



DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY

Board of Directors

Strategic Management Committee

Tuesday, July 30, 2024

10:00 a.m.

Microsoft Teams meeting

Join on your computer, mobile app

[Click here to join the meeting](#)

Meeting ID: 274 811 545 536

Passcode: iMPWW9

Or call in (audio only)

[+1 202-753-6714,,519339684#](#)

Phone Conference ID: 519 339 684#

1. **Call to Order** Keith Anderson, Chairman
2. **Roll Call**Michelle Rhodd, Board Secretary
3. **Strategic Management Committee Background, Context and Reporting (Attachment)**,[Wayne Griffith](#)
[Matt Ries](#)
4. **Executive Session***Keith Anderson
 - **To discuss public health and safety matters under D.C. Official Code § 2-575(b)(8).**
5. **Adjournment**Keith Anderson

This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

¹The 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 certain matters, including but not limited to: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); terms for negotiating a contract, including an employment contract, under D.C. Official Code § 2-575(b)(2); obtain legal advice and preserve attorney-client privilege or settlement terms under D.C. Official Code § 2-575(b)(4)(A); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security matters 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); third-party proprietary matters under D.C. Official Code § 2-575(b)(11); train and develop Board members and staff under D.C. Official Codes § 2-575(b)(12); adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters or violations of laws or regulations where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14); and other matters provided under the Act.



Strategic Management Committee Background

Wayne Griffith
Chief Administration Officer and Executive Vice President

Background (from 2022)

Problem

Historically, the Board of Directors had a **Strategic Planning Committee** which was a **committee of the whole** and has provided input during periodic strategic planning and, in more recent years, received quarterly briefings on progress on the Strategic Programs of the Blueprint, the previous strategic plan. DC Water completed the strategic planning for the current strategic plan, Blueprint 2.0, in FY21, launching the new plan in FY22. **The Strategic Planning Committee had been dormant for several years** due to the strategic planning phase of work, COVID disruptions, and the intention of using the Joint Board Meeting as the venue to advance strategy. DC Water is now in a 5-year **Strategic Management** phase where Board of Directors desire engagement in early-stage strategic issues and receive periodic updates on advancing the strategic goals.

Solution

Feedback received at the July 2022 Joint Board meeting confirmed staff's recommendation to **shift the focus** of the Committee **from Strategic Planning to Strategic Management**. Board input also confirmed a recommendation to decrease the committee size from a committee of the whole to a smaller, approximately 9-to-10-member committee. This committee would **meet bi-annually**, after the FYQ2 close and after the FYQ4 close when it would **receive an annual report on strategic progress**. Additionally, the realigned committee could serve as the primary venue to **receive and provide input on early-stage, strategic issues**.

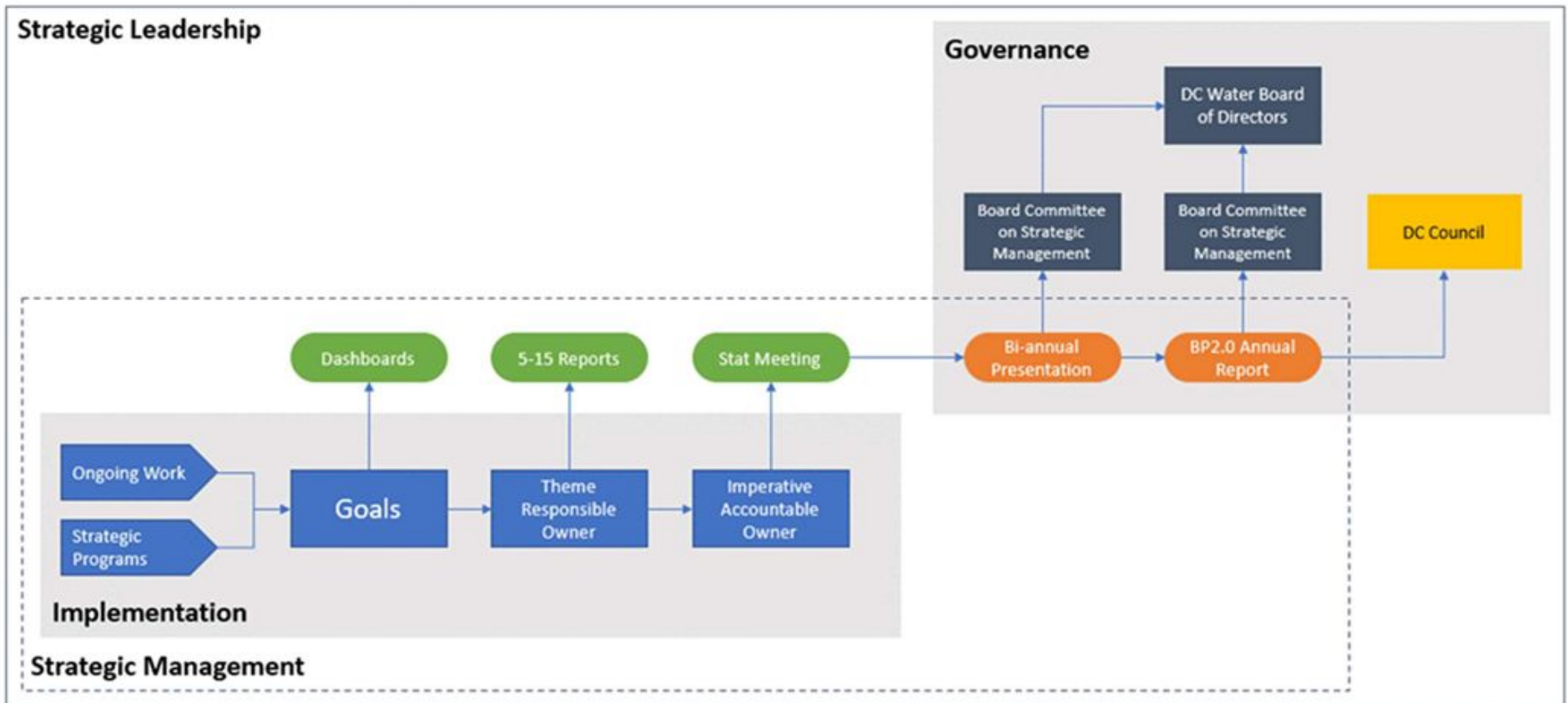
Benefits

- Smaller, more nimble committee
- Bi-annual cadence appropriate for level and urgency of committee topics
- Timing of meeting synchronized with staff
- quarterly "Stat" (status) meetings on strategic progress
- Reflects current state of strategic management at DC Water
- Provides structured forum for discussion of early-stage strategic issues

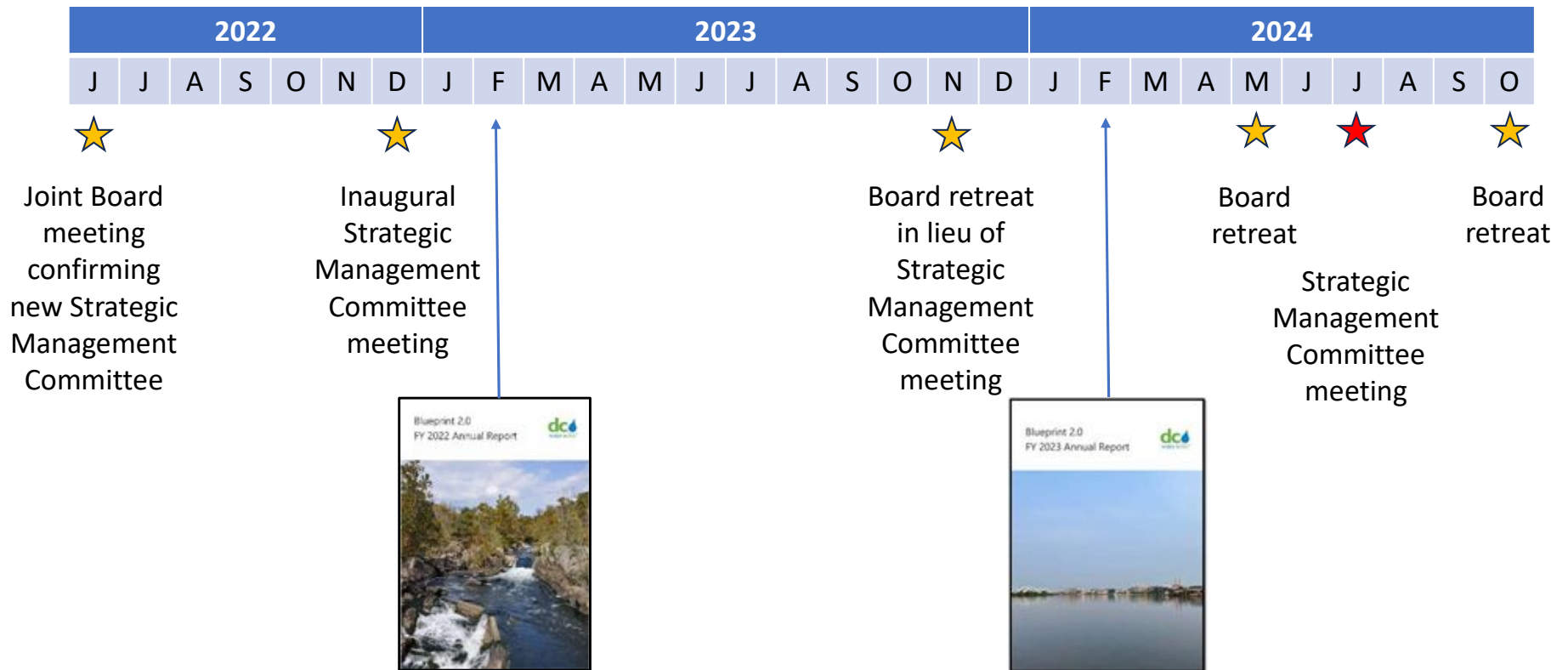
Resolution

- Strategic Planning Committee Recommended by Governance Committee in September 2022
- By-laws amended via Board approval in October 2022 to form Strategic Management Committee

Governance and Board Engagement



Timeline of Strategic Management Board Engagements





Strategic Management Context and Reporting

Matt Ries, PhD, PE
Vice President, Strategy & Performance

Organizational Imperatives



Structure of Blueprint 2.0



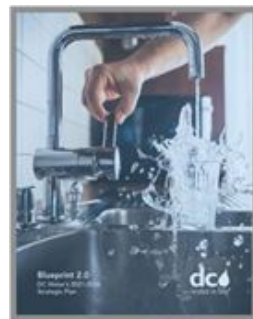
Structure of Blueprint 2.0



Joy Dorsey
EVP People & Talent



Jeff Thompson
COO & EVP



Organizational Imperatives

Strategic Themes

Goals



Marc Battle
EVP Legal Affairs



Matt Brown
CFO & EVP



Kirsten Williams
Chief Comms and Stakeholder Engagement & EVP

Ongoing Activities

Programs of Work

Operationalizing the strategy

Strategic Management Maturity: Dimensions & Self-Assessment



How would you rate the strategic maturity of our:	Average FY22 (1-5)	Average FY23 (1-5)	Change
Leadership	2.9	3.0	↗
Engagement	2.6	2.8	↗
Strategic thinking	2.5	3.0	↗
Organizational alignment	2.2	2.4	↗
Performance measurement	2.4	2.4	=
Performance management	2.2	2.2	=
Process improvement	2.1	2.2	↗
Digital capabilities	2.5	2.6	↗



Strategic Management Maturity: Performance Measurement



Category	Metric	FY22	FY24
Goal Refinement	Number of goals	123	93
Goal Reporting	Reported metrics	26%	74%
	Reportable metrics	30%	70%
	Annual targets established through FY28	0%	38%



Strategic Management Maturity: Adoption by Departments



FOCUS
dc

News for and about DC Water employees | July 2024

Performance Oversight Hearing Recap

SUSTAINABLE by *Mark Marshall*, Communications Specialist, OMBAC

The year's Performance Oversight Hearing for DC Water provided an essential platform for evaluating our annual performance and strategizing future actions. The hearing held monthly is critical for maintaining transparency and accountability in our operations, as emphasized by **Barbara Mitchell**, Director and Associate General Counsel, Government and Legal Affairs.

The oversight hearings are critically important, as it allows the Council to continuously lead members and assess our performance," explained Mitchell. This year, the Authority also participated in the budget hearing to reveal supplementary funding from the District, highlighting our proactive approach to securing necessary resources.

continued on page 7

Inside this issue...

- Performance Oversight Hearing Recap
- CEO's Message
- Advision Returns from Retirement to Serve National Company
- Team Blue Wins Stripes at NAWEE Operations Challenge
- DC Water's Impact: More is Possible
- DC Water Celebrates Water Week with Inspiring, Historic Water Treatment, Workforce of the Future Discussion
- Technical Information Center - Expanding User Support through Training and Organization
- Innovative Pipe Repair Work on the Potomac Interceptor
- Authority Receives Two Grant Awards from FEMA, Anticipates and Prioritizes

NEW To help employees make the connection between their daily work and the five strategic imperatives expressed in Strategic 2.0, FOCUS news stories will now appear with a color-coded icon to designate which strategic imperative the story relates to or supports:

HEALTHY SAFE AND WELL RELIABLE RESILIENT SUSTAINABLE EQUITABLE

Lead Free DC Mandate DISCUSSION		
ISSUE	OPTIONS	DCA RECOMMENDATION
TINES	<ul style="list-style-type: none"> APPROVE VENDOR/TRADE SHOWS FOR GRANT IN THE 2024 BUDGET TO CONDUCT RESEARCH AND TESTING FOR LEAD IN DRINKING WATER NO TINES 	<p>DEFERRED DUE TO THE LACK OF DATA TO THE ADVANTAGE OF THE DISTRICT</p> <p>NO TINES</p>
PARTIALS	<ul style="list-style-type: none"> NO PARTIALS PARTIALS FOR THE REASONING THAT: <ul style="list-style-type: none"> NO FULLY DEVELOPED PARTIALS NO FULLY DEVELOPED PARTIALS 	<p>PARTIALS IN CASES OF EMERGENCIES, ENERGY EFFICIENCY AND RESILIENCY</p>
COMPLIANCE WITH PATH SELECT	<ul style="list-style-type: none"> 1 YEAR AFTER THE EFFECTIVE DATE 18 MONTHS AFTER THE EFFECTIVE DATE 2 YEARS AFTER THE EFFECTIVE DATE 	<p>DEFERRED AFTER THE EFFECTIVE DATE</p>
DUE DATE	<ul style="list-style-type: none"> PROHIBITION ON NEW DRINKING WATER PROHIBITION ON NEW DRINKING WATER NO NEW DRINKING WATER 	<p>BY 2026 LEAD & COPPER MUST BE ACCEPTED</p>
CFO	<ul style="list-style-type: none"> FORM CONTRACTS WITH CFO NO FORM CONTRACTS WITH CFO FORM CONTRACTS WITH CFO FORM CONTRACTS WITH CFO 	<p>FORM CONTRACTS WITH CFO</p>
PUBLIC WORKING REPLACEMENT (BUDGET/OPERATION/PLANNING)	<ul style="list-style-type: none"> CONDUCT STUDY THAT DC WATER IS ALIGNED WITH THESE EFFORTS NO CONDUCT STUDY 	<p>NO COORDINATION</p>
COGNIFIED AGENCY DATA SHARING	<ul style="list-style-type: none"> SHARE DATA WITH DCW, OMBAC AND BACF SHARE DATA WITH DCW, OMBAC AND BACF SHARE DATA WITH DCW, OMBAC AND BACF 	<p>SHARE DATA WITH DCW, OMBAC AND BACF</p>
PRIORITIZATION CHANGE	<ul style="list-style-type: none"> ADJUST THE PRIORITY LIST FOR THE DISTRICT ADJUST THE PRIORITY LIST FOR THE DISTRICT ADJUST THE PRIORITY LIST FOR THE DISTRICT 	<p>NO COORDINATION</p>
LEAD GRANT (\$2,500)	<ul style="list-style-type: none"> FOLLOW THE LEAD IN THE MARKET NO LEAD GRANT LEAD GRANT 	<p>LEAD GRANT</p>

DPSO: Pumping Operations Business Unit - Strategic Goals FY24

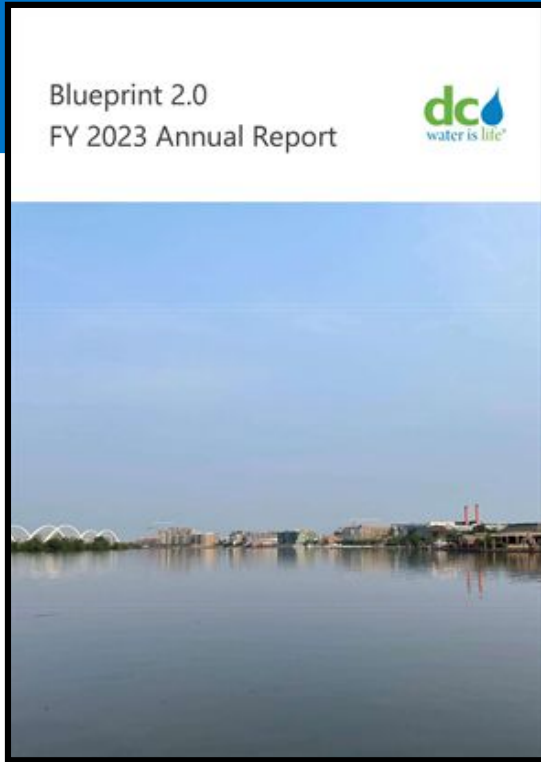
DC Water Mission: Exceed expectations by providing high quality water services in a safe, environmentally friendly, and efficient manner.

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

DPSO Mission: To provide timely, professional, and resilient delivery of water and sewer system services every minute of every day.

DPSO Vision: Delivery of safe, and efficient operations.

Strategy A	Strategy B	Strategy C	Strategy D	Strategy E
<p>Reliable</p> <p>To deliver our agreed service level in an efficient and effective manner.</p>	<p>Healthy, Safe and Well</p> <p>To ensure DC Water is safe for all – for our customers, our communities, our employees and our contractors.</p>	<p>Sustainable</p> <p>To meet the needs of the present without compromising the ability of future generations to meet their own needs.</p>	<p>Equitable</p> <p>To operate in an equitable manner to enable our employees, partners, customers, and communities to prosper.</p>	<p>Resilience</p> <p>To adapt to shocks and stresses to our system, we must secure assets through proactive maintenance and value-driven asset management.</p>
<p>1) Safeguarding Systems: Implement Pump Rotation SOP to improve reliability, assessment, and preventative maintenance – Operator Driven Reliability</p> <p>2) Minimizing Disruptions: Develop Safe</p>	<p>1) Safety:</p> <p>a) Develop Safe Clearance documents for all non-normal operating procedures including facility shutdown, cleaning, and isolations. Work with all appropriate</p>	<p>1) Optimize Resources: Evaluate existing resources and implement improvements to maximize the use of materials, labor, and time.</p> <p>2) Operational Efficiency: Develop and</p>	<p>1) Infrastructure Decision-Making: Review CIP plans to ensure operational needs are considered and prioritized. Coordinate with Engineering to prioritize replacement needs (QJ and MFU jobs</p>	<p>1) Securing Water Supply: Coordinate with the Washington Aqueduct and Water Operations to be aware of any potential source water issues or opportunities (WSSC).</p>



Equitable

The Equitable Imperative affects every part of the Authority, its suppliers, and customers. It ensures the organization has inclusive and diverse representation at all levels, which helps to promote engagement and alignment throughout. It holds us accountable for providing affordable and equitable rates for all customers. The five themes within the equitable imperative include:

- Embedding equitable infrastructure decision-making
- Empowering communities through equitable projects
- Providing affordable and equitable rates
- Ensuring inclusive and diverse representation
- A totally engaged and aligned DC Water

Our goal review exercise resulted in a refinement from twenty-seven to eighteen goals across the five themes.

IAO Statement

"The last year has required us to reconsider how we can reconcile our need for greater efficiency with our commitment to the equitable imperative. There is a constant balance to strike between optimizing the efficiency of project delivery, through the advancing of significant contracts, and our ability to act as the economic force to lift up our most disadvantaged communities. We are proud of our thriving apprenticeship, internship, and Community Activators programs in which 100% of participants are local residents who reflect the diversity of our city. Notably, our capital improvement program (CIP) is now prioritized with an equity tool, which helps to embed equity into decision-making, a crucial step in protecting the most vulnerable members of our community."

Kinson Williams
 Chief Communications & Stakeholder Engagement Officer & Executive Vice President

Theme Highlight – Empowering communities through equitable projects

This theme is tracked with four goals following the FY23 goal review work. The theme focuses on the wider benefits to the region that DC Water can have through choosing who it partners with to deliver work and how it engages with the communities it serves to do this work. This includes active approaches to encouraging certified firms to work with DC Water (EQU4.01, EQU4.03) as well as providing support to District residents, especially those from underserved communities, in working for DC Water (EQU4.06, EQU4.07).

Figure 3 Two DC Water apprentices (EQU4.07)

Goal ID	Goal	SP	Baseline	FY23 Target	FY23 Actual	FY24 Target
EQU4.01	Increase our use of SBE/WBE	0	0	2%	3%	10%
EQU4.07	Increase the number of successful apprentices	0	0	2%	3%	10%

Appendix 1 – About Blueprint 2.0

Leadership, Implementation, and Governance

The last year brought change in the organization, resulting in new leaders involved in strategic management. Further progress has been made in integrating the strategic plan in budget decision making. Governance structures are embedded.

Figure 2 Implementation and Governance for the Strategic Plan

Implementation

Imperatives

Blueprint 2.0 sets out five organizational imperatives to deliver against in the coming years. These imperatives span organizational clusters and require strong leadership and engagement to support effective cross-cluster working. It requires those involved to think beyond their usual sphere of work. The Imperative Accountable Owners (IAOs) are members of the Senior Executive Team (SET) who own and are accountable for the success of their imperative.

Themes

Each Imperative consists of a number of themes which consist of thematically related goals. Each theme has a Theme Responsible Owner (TRO) who is responsible for overseeing the delivery of workstreams in support of the goals, providing updates to goal data and workstream progress.

Goals

To understand success, DC Water has identified a number of goals that it wants to achieve by the end of the term of this strategic plan. TROs are responsible for updating the goals on a periodic basis based on the progress of work that has been delivered. The goals are managed by Strategy & Performance and the IAOs are accountable for the achievement of the goals.

Work

Advancing the goals requires the delivery of work and outcomes of that work to be realized. This work includes both ongoing activities and special programs of work. In each case, the successful delivery of the work identified will support achievement of the Blueprint 2.0 goals.

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