



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors

Strategic Planning Committee
September 25, 2018

11:00 a.m.

- 1. Call to Order Tommy Wells, Chairperson**
- 2. *The Blueprint* Sarah Neiderer, Strategic Planning Officer**
- 3. Executive Session***
- 4. Adjournment..... Tommy Wells, Chairperson**

*The DC Water Board of Directors may go into executive session at this meeting pursuant to the District of Columbia Open Meetings Act of 2010, if such action is approved by a majority vote of the Board members who constitute a quorum to discuss: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); contract negotiations under D.C. Official Code § 2-575(b)(1); legal, confidential or privileged matters under D.C. Official Code § 2-575(b)(4); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security under D.C. Official Code § 2-575(b)(8); disciplinary matters under D.C. Official Code § 2-575(b)(9); personnel matters under D.C. Official Code § 2-575(b)(10); proprietary matters under D.C. Official Code § 2-575(b)(11); decision in an adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14), and other matters provided in the Act.



The Blueprint: A DC Water Strategic Plan

DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY



DC Water Strategic Planning Committee
September 25, 2018



Background

💧 Strategy:

- Used to set priorities, focus energy and resources, and strengthen operations
- Ensures that employees and other stakeholders are working toward common goals
- Establishes agreement around intended outcomes/results, and assesses and adjusts the organization's direction in response to a changing environment



Blue Horizon 2020

- Blue Horizon 2020
 - Adopted in 2013
 - Revised in 2015

Vision

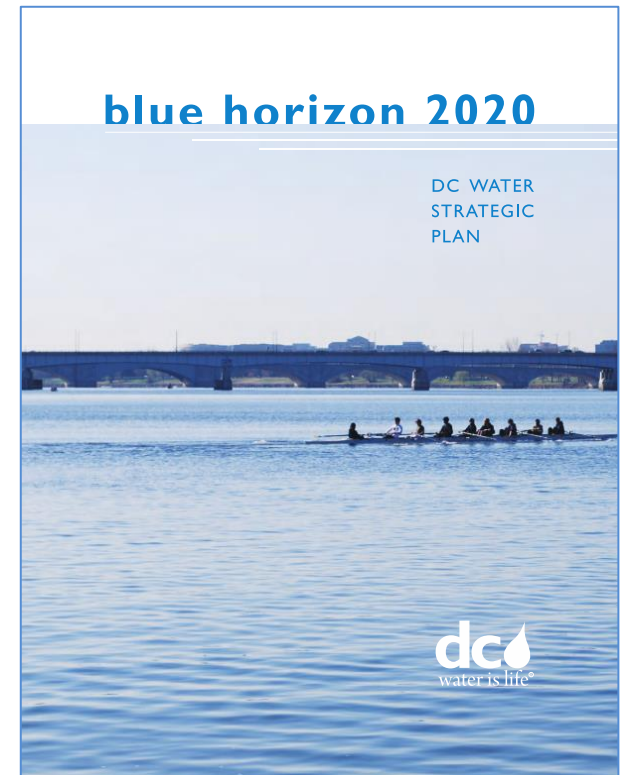
To be a world-class water utility

Values

Respect, Ethics, Vigilance, Accountability

Mission

Exceed expectations by providing high quality water services in a safe, environmentally friendly, and efficient manner





Blue Horizon 2020

Strengths

- 💧 Complete
- 💧 Available to all - no secrets
- 💧 Sense of accomplishment (% complete)

Weaknesses

- 💧 Vision – lacks focus
- 💧 Everything is important
- 💧 Task-oriented with no ties to outcomes
- 💧 Involves 50, not 1200 staff

What's Missing?

- 💧 Performance measures
- 💧 Staff engagement
- 💧 Board oversight
- 💧 Consistency in reporting
- 💧 Interdependencies



2016 Audit Findings

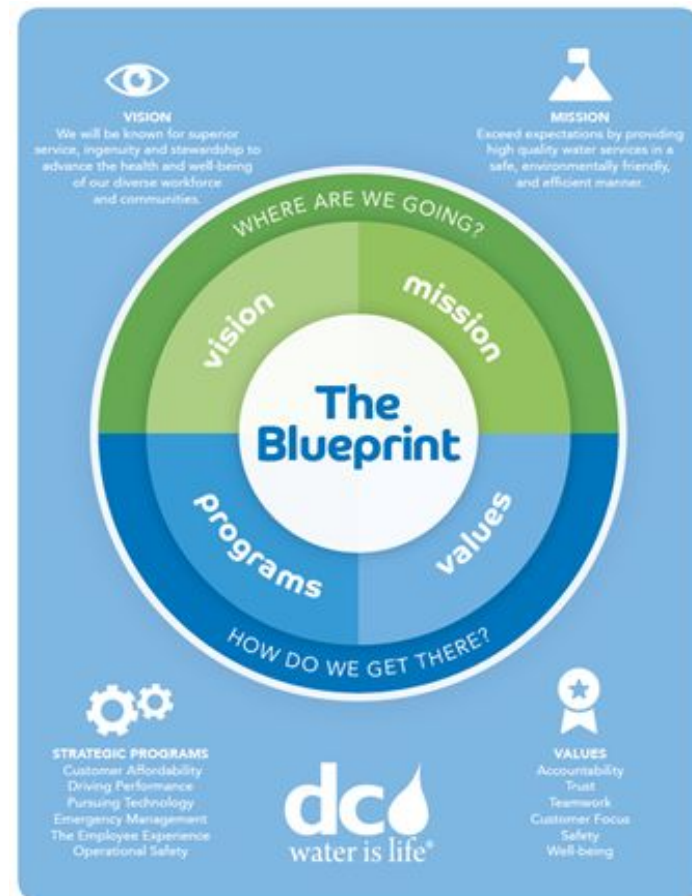
Summary of Observations

Observations	Rating
<p>1. <u>Monitoring Progress and Completion of Strategic Plan</u></p> <p>There were multiple issues identified regarding the consistency and process for monitoring the strategic plan. We noted that no formalized, comprehensive monitoring tool is in place to track progress and status of completion, as well as documented, clearly defined performance measurements. The use of this type of tool could address these inconsistencies and provide transparency in accountability over the goals and objectives of the plan. The inconsistencies noted during our review included the following:</p> <ul style="list-style-type: none"> • There are inconsistencies in how the percentages of completion are tracked between each goal, objective, initiative and milestone. • There are 23 milestones and 10 initiatives listed as past due without any explanation or estimate of when they will be completed. • As of 08/01/2016, there were 10 milestones without due dates. • All milestones associated with the goals are not captured or tracked. • Milestones, initiatives, objectives, and goals are not tracked for whether or not they are dependent upon the completion of another milestone, initiative, objective or goal. 	<p style="text-align: center;">Moderate</p>
<p>2. <u>Committee and Board Reporting</u></p> <p>The Strategic Planning Committee has historically only met annually, which is inconsistent with the initial strategic plan, stating there would be semi-annual progress reports to the DC Water Strategic Planning Committee and full Board. Though each goal is assigned to a Board Committee, they do not receive quarterly updates as intended and the responsibilities of the Strategic Planning Committee are unclear.</p>	<p style="text-align: center;">Moderate</p>
<p>3. <u>Goal and Initiative Champion Assignments</u></p> <p>As of 08/01/2016, there were 7 milestones and 2 initiatives assigned to an individual who is no longer employed by DC Water.</p>	<p style="text-align: center;">Low</p>



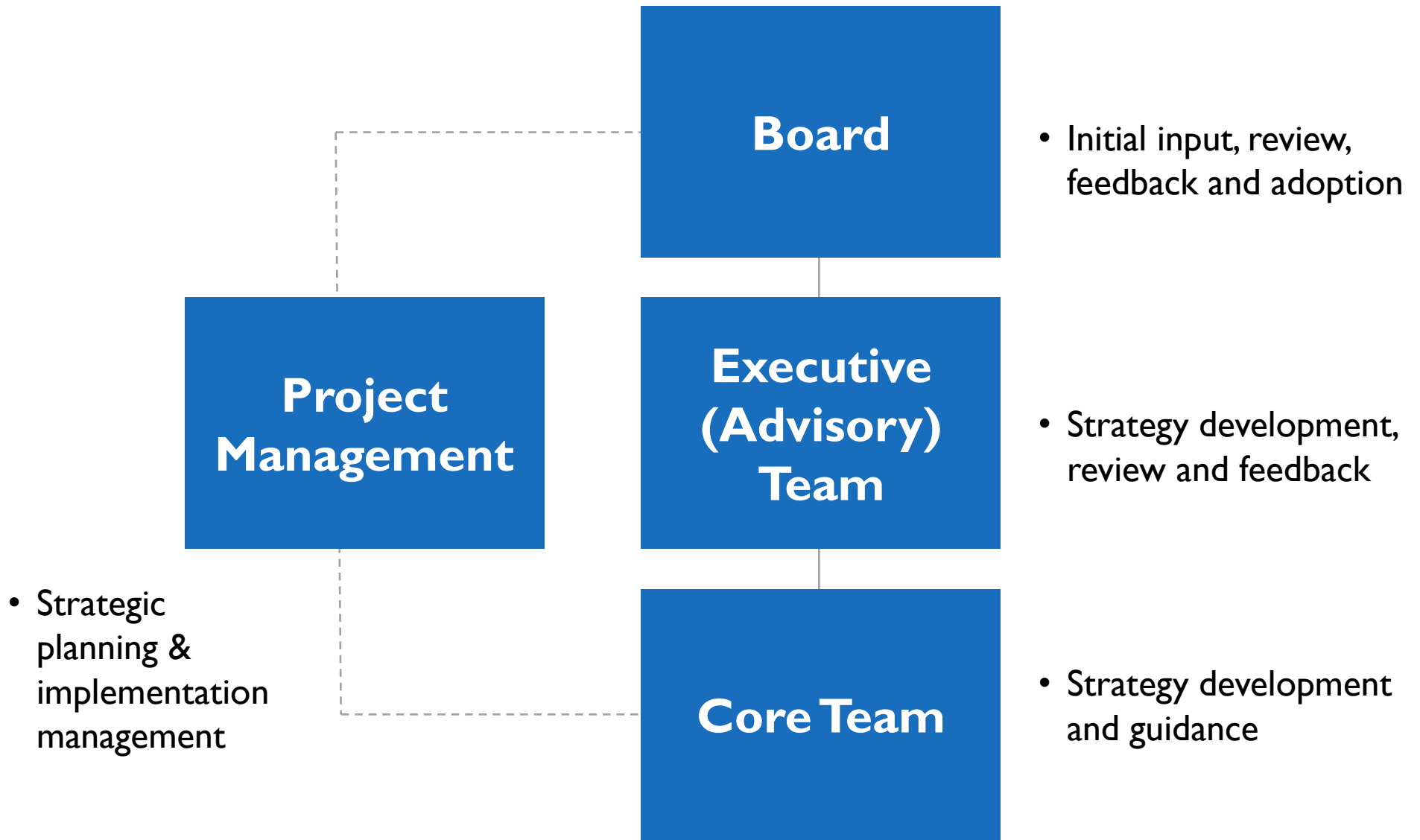
The Blueprint

- Redefined vision and focus
- Staff-driven with Board input
- Increased Board oversight
- Focused priorities
- Performance-based
- Greater staff engagement
- Connects enterprise interdependencies
- Two-year outlook





The Blueprint





Capabilities and Trends

Capabilities (Where we need to be strong) –

- Excellent Service – We are committed to understanding customer needs and expectations.
- Running and Sustaining Operations – We will lead by prioritizing assets; making appropriate and timely investments; and staying committed to core operations and safety.
- Engaging the Workforce – We will establish/reinforce a clear connection of work to mission and strategy.

Trends (What's changing around us that impacts our strengths)

- Customer Expectations: Expectations for more frequent and accurate information and increasing stability of service and rates.
- Regulatory Dynamics: Heavily impacted by even small changes in regulatory requirements at local and federal level and must aggressively track and influence shifts.
- Technology Advances: Increased ability to monitor the system, connect components and people, and algorithms introduces new approaches to work and drive efficiency.
- Resiliency: Heightened awareness of natural disasters, man-made threats, and expectations for pro-active, communicated strategies.
- War for Talent: Need to adjust to the next generation of employees and their expectations and mindsets.



The Blueprint Framework

💧 Where are we going?

- **Vision:** Who we want to become.
- **Mission:** What we will do.

💧 How will we get there?

- **Strategic Programs:** Where we need to focus DC Water to meet our vision.
- **Shared Challenge:** How all-staff contribute to achieving our vision.
- **Values:** Principles that guide how we will behave.



Our Vision





Vision and Mission

Vision

We will be known for superior service, ingenuity and stewardship to advance the health and well-being of our diverse workforce and communities.

Mission

Exceed expectations by providing high quality water services in a safe, environmentally friendly, and efficient manner.



Strategic Programs

Strategic Programs	Executive Sponsors*
Driving Performance	Wayne Griffith, Chief of Performance
The Employee Experience	Mustaafa Dozier, Chief of Staff Armon Curd, Chief of Customer Service Experience
Leveraging Technology	Tom Kuczynski, Chief Information Office Biju George, Chief of Operations
Operational Safety	Aklile Tesfaye, AGM - Wastewater Maureen Holman – Chief Administrative Officer
Customer Affordability	Matt Brown, Chief Financial Officer Henderson Brown, General Counsel
Resilience & Readiness	Charles Kiely, AGM – Customer Care & Operations Len Benson, Chief Engineer

* Subject to change



Strategic Programs: Driving Performance

- 🔹 **Objective:** To operate a high-performing utility and to deliver best-in-class services to our customers.

Focus Areas:

- 🔹 To establish an accountability structure for the cost of delivering services
- 🔹 To establish a clear understanding of the utility's vulnerability, tolerance and strategies for managing & mitigating risk
- 🔹 To identify and validate service levels
- 🔹 To define and capture value-added business process improvements

Financial
Disciplines

Risk
Management

Service
Levels

Process
Improvement



Strategic Programs: The Employee Experience

- 🔹 **Objective:** To support and engage a workforce that is aligned with our vision to provide superior service to our customers.

Focus Areas:

- 🔹 To create a more strategic and innovative human capital management program
- 🔹 To deliver focused alignment with strategic and operational priorities
- 🔹 To distinguish itself as an innovative employer in the public sector by leveraging best practices and emerging trends



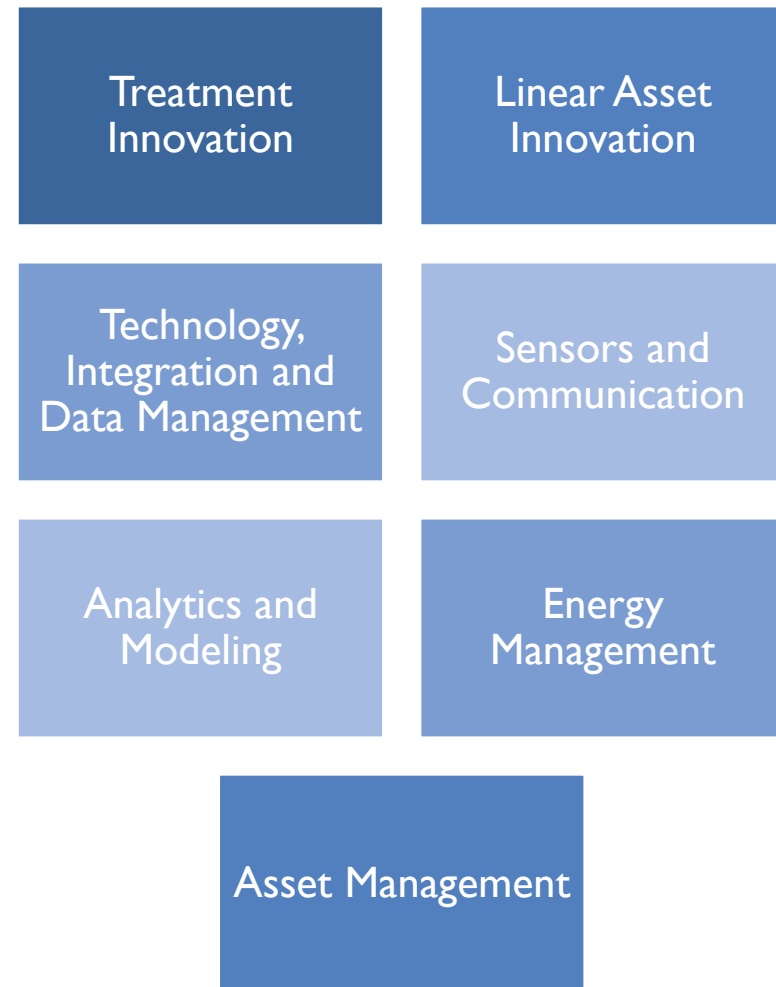


Strategic Programs: Leveraging Technology

- Objective: To optimize the assets and systems responsible for delivering high-quality services to our customers.

Focus Areas:

- To develop an integrated set of solutions that leverages people, process and technology to improve reliability, increase efficiency and drive innovation
- To optimize the distribution, collection, treatment and energy systems by leveraging digital utility platforms
- To reduce costs and generate potential revenue





Strategic Programs: Operational Safety

- 🔹 **Objective:** To ensure a safe workplace that supports safety and the continuity of operations and services to our customers.

Focus Areas:

- 🔹 To improve performance by preventing injuries and accidents
- 🔹 To leverage leadership and staffing structures to achieve a renewed focus on safety
- 🔹 To effectively utilize systems for accurate data monitoring and reporting
- 🔹 To elevate communication to ensure a culture of safety and transparency
- 🔹 To ensure the integration of safety training for all employees

Accountability

Policies & Procedures

Data

Education

Communication



Strategic Programs: Customer Affordability

- **Objective:** To establish rate structures and programs that promote affordability and quality of services.

Focus Areas:

- To ensure adequate revenues for system investment
- To align costs of service and recovery of costs
- To evaluate options for long-term infrastructure and consent decree funding
- To enhance customer and stakeholder understanding of rates, fees, and charges
- To maximize partnerships with the Mayor, DC Council and District Agencies to leverage additional resources

Capital
Investments

Rate
Structure

Customer
Assistance

Innovation

Stakeholder
Engagement

Asset
Management



Strategic Programs: Resilience and Readiness

- 🔹 **Objective:** To protect and maintain the resources, systems and operations necessary to deliver safe and reliable services to our customers.

Focus Areas:

- 🔹 To ensure continuous performance and mitigation of disruptions to essential functions and operations
- 🔹 To embed emergency preparedness and response into infrastructure life cycle planning
- 🔹 To build a workplace culture of preparedness
- 🔹 To prepare for and mitigate risks related to climate change impacts

Source Water
Protection

Cyber &
Physical
Security

Training &
Exercises

Communication

Climate Change

Asset
Management



Shared Challenge

- **Goal:** To strengthen the mental and emotional connection our employees feel toward their work, their team and DC Water
- **Objectives:**
 - To establish DC Water as a preferred employer utilizing a comprehensive total rewards strategy (pay, benefits, performance management, talent development, work-life balance, rewards and recognition) to drive performance and employee engagement.
- **Outcomes:**
 - Improve year one employee experience utilizing 3 measures to demonstrate success: 1) quality of hire; 2) performance; and 3) engagement.
 - Increase pipeline of internal talent through a learning organization model and succession planning;
 - Improve employee engagement score by 2% each survey cycle.



Values

- At DC Water, our values guide our actions, behaviors and decision making:
 - **Accountability:** We conduct ourselves in a manner that surpasses ordinary standards and take responsibility for our actions and their collective outcomes to our workplace, community and environment at all times.
 - **Trust:** We strive to achieve the highest standards of professionalism and ethical behavior by always seeking to be open, honest, fair and respectful.
 - **Teamwork:** We approach all we do in a collaborative way, delivering superior service and outcomes through enthusiasm, helpfulness, positivity, skills, knowledge and a collective commitment to excellence.
 - **Customer Focus:** We see every engagement with our customers as an opportunity to deliver an exceptional customer experience that improves customer satisfaction and the overall perception of DC Water among the communities we serve.
 - **Safety:** We are uncompromising in our commitment to the health and safety of our employees, customers, and community. We require individual accountability, expecting all employees to strictly adhere to our safety standards, and actively participate in and support the advancement of our safety practices.
 - **Well-being:** We recognize DC Water's number one resource is our people. We are committed to seeing that our team thrives physically, mentally and emotionally by endeavoring to create a culture that increases awareness, inspires individual responsibility, promotes healthy choices and encourages work/life balance.



Communication Plan

Goals:

- To strengthen staff engagement in strategic planning and execution
- To improve staff awareness of DC Water's strategic plan and priorities

Target Audiences

- Existing Employees
- New Employees
- Customers
- Stakeholders



Board Oversight

Recommendations:

- Strategic Planning Committee to become a committee represented by the full Board
- Strategic Planning Committee to convene bi-annually



Next Steps

Board Review, Adoption and Oversight

- Strategic Planning Committee Meeting – September 25, 2018
- Full Board of Directors Meeting – October 4, 2018
- Strategic Planning Committee Meeting – February 2019

Development of Strategic Programs

Communication

Implementation and Execution

Activity	Oct	Nov	Dec	Jan	Feb	Mar
Develop Strategic Programs						
Establish Performance Metrics						
Strategic Planning Committee Meeting						
Communication						
Implementation						



Comments?