



Dear Cheryl Davis:

BAYWORK, a regional consortium of water/wastewater utilities in the San Francisco Bay Area that focuses on workforce reliability, has been working with its signatories, as well as utilities nation-wide, to upgrade the ability of utilities to fully utilize the potential of digital tools. At the Utility Management Conference held in Anaheim, California early this year, BAYWORK facilitated a workshop on The Digital Worker; participants in this workshop identified eight areas where they would appreciate additional information:

- 1 Selection of tools (e.g., considering the knowledge and skills required for its use);
- 2 Corporate culture, leadership, and change management
- 3 Coordination with existing workflows, systems, nomenclature, and naming conventions
- 4 HR support for addressing issues such as new classifications needed, new skills required for existing jobs, and recruitment of individuals with digital skills;
- 5 IT Support for system implementation and maintenance
- 6 Initial and ongoing staff training
- 7 Implications for candidate development (e.g., curriculum of community colleges and union training programs)
- 8 Artificial intelligence

BAYWORK has responded by implementing a Digital Worker Initiative; an overview of this initiative is attached. Because of your expertise in this area, I am writing to ask you to consider participating on the Advisory Committee for a BAYWORK White Paper on The Digital Worker, which will be a primary product of this project. If you are willing to serve as a member of the Advisory Committee, we will ask you to contribute in three ways:

1. Providing any guidelines, suggestions, and lessons learned you may have to offer relating to any or all of the eight topics listed above (Cheryl Davis, the consultant who is supporting BAYWORK on this project, would be available to help you think through any observations gleaned from your experience that might be useful to others) ;
2. Participating in an Advisory Committee videoconference discussion of these experiences, suggestions, and lessons learned; and

3. Review and feedback on the draft BAYWORK White Paper prior to its presentation at a BAYWORK workshop on The Digital Worker.

Since the BAYWORK workshop on The Digital Worker is planned for the last week in May of 2021, we are hopeful that it can be an in-person workshop. If you would like to attend and can travel at your own expense, we would welcome your participation. The BAYWORK White Paper on The Digital Worker, which will be finalized after the workshop, will be published on the BAYWORK website, with a listing of the Advisory Committee members who have contributed to its content.

Please let us know by September 15th if you would like to join our effort as a member of the Advisory Committee. If so, you will receive an invitation to attend an Advisory Committee kick-off video-conference meeting at 10:00 AM Pacific Standard Time on Wednesday, October 13th.

We think the Digital Worker Initiative will be an opportunity for us to learn from each other in an area where no one person has all the answers. I hope that you will contact me, at ccurtis@sfwater.org, if you have any questions about this initiative. We know that you are a person whose input would be valuable, and we hope that your interests and schedule will make it possible for us to join us.

Sincerely,

Catherine Curtis

Catherine Curtis
President of BAYWORK