

RVSD Digitalization Focus Group

1/29/20

Pg. 1) Manny: Repair Supervisor- Innovyze (Company for Work Order System)

8-9 yrs. Tablets= GIS/Video (Struggle)

John: 7 yrs. Supervisor- Condition Assessment- CCTV, PACP- Code

+ Monitor- Integrated CCTV into work order system

Challenge Agency regardless of size

Rid of paper system- New Inspection Technology Address each step one at a time

Measure pipe- smart cover program- flow monitoring- early warning detection- tell crews

Where to go- remotely SMART COVER * Address Culture First!

Presentation at CWEA- Innovyze – work order system

Cloud Storage computing-transport data-hand held applications- Pull up map and data on phones

Goal: Migrate data

Rafael: Line supervisor – info software asset- map-work orders-generate for repairs

15 years leadership role, Explorer app. – look at laterals, service calls- claims for back -ups, Schedule each pipe-maintenance Fleetio (huge) Vehicle management-- * in vehicle

Identify when something is wrong – Schedule of pipes is biggest one for me

Pg. 2) Greg addressed staffing and technology issues

Steve- Ops Manager – Get buy-in from field staff Fix things Re-org brought in technology- Fleetio, GPS in trucks, Microsoft Power- integrating systems-Team effort, Special Forces

React quickly- Gets funding

Patrick: Business Systems Analyst- operationalize our data, link systems and make data useful. Making stuff possible we couldn't do before- collecting videos on phone for example

(lightbulb) One System- Properties intersect- 4 different spreadsheets- Great Environment

@Ross Valley Sense of Pride – organizational between departments. Wholistic approach, value creativity, ownership of Assets and Solutions- Modifications made as we go- Stewardship of system by all employees

31 FTEs- budgeted for 34

Pg. 3) Take pride in stopping the overflows

Selection of digital tools – Workforce Issues, Roadblocks

Have own tasks- work individually

4 supervisors get together and talk about how it's going to affect TRAINING and Process for Overall Goals - Mentality of what's going on. Look at different vendors.

Lot of rehab @ district. Can't change certain things as it impacts other systems. Do have a lack of training. Everyone helps each other out/. Vendors don't do a good job. It needs to be more personalized. Learned training needs to be more specialized.

Implementation- Big fan of KISS- Keep It Simple Stupid!

Start simple then add on more things later. Example: Turn computer on- login- bring up program-shut computer down and do it again. Give people time to learn. Lots of coaching- Help them follow steps- Process- PATIENCE

Open minded with my own crew- Bring problem to crew and involve them with selection of tools- then they get engaged. Fabricate their own tools- Create buy-follow through is essential Engages people!

Drive- have tools in place and hire the right people!

People are part of equation, understand what to expect later and how it affects rest of agency. CCTV one example

Pg. 4) Let people know what role they have in overall picture. (GN)

Give credit for what they do-= ^Engagement^ Production

Service call- now are down

Hiring the right people- can teach digital skills- want people who are willing to learn- things will continue to (drawing of triangle) - Staff concerned with discipline

Let employees know why tools would be used- TRUST is one of the most important things- Common Goal- competitive

Leadership Skills – 2 things

1) Monthly meetings with management team/supervisors- Bringing in policy and procedures- one idea- one process- one way to do it.

2) We are on the same team- 6 weeks of course management- 2 groups- detailed

Training: how do we plan- Some is structured- start small- single crew Build as you go- Roll out to crews one @ a time- Concept is same with different software- Classroom environments- Did it all in-house.

Innovyze -5 days \$10,000 Was really bad, Vendor training is really bad

Have to build the shell first-training always on-going Not everyone is engaged in classroom training. Individual trainings – benefit to bring down size of group.

Pg. 5) – I can see everything electronically on dashboards- It's amazing- we don't have to talk to each other.

Typical Day Work scheduled out for one and ½ years – Workers get stuff- get in trucks and off they go. Can call if they have a question. Gives workers options for repairs

CDO driver – Paving projects- Rain- Also have other options to fix in that area. Autonomy to crews- Holds them accountable- They know we are relying on them We ask Questions-

Smart Cover Sat. Based Had generators- Can do more with less people with digitalization

Novato San- Corte Madera- other agencies incorporating digitalization as a result of cross-training. ie. 3000 feet a day

QA-QC cleaning – Do it before AC pipe Televiser them first Descaling – making pipe smaller

Info is key in field!

Integrating video and data into work order itself! Saves management time and resources

More specialized with staff we have

Pg. 6) Our operators know more than supervisors from other agencies.

Metrics-Reports-Commission Asset Management- Updates-We are sharing

A lot more movement in Marin- All agencies are sharing ideas- We learn from failing.

Lessons Learned: How to calm and help out down our staff. Want people to succeed. Helpful for me

We have not implemented one thing without have a failure. That is how we learn. Need to be resilient-guys take the risks- then we are able to improve-continuous improvement model

Education is key to get buy-in to digital systems. Able to impellent everything so far.

Time you put on front side to help implementation.

Vendor failures- Force them to support us- Shoot from the hip – Joke in the office- Test Server!

Learned to do beta-test now SOPs Now more confidence- Constantly trying to make systems better. If you Build it- You Must Maintain It!

Pg. 7) Time Cards- Digital

Teaching employees how to use them- request time off- so much info didn't need it all.

Gathering right data for right outcome- Less is More

Staff were terrified – recording every second

I-phone- What normal people have All apps on phone- able to show guys exactly from phone to tablet.

Property info. accessed digitally-Sump pump in back of property-identified the issue

Digital tools allow us to educate the public. Results-^ Credibility

Integration of tools is phenomenal

Great presentation – scenario of integration of tools would be a great illustration. Group Chat! Everyone on same page

Early days- cleaning lines a lot Decision based talks with crews- get on same page- Use digital tools to educate and train in groups.

Pg. 8) Integrated new composite lid covers to open up lids- guys came back and said it took more time to walk back and forth- wasted time- developed digital tool to notify crews of composite lids.

Question: What are you doing in terms of succession? Make sure you don't lose what you have.

Answer: Train all guys what I know- don't keep info and skills to myself- They can then jump in and take over. Additionally- much documentation of all of these tools.

What is difference between skills and aptitude?

Talking about chemistry among leadership team- document what makes this work!

Principles we operate under:

Supervisor Manager Agreements- Official- We all signed

Now we are transparent- Moral character = credibility! Be Respectful! Knowing how my role fits into the picture.

Corporate culture is the key to implementing digital tools.

Pg. 9) Focus on/Involve field staff with the experience they have. (digitalization)

Why/How

Do more presentations

Job Descriptions – need help to update with current skills

Share on Baywork website

Culture assessment- That's where the reorganization started

- Grab SOPs – Develop common practice for SOP
- Provide training on SOPs to people
- Demonstrated Certified Training
- Common Practices Together
- OJT- Hard to train