



**DISTRICT OF COLUMBIA  
Water and Sewer Authority  
Board of Directors**

**Strategic Planning Committee**

**Tuesday, February 26, 2013  
12:00 noon**

**Meeting Minutes**

**Committee Members Present**

James Patteson, Chair  
Dawn Hawkins-Nixon  
Robert Hoyt (via telephone)  
David Lake  
Rachna Butani (via telephone)

**Other Board Members**

Brenda Richardson  
Howard Gibbs  
Kathleen Boucher (via telephone)

**Sunesis Consultants**

Darin Thomas

**Staff Present**

George S. Hawkins, General Manager  
Randy Hayman, General Counsel  
Linda R. Manley, Board Secretary

Chairman James Patteson called the meeting to order at approximately 12:05 p.m.

Mr. Patteson explained to the committee members that the purpose of the day's meeting was to receive a final briefing regarding the progress of the strategic planning efforts from General Manager George Hawkins and the Sunesis Consulting team.

Mr. Patteson further stated that he had met with the project team from the General Manager's office and felt comfortable with the progress the team has made planning and preparing for the official implementation of the plan, pending approval of the full Board.

Mr. Hawkins added his welcome to those in attendance and thanked the Strategic Planning Committee for their leadership over the past 12 months during the development of the plan. Mr. Hawkins further stated that there were a number of final edits to be made to the proposed final strategic plan document and he was hopeful that those edits would be complete prior to the upcoming March 7<sup>th</sup> Board meeting where the full Board would receive their final briefing. Mr. Hawkins shared his idea of calling the new strategic plan, "blue horizon 2020", to emphasize the plan's objective as a guide for DC Water's vision of the future. The blue horizon 2020 proposal was accepted by the committee.

Mr. Hawkins then asked Mr. Darin Thomas of Sunesis Consulting to lead the briefing presentation. Mr. Thomas began by sharing a presentation agenda which included;

- Providing the Board committees with an overview of the final strategic plan
- Providing the findings of the impact analysis of the plan, which was commissioned by DC Water as part of the implementation planning phase of the entire strategic planning effort
- A proposed process for monitoring and reporting implementation of the plan once the official implementation begins (after acceptance from the full Board)

Mr. Thomas discussed the final version of the strategic plan using the strategic planning framework. Mr. Patteson commented that the framework was a good tool to remind the Board members that the Board has responsibility for the items on the left of the framework: the Vision, Values, Mission, Focus Areas, Goals and Objectives, while the staff has responsibility for the right side of the framework, the Initiatives and Tasks to implement those initiatives.

Mr. Thomas discussed the process that has been involved in reaching the point to where the plan is now ready for adoption by the full Board. He discussed the key events that have taken place over the past 12 months, which commenced with the Board retreat in January of 2012. A process flow diagram illustrated how the Board and various Board committees have been involved in the planning process.

Mr. Thomas then discussed the impact analysis of the strategic plan in the areas of;

- Finance (Where DC Water will be making investments as a result of the plan and where the organization is likely to realize savings because of the plan)
- Services (Where service enhancements will most likely be realized as a result of the plan)
- Policy (Where potential policy impacts will need to be considered as a result of the plan)

The table below is an overview of that discussion.

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

Mr. Thomas then discussed the financial impacts of the proposed plan in greater detail and used the table below to lead that discussion.

Goal	Current Budget Estimate	2013 - 2014		2015 to 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	
<b>Current Strategic Plan Budget Estimate</b>	<b>\$52.6 M</b>	<b>\$50.1 M</b>	<b>\$2.5 M</b>	<b>TBD</b>

Mr. Hawkins and the Board discussed the results of the financial impacts analysis and how the proposed strategic plan for budget years 2013 and 2014 are already primarily funded and that of the \$52.6 million estimate of the plan (for years 2013 and 2014), a relatively small amount \$2.5 million was necessary to support several new initiatives identified as part of the strategic plan implementation planning. Mr. Hawkins shared that he felt comfortable that no additional funding requests would be necessary to close the funding gap, but rather the organization could fund the \$2.5 million gap from savings or if necessary re-prioritization across the organization.

Mr. Thomas shared staff's proposed implementation process once official approval of the plan is adopted by the full Board. Key elements of the implementation process discussed included:

1. The process of staff's goal and initiative champions roles and responsibilities
2. The process of reporting progress through the Board committees including committee assignment of different goals and quarterly updates, a semi-annual progress report to the full Board and an annual strategic review
3. The strategic planning committee will continue to support the overall effort meeting twice a year to support the semi-annual progress review and annual review of the plan
4. A proposed Board and Board committees reporting templates used to report progress of implementation of the blue horizon 2020 strategic planning document

Mr. Thomas concluded by stating that upon receiving approval by the full Board at the March 7<sup>th</sup> Board meeting that staff would be prepared to begin implementation. He also stated that staff has prepared a proposed resolution for the Strategic Plan (Blue Horizon 2020) for consideration of the full Board. Mr. Thomas thanked the committee and staff for allow Sunesis to participate in this visionary planning effort.

Mr. Patteson asked for comments at which time all committee members expressed excitement and support of this effort and looked forward to the official implementation of blue horizon 2020.

Mr. Patteson adjourned the meeting at approximately 12:55 pm.