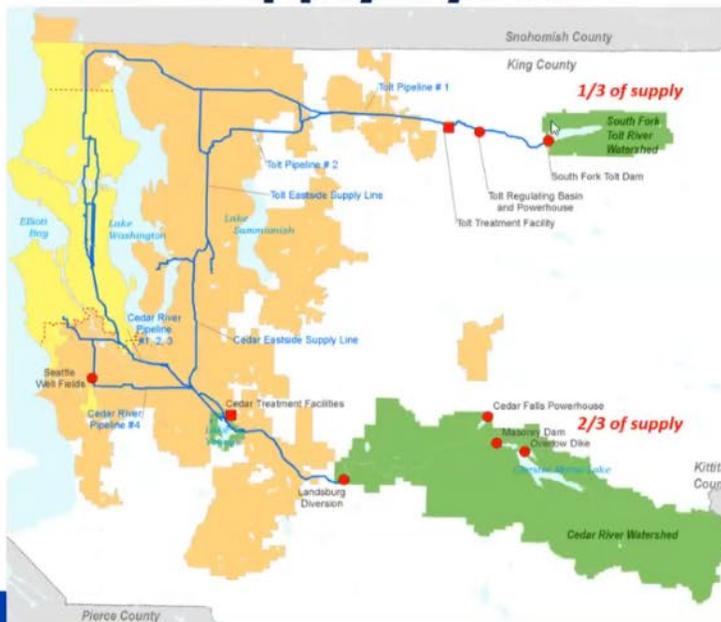


Documentation Videos

Media Playback Audio Video Subtitle Tools View Help



Seattle's Water Supply System



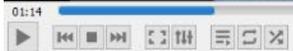
1.5 million customers

Seattle Retail Service Area

Wholesale Customers

Municipally Owned Watersheds

3 Seattle Public Utilities



Recruitment

- Hiring outreach
- Hiring practices
- Seattle Youth Employment Program
- Apprenticeship program



Hiring Checklist

Required for Regular Hiring Processes

SPU developed this form to guide hiring managers and to ensure SPU's hiring practices are equitable, inclusive, and welcoming to diverse communities and reflect the [City of Seattle Workplace Values and Expectations](#).

- **REQUIRED TRAINING FOR ALL EMPLOYEES PARTICIPATING IN A HIRING PROCESS (Hiring Manager, SME Reviewers, Interview panelists):**
[SHR Minimizing Bias in Employment Decisions](#)

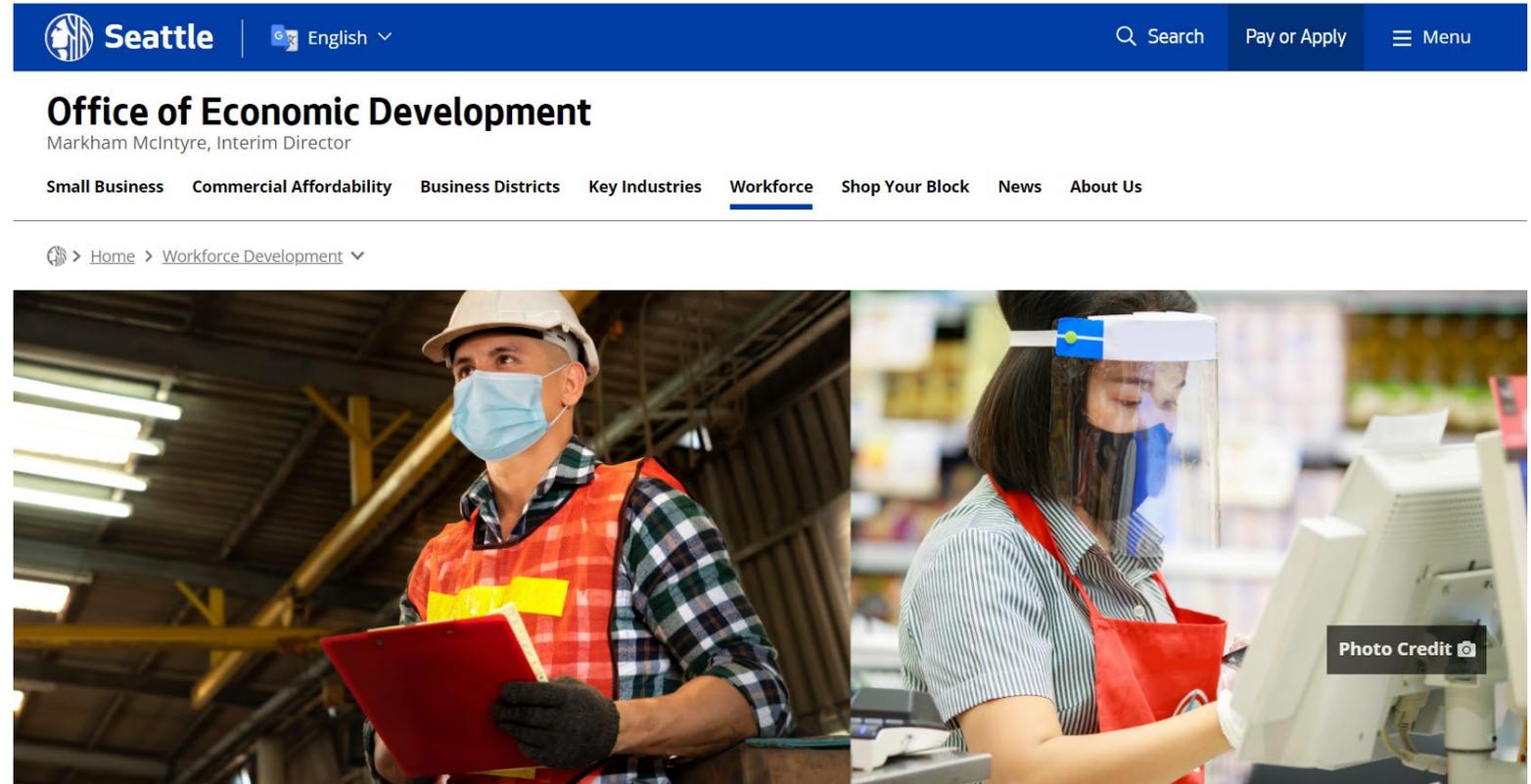
HIRING DIRECTIONS:

1. Fill out the [Request to Fill \(RTF\)](#) Form and submit via your respective branch's protocols.
2. Your branch's administrative team will review and confirm information and submit it to the HR online platform, routing for signatures.
3. Once the RTF is approved by SPU's Appointing Authority, an HR recruiter will set up a Hiring Strategy Meeting with you.

Workplace of the Future

- Seattle Office of Economic Development

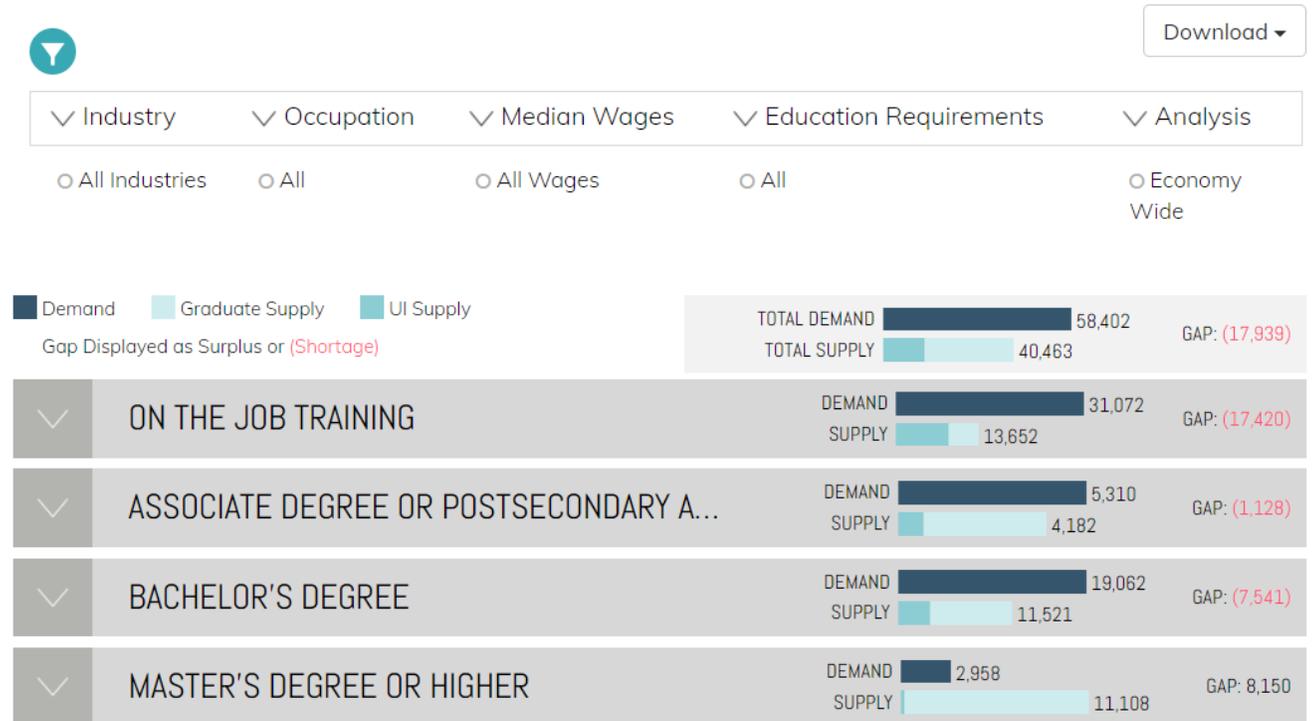
- <https://www.seattle.gov/office-of-economic-development/workforce-development/future-of-work>



Workplace of the Future

- Workforce Development Council of Seattle-King County

- <http://caimaps.info/wdc/>



City of Seattle Programs

- The City sponsors 9 active Apprenticeships
- Apprenticeships are housed in four departments (SCL, SPU, FAS, and SDOT)
- Training is overseen by city employees represented by four different unions



City of Seattle



LABORERS LOCAL 1239
PUBLIC SERVICE AND INDUSTRIAL EMPLOYEES



Building the Workforce

Since 1993

- 9 Classes
- 6 – 15 Apprentices per class
- Approximately 60% of the 75 current Water Pipe Workers were apprentices
- 92% of the 12 current Crew Chiefs were apprentices
- 2 of the 5 current managers were apprentices



Apprenticeship Hiring

- SPU is committed to racial equity and social justice as core principles
- Apprenticeship's minimum qualifications help to remove barriers to entry for underrepresented groups
- SPU makes an effort to eliminate bias and ensure the hiring process is fair and equitable



Class of 2022



Questions?

Alex Chen, P.E. 206-684-7414

