



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors

Strategic Planning Committee Meeting

Tuesday, February 26, 2013

12:00 noon

***5000 Overlook Avenue, SW
Room 407***

1. Call to Order.....James Patteson Vice Chairperson

2. **Presentation of the Updated Strategic Plan**.....George Hawkins/Sunesis
 - Impact Analysis of the Strategic Plan.....George Hawkins/Sunesis/Intelbiz

3. Committee Discussion of the Updated Draft.....James Patteson, Vice Chairperson
Strategic Plan

4. Other Business.....James Patteson, Vice Chairperson

5. Adjournment

DC WATER

STRATEGIC PLAN

Strategic Planning Committee

February 26, 2013



Agenda

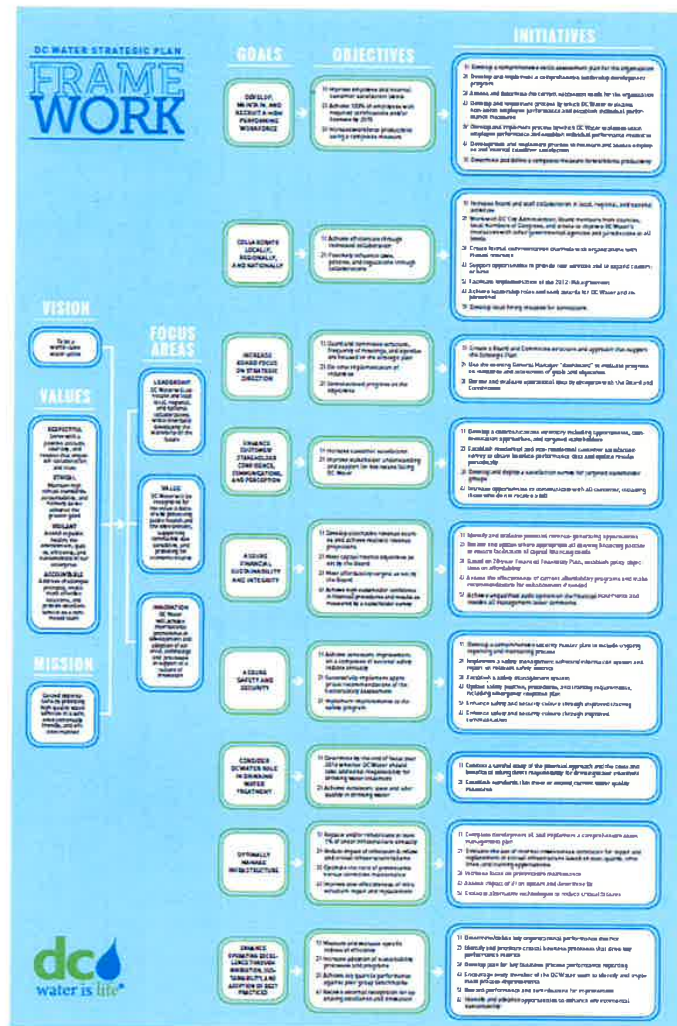
- Strategic Plan Overview
- Impact Analysis & Implementation
- Monitoring & Reporting



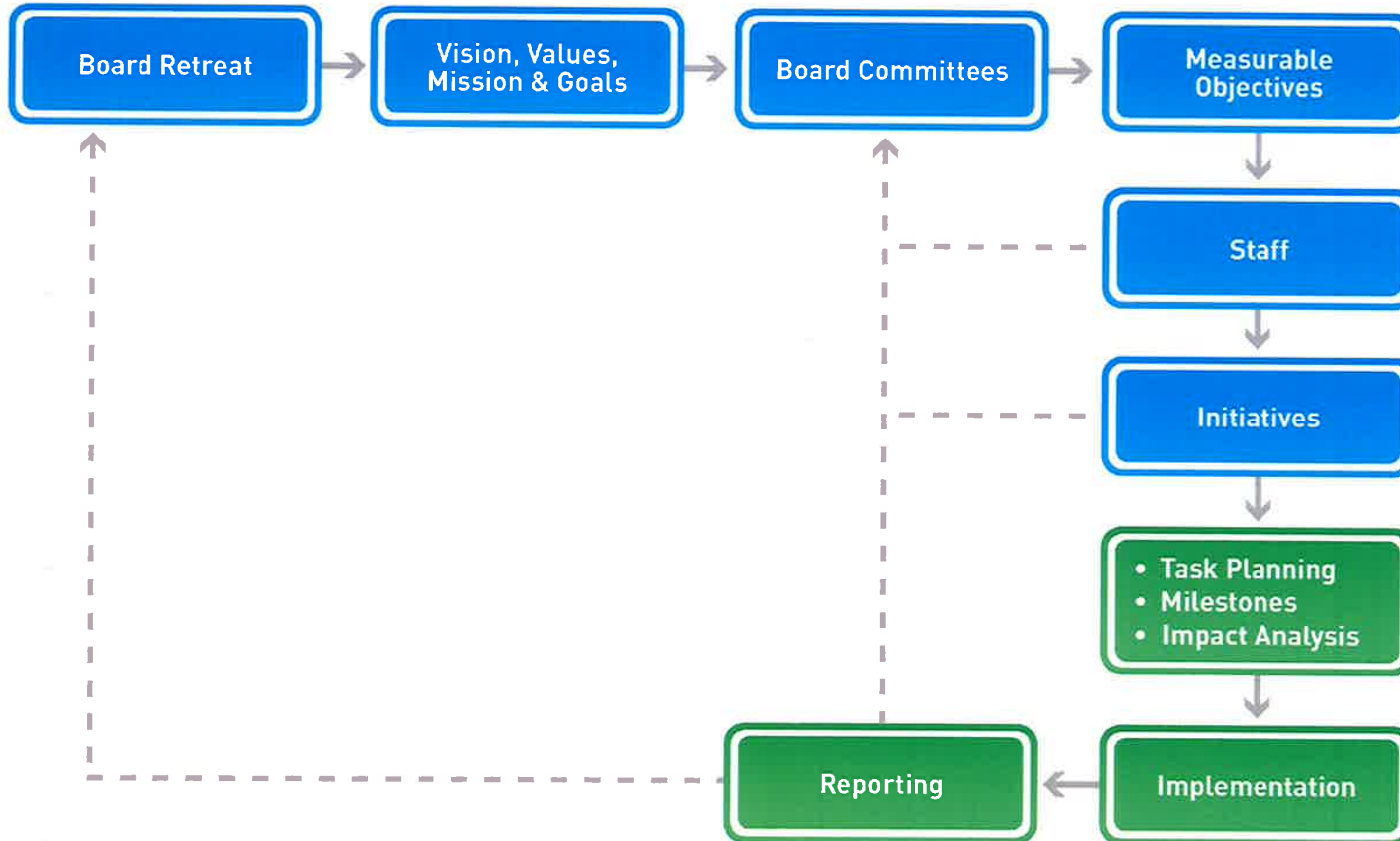


Intel Business Solutions
Accounting, Financial, & Management Consultants

**DC WATER BOARD -
STRATEGIC PLANNING
COMMITTEE PRESENTATION**



Process



Impacts

Financial



Investments



Savings

Service



Enhancements

Policy



Considerations

Impact Analysis: Summary

Fiscal	Service	Policy
<p>Investments in: \$</p> <ul style="list-style-type: none"> • Training • Security • Infrastructure <p>Savings from: \$</p> <ul style="list-style-type: none"> • Skills development • Performance Mgt. • Optimization & best practices 	<p>Enhanced by: 👍</p> <ul style="list-style-type: none"> • Workforce development • Communications • Adoption of best practices 	<p>Considerations: 📝</p> <ul style="list-style-type: none"> • Investments • Labor contracts • Inter-local agreements



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Goal Level

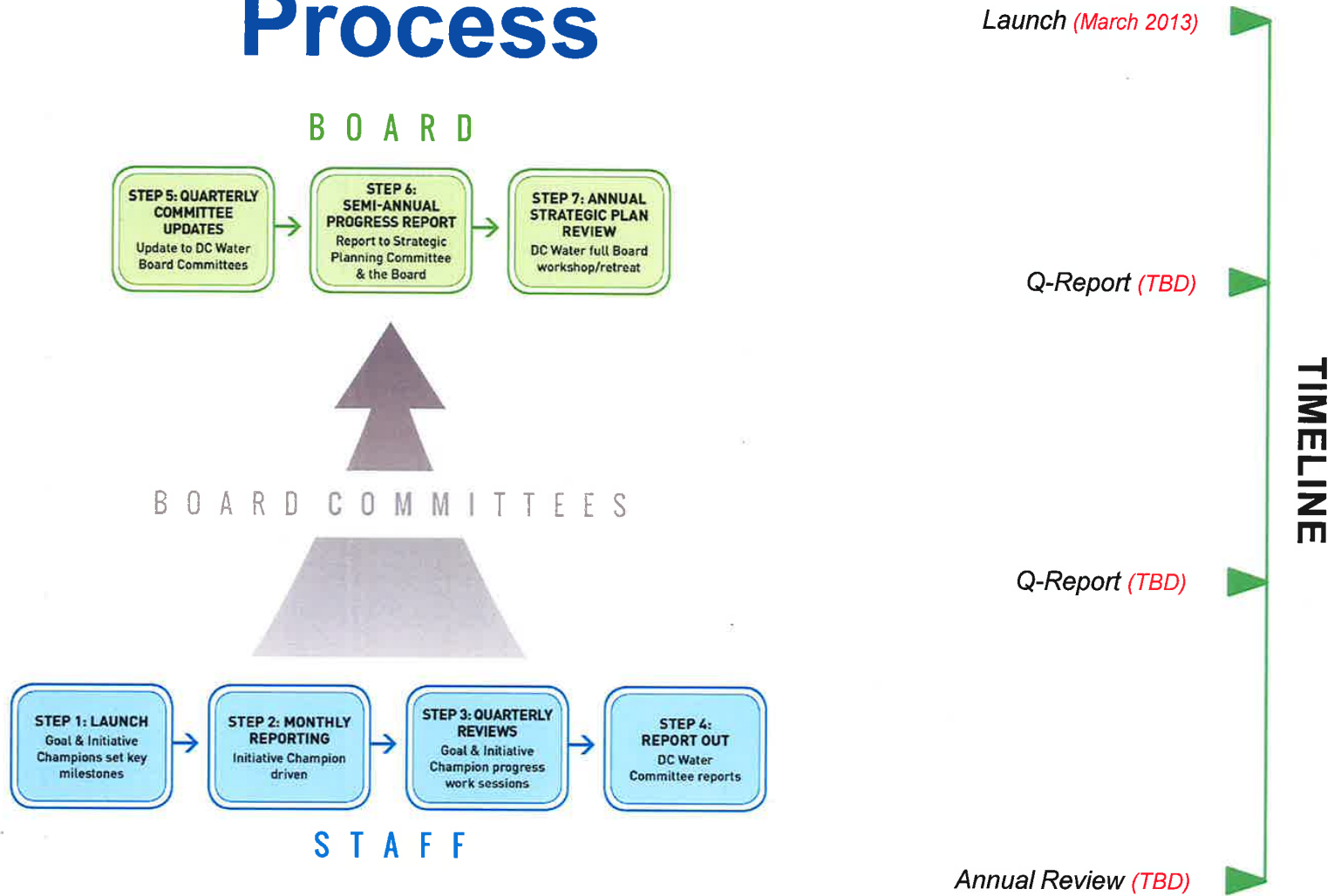
Goal	Current Budget Estimate	2013 - 2014		2015 – 2017
		Currently Funded	Needed Funding	
1: Develop, Maintain, and Recruit a High-Performing Workforce	\$0.3 M	\$0.1 M	\$0.2 M	To Be Determined
2: Collaborate Locally, Regionally, and Nationally	\$22 M	\$22 M	\$0	
3: Increase Board Focus on Strategic Direction	\$0	\$0	\$0	
4: Enhance Customer/Stakeholder Confidence, Communication, and Perception	\$0.7 M	\$0.1 M	\$0.6 M	
5: Assure Financial Sustainability and Integrity	\$5.5 M	\$5.4 M	\$0.1 M	
6: Assure Safety and Security	\$1.6 M	\$0.6 M	\$1 M	
7: Consider DC Water Role in Drinking Water Treatment	\$0.6 M	\$0	\$0.6 M	
8: Optimally Manage Infrastructure	\$21.6 M	\$21.6 M	\$0	
9: Enhance Operating Excellence through Innovation, Sustainability, and Adoption of Best Practices	\$0.3 M	\$0.3 M	\$0	
Current Strategic Plan Budget Estimate	\$52.6 M	\$50.1 M	\$2.5 M	TBD

Current Annual Operating Budget - \$440 M

Current Annual Capital Budget - \$643 M



Process



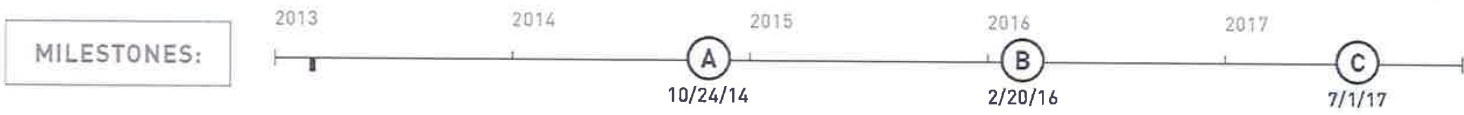
Committee Assignments

	Goal	Goal Champion
1	Develop, Maintain, and Recruit a High Performing Workforce: Human Resources/Labor Relations Committee	Katrina Wiggins
2	Collaborate Locally, Regionally, and Nationally: Governance Committee	John Lisle
3	Increase Board Focus on Strategic Direction: Strategic Planning Committee	Randy Hayman
4	Enhance Customer/Stakeholder Confidence, Communications, and Perception: DC Retail and Sewer Rates Committee	Charlie Kiely
5	Assure Financial Sustainability and Integrity: Finance & Budget Committee	Mark Kim
6	Assure Safety and Security: Water Quality and Water Services Committee	Walter Bailey
7	Consider DC Water Role In Drinking Water Treatment: Water Quality and Water Services Committee	Charlie Kiely
8	Optimally Manage Infrastructure: Environmental Quality and Sewerage Services Committee	Len Benson
9	Enhance Operating Excellence Through Innovation, Sustainability, and Adoption of Best Practices: Audit Committee	Chris Carew



Reporting

GOAL 1: DEVELOP, MAINTAIN, AND RECRUIT A HIGH PERFORMING WORKFORCE CHAMPION: Katrina Wiggins	OBJECTIVES (PERFORMANCE MEASURES): <ul style="list-style-type: none">• Improve employee and internal customer satisfaction levels• Achieve 100% of employees with required certifications and/or licenses by 2015• Increase workforce productivity using a composite measure
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MILESTONE STATUS UPDATES:

- (A) **Initiate Leadership Academy**
- (B) **Achieve 100% Required Certifications/Licensures**
- (C) **Establish baseline data for employee satisfaction and conduct periodic progress surveys**



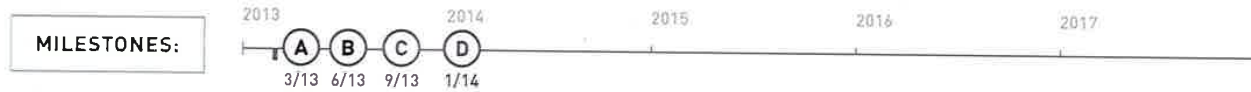
Reporting

INITIATIVE:

DEVELOP A COMPREHENSIVE SKILLS ASSESSMENT PLAN FOR THE ORGANIZATION

INITIATIVE CHAMPION:

Stephanie Black



MILESTONE STATUS UPDATES:

- (A)** Assess and inventory current skill levels
- (B)** Determine gap between the industrial standards and current skill levels
- (C)** Develop and propose plan for implementation to fill the gap
- (D)** Adopt and approve the plan (approved by management and the Board with funding needs integrated into future budget request)



**DC WATER BOARD -
STRATEGIC PLANNING
COMMITTEE PRESENTATION**

Recommendation

Consider Board Resolution



**DC WATER BOARD -
STRATEGIC PLANNING
COMMITTEE PRESENTATION**

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Conclusion

Great process, great board, great staff,
and a great big.....

THANK YOU!



DC WATER BOARD -
STRATEGIC PLANNING
COMMITTEE PRESENTATION

DC WATER STRATEGIC PLAN FRAMEWORK

VISION

To be a world-class water utility

VALUES

- RESPECTFUL**
Serve with a positive attitude, courtesy, and respect that engender collaboration and trust
- ETHICAL**
Maintain high ethical standards, accountability, and honesty as we advance the greater good
- VIGILANT**
Attend to public health, the environment, quality, efficiency, and sustainability of our enterprise
- ACCOUNTABLE**
Address challenges promptly, implement effective solutions, and provide excellent service as a committed team

MISSION

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

FOCUS AREAS

LEADERSHIP
DC Water will advocate and lead local, regional, and national collaborations, while internally developing the workforce of the future

VALUE
DC Water will be recognized for the value it delivers by protecting public health and the environment, supporting community sustainability, and providing for economic vitality

INNOVATION
DC Water will achieve international prominence in development and adoption of science, technology and processes in support of a culture of innovation

GOALS

OBJECTIVES



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GOALS

DEVELOP, MAINTAIN, AND RECRUIT A HIGH PERFORMING WORKFORCE

COLLABORATE LOCALLY, REGIONALLY, AND NATIONALLY

INCREASE BOARD FOCUS ON STRATEGIC DIRECTION

ENHANCE CUSTOMER/STAKEHOLDER CONFIDENCE, COMMUNICATIONS, AND PERCEPTION

ASSURE FINANCIAL SUSTAINABILITY AND INTEGRITY

ASSURE SAFETY AND SECURITY

CONSIDER DC WATER ROLE IN DRINKING WATER TREATMENT

OPTIMALLY MANAGE INFRASTRUCTURE

ENHANCE OPERATING EXCELLENCE THROUGH INNOVATION, SUSTAINABILITY, AND ADOPTION OF BEST PRACTICES

OBJECTIVES

- 1) Improve employee and internal customer satisfaction levels
- 2) Achieve 100% of employees with required certifications and/or licenses by 2015
- 3) Increase workforce productivity using a composite measure

- 1) Achieve efficiencies through increased collaboration
- 2) Positively influence laws, policies, and regulations through collaborations

- 1) Board and committee structure, frequency of meetings, and agendas are focused on the strategic plan
- 2) On-time implementation of initiatives
- 3) Demonstrated progress on the objectives

- 1) Increase customer satisfaction
- 2) Improve stakeholder understanding and support for key issues facing DC Water

- 1) Develop alternative revenue sources and achieve realistic revenue projections
- 2) Meet capital finance objectives as set by the Board
- 3) Meet affordability targets as set by the Board
- 4) Achieve high stakeholder confidence in financial procedures and results as measured by a stakeholder survey

- 1) Achieve consistent improvement on a composite of national safety indices annually
- 2) Successfully implement appropriate recommendations of the vulnerability assessment
- 3) Implement improvements to the safety program

- 1) Determine by the end of fiscal year 2014 whether DC Water should take additional responsibility for drinking water treatment
- 2) Achieve consistent taste and odor quality in drinking water

- 1) Replace and/or rehabilitate at least 1% of linear infrastructure annually
- 2) Reduce impact of infiltration & inflow and critical infrastructure failures
- 3) Optimize the ratio of preventative versus corrective maintenance
- 4) Improve cost effectiveness of infrastructure repair and replacement

- 1) Measure and evaluate specific indices of efficiency
- 2) Increase adoption of sustainability processes and programs
- 3) Achieve top quartile performance against peer group benchmarks
- 4) Receive external recognition for operating excellence and innovation

INITIATIVES

- 1) Develop a comprehensive skills assessment plan for the organization
- 2) Develop and implement a comprehensive leadership development program
- 3) Assess and determine the current succession needs for the organization
- 4) Develop and implement process by which DC Water evaluates non-union employee performance and establish individual performance measures
- 5) Develop and implement process by which DC Water evaluates union employee performance and establish individual performance measures
- 6) Development and implement process to measure and assess employee and internal customer satisfaction
- 7) Determine and define a composite measure for workforce productivity

- 1) Increase Board and staff collaboration in local, regional, and national activities
- 2) Work with DC City Administrator, Board members from counties, local members of Congress, and others to improve DC Water's interaction with other governmental agencies and jurisdictions at all levels
- 3) Create formal communication channels with organizations with mutual interests
- 4) Support opportunities to provide new services and to expand customer base
- 5) Facilitate implementation of the 2012 IMA agreement
- 6) Achieve leadership roles and seek awards for DC Water and its personnel
- 7) Develop local hiring initiative for contractors

- 1) Create a Board and Committee structure and approach that support the Strategic Plan
- 2) Use the existing General Manager "dashboard" to evaluate progress on initiatives and attainment of goals and objectives
- 3) Review and evaluate operational data by exception with the Board and Committees

- 1) Develop a communications inventory including opportunities, communication approaches, and targeted stakeholders
- 2) Establish residential and non-residential customer satisfaction survey to obtain baseline performance data and update results periodically
- 3) Develop and deploy a satisfaction survey for targeted stakeholder groups
- 4) Increase opportunities to communicate with all customer, including those who do not receive a bill

- 1) Identify and evaluate potential revenue-generating opportunities
- 2) Review and update where appropriate all existing financing policies to ensure facilitation of capital financing needs
- 3) Based on 20-year Financial Feasibility Plan, establish policy objectives on affordability
- 4) Assess the effectiveness of current affordability programs and make recommendations for enhancement if needed
- 5) Achieve unqualified audit opinion on the financial statements and resolve all management letter comments

- 1) Develop a comprehensive security master plan to include ongoing reporting and monitoring process
- 2) Implement a safety management software/information system and report on relevant safety metrics
- 3) Establish a safety management system
- 4) Update safety policies, procedures, and training requirements, including emergency response plan
- 5) Enhance safety and security culture through improved training
- 6) Enhance safety and security culture through improved communication

- 1) Conduct a careful study of the potential approach and the costs and benefits of taking direct responsibility for drinking water treatment
- 2) Establish standards that meet or exceed current water quality measures

- 1) Complete development of, and implement a comprehensive asset management plan
- 2) Evaluate the use of internal crews versus contractor for repair and replacement of critical infrastructure based on cost, quality, timelines, and training opportunities
- 3) Increase focus on preventative maintenance
- 4) Assess impact of I/I on system and determine fix
- 5) Evaluate alternative technologies to reduce critical failures

- 1) Determine/define key organizational performance metrics
- 2) Identify and prioritize critical business processes that drive key performance metrics
- 3) Develop plan for key business process performance reporting
- 4) Encourage every member of the DC Water team to identify and implement process improvements
- 5) Reward performance and contributions for improvement
- 6) Identify and advance opportunities to enhance environmental sustainability

