



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors

Strategic Planning Committee
Thursday, December 5, 2019

11:00 a.m.

- 1. Call to Order Tommy Wells, Chairperson
- 2. **The Blueprint Update**.....David Gadis, CEO/General Manager
- 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: DC Water Strategic Plan

DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY





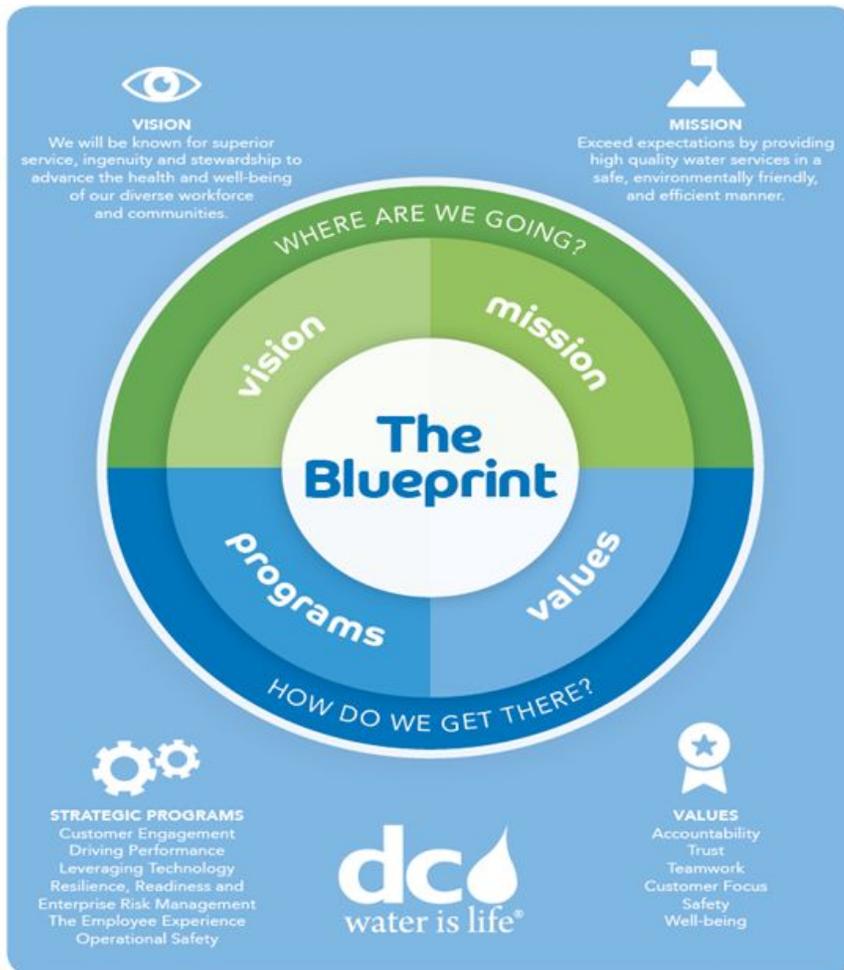
The Blueprint: Meeting Agenda

Meeting Objectives

1. Overview
2. Status of Strategic Programs



The Blueprint: Background

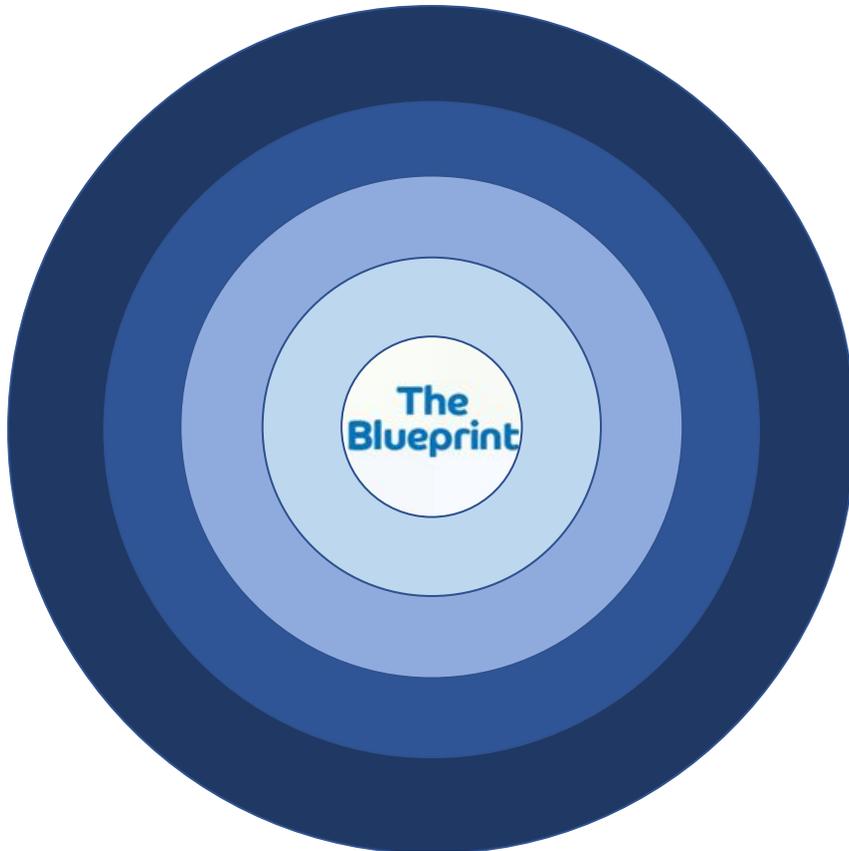


Six Strategic Programs:

- 💧 Driving Performance
- 💧 The Employee Experience
- 💧 Leveraging Technology
- 💧 Operational Safety
- 💧 Resilience, Readiness, and Enterprise Risk Management
- 💧 Customer Engagement



The Blueprint: Strategic Alignment



- 💧 **Strategy – Setting the vision for the Authority**
- 💧 **Performance - Organizing the various clusters, departments, and functions of DC Water to work towards the common vision.**
- 💧 **Employee Engagement – Taking steps to ensure DC Water’s staff at all levels are engaged and committed to our High Performing Culture.**
- 💧 **Strategic Initiatives – Steps the Authority is taking to achieve the vision.**

High Performing Organizations are a shared responsibility among the entire Leadership Team



The Blueprint: Performance Legend

Performance Legend				
				
On Track	Minor Delay	Potential Risk	At Risk	Complete
<ul style="list-style-type: none"> ➤ Milestones completed on time 	<ul style="list-style-type: none"> ➤ At least 1 milestone delayed but within reasonable tolerance ➤ Minor risks or issues identified 	<ul style="list-style-type: none"> ➤ Milestone(s) partially or completely reliant on external parties outside of DC Water's control 	<ul style="list-style-type: none"> ➤ Milestone(s) delayed, and mitigation plan(s) needed 	<ul style="list-style-type: none"> ➤ Strategic Initiative or Milestone is complete.





Strategic Program: Driving Performance

Objective: To operate a high-performing utility that delivers exceptional service to our customers.

Initiative	Projected Completion Date	Status
<p>Initiative #1: Create and implement an enterprise-level performance program geared towards execution of the strategic plan and improving line of sight for our employees.</p>	<p>January 2020</p>	

Milestones, Status, and/or Key Tasks

- 1 **Enterprise Performance Planning** – [Nov 2019] Implemented new Enterprise Performance Plan Structure.
 - Compiled first draft of FY2020 Performance Plan: completed November 2019; approval scheduled for December 2019.
 - 100% management training; 95% KPI Submission

- 2 **Creation of the Enterprise Program Management Office (EPMO)** - [Jan 2020]
 - Charter completed October 2019; approval scheduled for December 2019
 - Management Dashboard creation scheduled for January 2020
 - Currently, the EPMO is monitoring the following Projects/Programs: The Enterprise Resource Planning system; implementation; The Procurement Transfer; The Lead Free DC initiative
 - In support of the EPMO, DC Water established a “Center of Excellence” Program Working Group consisting of Program Managers from across the Authority.





Strategic Program: Driving Performance

Objective: To operate a high-performing utility that delivers exceptional service to our customers.

Excerpt from the high level rollup of all of the 39 initiatives that are in the FY 2020 Enterprise Performance Plan. The rollup shows which Strategic Program each enterprise initiative supports, the Department (or Business Unit) leading the enterprise initiative, and the Cluster.

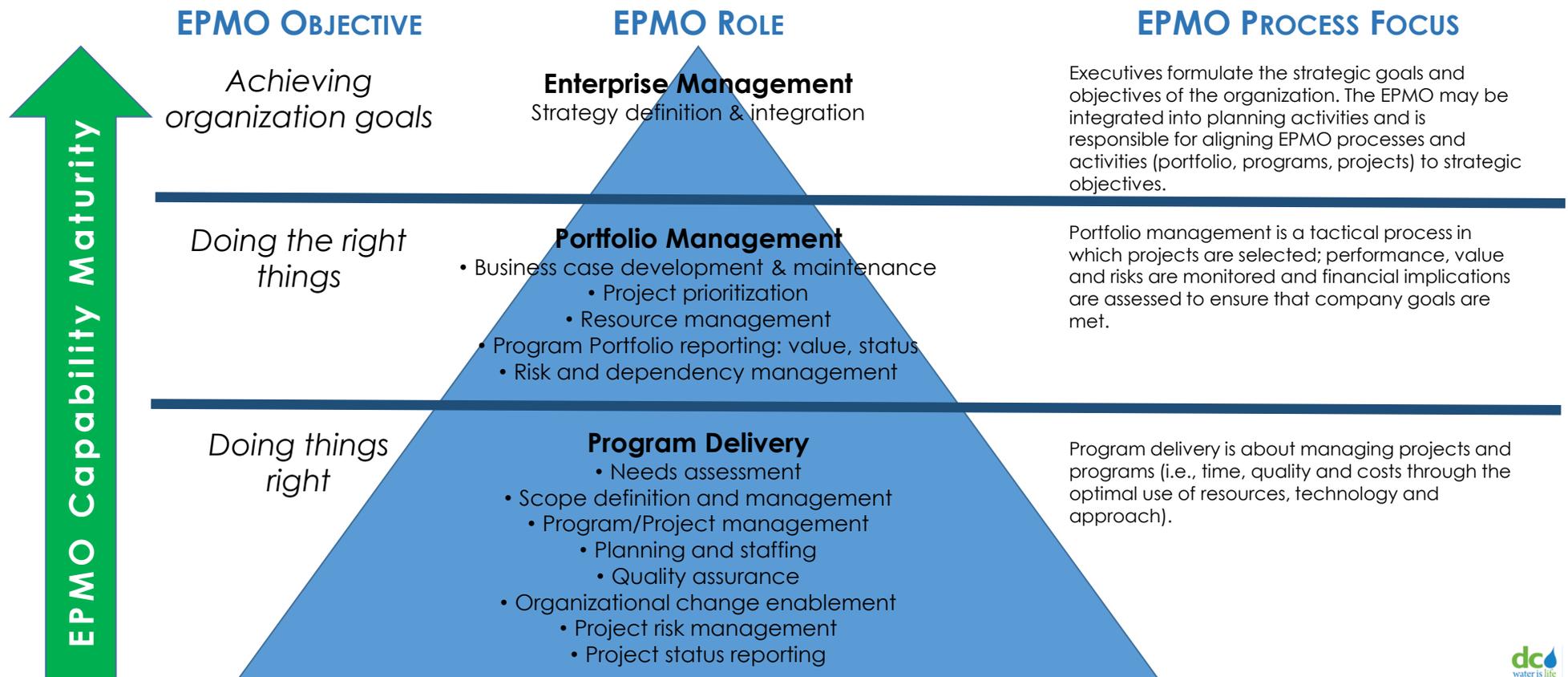
Cluster	Initiative #	Initiative in the Enterprise Performance Plan	Department or Business Unit	Customer Engagement	Driving Performance	Leveraging Technology	Resilience, Readiness & Enterprise Risk Management	The Employee Experience	Operational Safety
Strategy & Transformation	1.1.1	Complete a comprehensive and continuous review of <i>The Blueprint</i> to ensure alignment with our mission, vision, and values.	Strategic Planning		x			x	
Engineering & Operations	2.1.1.1	Develop and implement policies and procedures for risk management practices related to full compliance with NPDES, Air Quality and Class A Biosolids requirements.	Process Engineering		x		x		
Engineering & Operations	2.1.1.2	Reduce Plant O&M cost through process optimization.	Process Engineering		x	x			
Engineering & Operations	2.1.2.1	Develop documented processes and procedures to continually perform Failure Mode and Effects Analysis (FMEAs) along with Preventive	Maintenance Services		x		x		
Enterprise Performance Plan Initiative Count by Strategic Program									
4	Customer Engagement	Assurance and Quality Control (QA/QC) practices are consistently applied to commissioning and maintenance activities.	19	Resilience, Readiness and Enterprise Risk Management					
19	Driving Performance	Improve reliability by effectively managing water and sewer pump station assets (i.e., pumps, screens, valves, sluice gates).	10	The Employee Experience	x		x		
15	Leveraging Technology		2	Operational Safety					

39 Initiatives in the Enterprise Performance Plan



Strategic Program: Driving Performance

The DC Water EPMO fulfills multiple roles within the organization. The objectives and focus of the EPMO will evolve over time to align with different levels of capability maturity requirements.





Strategic Program: Driving Performance

Objective: To operate a high-performing utility that delivers exceptional service to our customers.

Initiative	Projected Completion Date	Status
<p>Initiative #2: Develop optimized model for repeated processes and socialize it throughout the enterprise.</p>	<p>January 2020</p>	

Milestones, Status, and/or Key Tasks

- 1 **Current State Review**– [Feb 2019] Implemented a process to analyze prior projects to understand best practices. ○
- 2 **Development of Optimized Model(s)**- [Jan 2020] Leveraging a cross-functional training cohort from DC Water’s Leading Blue program, to continue developing a series of business process and change tools for use across the Authority. ○

Examples:

Procurement Integration – (Sept 2019) Assessed DC Water’s procurement processes for construction and engineering to develop and implement a transformation roadmap. Finalized proposed changes and build new capital procurement team.

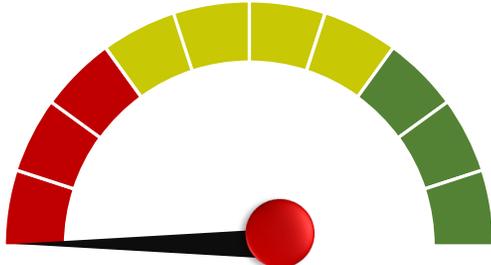
Small Diameter Water Mains – (Sept 2019) Identified opportunities to reduce cost of small diameter water mains using change acceleration process tools. Evaluation of effects to be completed by Sept 2020.





Strategic Program: Employee Experience

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

Initiative	Projected Completion Date	Status
<p>Initiative #1: Create training profiles for all job categories (326) and establish a schedule for renewal. Training profiles will include three components:</p> <ul style="list-style-type: none"> ➤ Culture Enhancing ➤ Job Mastery ➤ Professional Development 	<p>July 2020</p>	

Milestones, Status, and/or Key Tasks

- 1 **Culture Enhancing** – [Nov 2019] An online Culture Enhancement Training component completed. Planned roll out to employees by January 1, 2020.
- 2 **Job Mastery** – [Jul 2020] Work is still being completed on creation of the job mastery component, specific to each category. To build this element, DC Water: completed initial surveys with Dept Heads, Hiring 3 Human Resource Business Partners to work directly with management and staff to identify the specific trainings needed.
- 3 **Professional Development** – [Sept 2019] A Professional Development component was created centering on 5 principle competencies: Communications; Customer Service; Job Mastery; Problem Solving; and Relation Management. Roll Out Planned for July 2020.



Additionally in FY '19:

- DC Water increased the college tuition reimbursement from \$5k to 10k
- Implemented a four to six month job rotation program, “Walk in My Shoes”.



Strategic Program: Employee Experience

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

Initiative	Projected Completion Date	Status
Initiative #2: Utilize the Blueprint to create individual performance goals anchored to strategic planning and operational priorities.	January 2020	

Milestones, Status, and/or Key Tasks

- 1 **S.M.A.R.T Goals** - [Nov 2019] Developing FY20 S.M.A.R.T. goals that align with the strategic plan and/or operational priorities.
- 2 **S.M.A.R.T Goals Training** - [Jul 2020] Hands on training and support for developing S.M.A.R.T goals that align with the strategic plan were implemented for all leaders. 7 courses aimed at S.M.A.R.T goals were delivered from March - August 2019. Additional courses are scheduled for FY' 20 (To be delivered quarterly).





Strategic Program: Employee Experience

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

Initiative	Projected Completion Date	Status
Initiative #3: Identify critical leadership and operational positions, then develop a comprehensive succession plan.	March 2020	

Milestones, Status, and/or Key Tasks

- 1 **Criticality Matrix**– [Nov 2019] A Criticality matrix was developed to meet the unique needs of DC Water; and took into consideration position impact, recruitment difficulty, and vacancy risk. ○
- 2 **Succession Plan Pilot** - [Nov 2019] 56 critical positions were identified for the Pilot Program. 50 leadership positions (foreman and above) and 6 operational/individual contributor positions. ○
 - Using a 9 Box Matrix, employees across the organization were evaluated based on performance (performance review scores) and potential (based on an assessment by Harvard Mentor Manager), 72 High potential employees (including 3 union employees) were identified to participate in a succession plan supporting the 56 critical positions.
 - A development program was implemented for the participants that included activities such as: 360 assessments, Individual Development Plans, DiSC assessments, career coaching, and peer mentoring.
 - An assessment of the pilot and formal roll out of the succession plan will be completed in March 2020.





Strategic Program: Leveraging Technology

Objective: To develop an integrated set of solutions that leverages people, process and technology to improve reliability, increase efficiency, reduce cost, drive innovation and improve the customer experience.

Initiative	Projected Completion Date	Status
<p>Initiative #1: Create the Digital Utility Platform that will transform data into information and knowledge.</p>	<p>November 2020</p>	

Milestones, Status, and/or Key Tasks

- 1 **Continuous Feedback System** – [May 2020] Dynamic customer experience and engagement tool is scheduled to be completed by May 2020.
- 2 **Integrated Work, Asset & Resource Management Platform** - [Jun 2020] Development of the platform is on schedule and slated to be completed by June 2020.
- 3 **Customer Master Database** – [Nov 2020] Creation of customer master database has been delayed to Nov 2020 (from August 2020).





Strategic Program: Leveraging Technology

Objective: To develop an integrated set of solutions that leverages people, process and technology to improve reliability, increase efficiency, reduce cost, drive innovation and improve the customer experience.

Initiative	Projected Completion Date	Status
Initiative #2: Build analytics and model capabilities across the Authority.	July 2020	

Milestones, Status, and/or Key Tasks

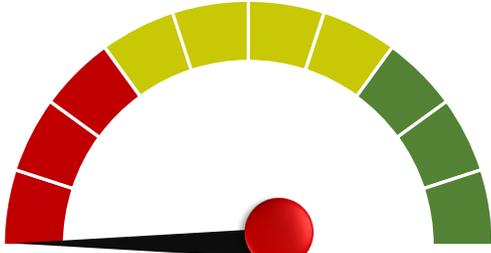
- 1 **Analytics and Model Capabilities** – [July 2020] The completion of this initiative is ahead of schedule, it is now scheduled to be completed by July 2020.
- 2 **Socrata Migration**- [Jun 2020] The completion of this initiative is ahead of schedule, it is now scheduled to be completed by July 2020.
- 3 **Power BI**– [Nov 2020] Completion of Power BI implementation and migration is scheduled for the end of December 2019.
- 4 **Predictive Modeling** – [July 2020] Predictive modeling capabilities are schedule to be completed by July 2020.





Strategic Program: Leveraging Technology

Objective: To develop an integrated set of solutions that leverages people, process and technology to improve reliability, increase efficiency, reduce cost, drive innovation and improve the customer experience.

Initiative	Projected Completion Date	Status
<p>Initiative #3: Build a comprehensive energy portfolio management capability.</p>	<p>July 2020</p>	

Milestones, Status, and/or Key Tasks

- Blue Plains Energy Audit (March 2020)** – This audit will evaluate each unit process for energy efficiency and identify opportunities for improvement.
- Building out energy management portfolio dashboard (July 2020)** - This dash board will include total energy consumed across DC Water, Percentage grid electricity, Percentage of renewable energy, Total reduction in electricity consumed (this will be adjusted for weather, heating and cooling, kwh) and List energy efficient opportunities.







Strategic Program: Operational Safety

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

Initiative	Projected Completion Date	Status
<p>Initiative #1: Review and update all safety policies on a regular basis to ensure consistent safety practices across DC Water.</p>	<p>September 2020</p>	

Milestones, Status, and/or Key Tasks

- 1 Internal Policy Review**– [Nov 2019] the Department of Occupational Safety and Health completed its review of DC water’s Safety policies 16 policies (out of 24 in total).
- 2 Joint Review Process**- [December 2019] Joint review process with management and union of the first 16 policies is being finalized. The kickoff meeting with the CEO & Union Presidents is December 9th.

A key component of the review is transparency, with an open process (i.e. a series of subject-matter specific workshops and online tracking of comments and recommendations from all sides).
- 3 Total Review** – [Sept 2020] Total review and approval of all 24 policies expected by September 2020. Training for all staff expected to follow



Strategic Program: Operational Safety

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

Initiative	Projected Completion Date	Status
Initiative #2: Develop an environmental health and hygiene program for DC Water facilities and operations.	September 2020	

Milestones, Status, and/or Key Tasks

- 1 **Health and Hygiene Program for Regularly Occupied Spaces** – [Nov 2019] the Department of Occupational Safety and Health completed developed of the Health and Hygiene Program for Regularly Occupied Spaces.

- 2 **Inspection of Regularly Occupied Spaces** - [December 2019] the Departments of Facilities and Occupational Safety and Health completed development of criteria and procedures for inspecting all regularly occupied spaces.
 - Inspections to be done jointly by a dedicated team consisting of trained staff from DOSH and Facilities.
 - Results will be tracked to ensure that spaces meet or exceed DC Water guidelines for occupied spaces
 - Ex. The new Indoor Air Quality policy
 - To date, 43.59% of all regularly occupied spaces have been inspected.

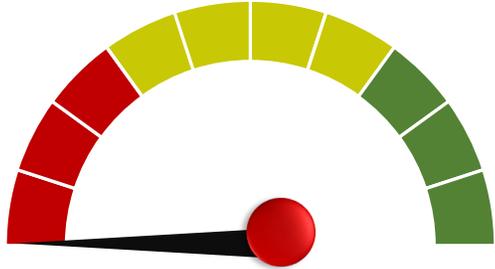
- 3 **Health and Hygiene Program for Non-Regularly Occupied Spaces** – [Sept 2020] the program and inspections for Non-Regularly Occupied Spaces are on pace to be completed by September 2020.





Strategic Program: Resilience, Readiness and Enterprise Risk Management

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

Initiative	Projected Completion Date	Status
<p>Initiative #1: Establish an early warning notification system of contamination threat to drinking water.</p>	<p>September 2020</p>	

Milestones, Status, and/or Key Tasks

- 1 **Pilot Testing** - [Nov 2019] Started pilot testing of sensors and software to help select the most viable technology for DC Water’s Distribution system. Completion of pilot and recommendation for implementation by September 2020.

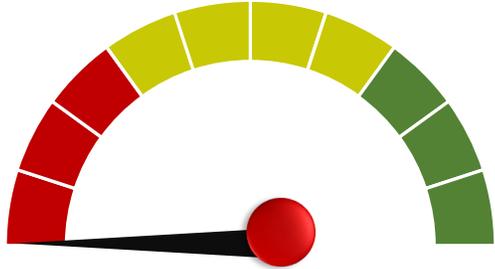
- 2 **Testing for the Potomac River** - [Sept 2020] This effort is being led by the Metropolitan Washington Council of Governments (MWCOG). MWCOG received federal funding to implement source water monitoring for early warning contaminant detection of the Potomac.
 - Seeking to collaborate with US Geological Survey (USGS) to maintain upstream monitoring station and use their website for IT communications.
 - (December 31, 2019) Deadline to confirm partnership with USGS

- 3 **Selection** – [September 2020] Committee of regional water utilities will select monitoring equipment, location, and communication system.



Strategic Program: Resilience, Readiness and Enterprise Risk Management

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

Initiative	Projected Completion Date	Status
Initiative #2: Identify secondary source water.	September 2020	

Milestones, Status, and/or Key Tasks

- 1 **Research and Evaluation-** [Oct 2019] Developed and evaluated nine options for direct and in-direct potable reuse based on emerging themes and integrated approaches. ○
- 2 **Regional Partnerships-** [Sept 2020] Coordinate discussions with external stakeholders (Environmental Protection Agency (EPA), Maryland Department of the Environment (MDE), Metropolitan Washington Council of Government MWCOG), and Ann Arundel County). ○
 - (November 15, 2019) Presented draft final options for further evaluations by MWCOG.
 - (December 19, 2019) Evaluation workshop with stakeholders scheduled.
 - (February 2020) Risk assessment memo expected from MWCOG in February 2020.
 - (May 2020) Department of Defense (DoD) consideration of funding secondary source.



Strategic Program: Resilience, Readiness and Enterprise Risk Management

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

Initiative	Projected Completion Date	Status
Initiative #3: Harden DC Water facilities against climate change impacts.	September 2020	

Milestones, Status, and/or Key Tasks

- 1 **Flood Risk Assessment** [Mar 2019] Flood risk assessment for Sewage and Stormwater Pumping Stations completed.
- 2 **Main Pumping Station Flood Hardening Project** [Oct 2019] – Construction 100% complete.
- 3 **14th Street Bridge Stormwater Pump Station Flood Hardening Upgrades** [Oct 2019] – Project is complete.
- 4 **Blue Plains Flood Phase 1** [Aug 2021] - Contract awarded in December 2019. Construction scheduled to be completed in August 2021.
- 5 **Review and Assessment** [Jan 2020] - A study is planned to review and update as necessary, the previously identified climate change impacts (flood risks, frequency and storm surge) as they apply to DC Water assets and facilities.





Strategic Program: Resilience, Readiness and Enterprise Risk Management

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

Initiative	Projected Completion Date	Status
Initiative #4: Asset management for linear and vertical assets.	February 2020	

Milestones, Status, and/or Key Tasks

- 1 **Asset Classification Table** [Aug 2019] – Table completed on time.
- 2 **Internal Communications** [Aug 2019] – Communication completed on time.
- 3 **Project Language Update** [Dec 2019] - Coordinate with Engineering to include new capital improvement projects by December 2019
- 4 **Database Cleanup** [Feb 2020] - Database cleanup, on schedule for completion







Strategic Program: Customer Engagement

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

Initiative	Projected Completion Date	Status
Initiative #1: Design and execute a customer communication plan.	May 2020	

Milestones, Status, and/or Key Tasks

- 1 **Focus Groups** [June 2019] - Completed customer focus groups.
- 2 **Customer Communication Plan** [Nov 2019] - Customer Communication Plan Finalized.
 ➤ (Nov 19 – May 20) Implementation
- 3 **Continuous Customer Feedback System** [May 2020] - Selection and Implementation of Continuous Customer Feedback System.
- 4 **Customer Assistance Program** [Began in August 2019] - Some tactics are ongoing) Implemented Phase 2 of Customer Assistance Program (CAP) marketing and outreach.





Strategic Program: Customer Engagement

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

Initiative	Projected Completion Date	Status
Initiative #2: Leverage strategic partnerships to voice DC Water priorities and messages.	January 2020	

Milestones, Status, and/or Key Tasks

- 1 **Stakeholder Alliance [June 2019]** - Nurture Stakeholder Alliance members to serve as amplifiers
 - Members of Alliance and other stakeholders testified in support of DC Water at DC Council Oversight Hearing (February 2019)
 - Inviting Alliance members to DC Water events and participating in their events, including NRDC awards ceremony and ANC meeting
 - Included stakeholder alliance in the planning and designing of lead outreach material.

- 2 **Lead Free [Oct 2019]** – Identify and develop partnerships with anti-lead advocates
 - Launched Lead Free DC Program (October 2019)
 - Scheduling and holding quarterly meetings with CEO
 - Encouraging anti-lead advocates to DC Water events to publicize Lead Free DC Program





Strategic Program: Customer Engagement

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

Initiative	Projected Completion Date	Status
Initiative #2: Leverage strategic partnerships to voice DC Water priorities and messages.	January 2020	

Milestones, Status, and/or Key Tasks

- 3 **Office of the People’s Council** - Foster a good working relationship with OPC
 - Holding monthly check-in meetings with OPC staff
 - Provided honey to senior OPC staff

- 4 **Business Development** [Nov 2019] – DC Water CEO selected to be Vice Chair of the Advisory Council on Utility Supplier and Workforce Diversity with the Public Services Commission.
 - (Jan 14, 2020) Next Meeting of the Council will be at DC Water’s Headquarters

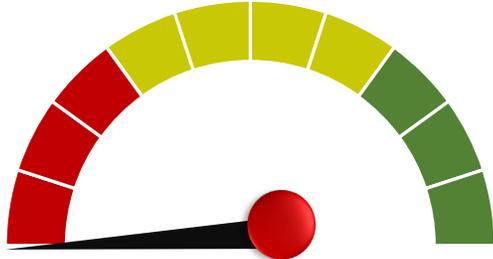
- 5 **Education** [Nov 2019] - Establishing partnerships with DCPS and other educational organizations
 - Assisting in the establishment of an Engineering and Architecture Academy at Anacostia High School
 - Creating a Fats, Oils and Grease curriculum for all DCPS 6th Graders
 - Partnering with non-profit Engineering Tomorrow on STEM workshops





Strategic Program: Customer Engagement

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

Initiative	Projected Completion Date	Status
Initiative #2: Leverage strategic partnerships to voice DC Water priorities and messages.	January 2020	

Milestones, Status, and/or Key Tasks

- 6 **Political Relationships** - Expand political relationships with more forward-facing contact including meetings with individual Council members, increased presence in Wilson Building, and outreach support in wards.
 - Providing Council member Charles Allen with venue for his “Brickie” award ceremony
 - Successfully launched and implemented DC Water pitcher & pint glass promotion

- 7 Offer presentations and briefings to stakeholder organizations.
 - Successfully planned and executed a tour of DC Water digester project to Aspen Institute. Four mayors from around the country included.
 - Planning additional outreach to stakeholder organizations





Strategic Program: Next Steps

Next Strategic Planning Committee

- **March 5, 2020**
- **June 4, 2020**
- **September 3, 2020**