



**DISTRICT OF COLUMBIA  
WATER AND SEWER AUTHORITY**

Board of Directors

*Strategic Planning Committee of the Whole*  
**Thursday, September 5, 2019**

**11:00 a.m.**

- 1. Call to Order ..... Krystal Brumfield, Acting Chairperson**
  
- 2. *The Blueprint Update*.....David Gadis, CEO/General Manager**
  
- 3. Executive Session\***
  
- 4. Adjournment.....Krystal Brumfield, Acting 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

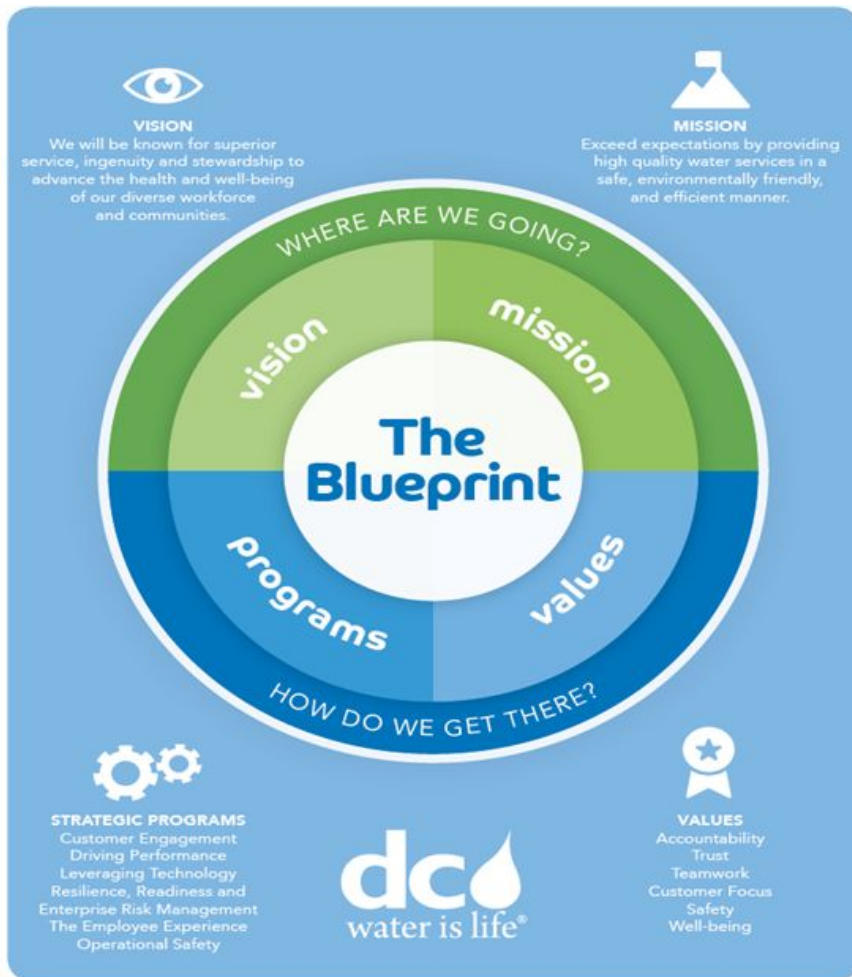
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# Meeting Objectives

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: Performance Legend


| Performance Legend   |  |   |  |
|--|--|---|--|
| <br><b>On Track</b> | <br><b>Minor Delay</b>  | <br><b>At Risk</b>   | <br><b>Complete</b> |
| <ul style="list-style-type: none"> <li>➤ Milestones completed on time</li> </ul>                     | <ul style="list-style-type: none"> <li>➤ At least 1 milestone delayed but within reasonable tolerance</li> <li>➤ Minor risks or issues identified</li> </ul> | <ul style="list-style-type: none"> <li>➤ Milestone(s) delayed, and mitigation plan(s) needed</li> </ul> | <ul style="list-style-type: none"> <li>➤ Strategic Initiative or Deliverable is complete.</li> </ul>   |





## Strategic Program: Driving Performance

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


| Initiative   | Status  |
|--|---|
| <b>Initiative #1:</b> Create and implement an enterprise-level performance program geared towards execution of the strategic plan and improving line of sight for our employees. |  |

- Implemented new Enterprise Performance Plan Structure
  - Completion of FY19 Performance Plan
  - Completed first draft of FY20 Performance Plan
  - Creation of the Enterprise Program Management Office



## Strategic Program: Driving Performance

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

| Initiative   | Status  |
|--|---|
| <b>Initiative #2:</b> Develop optimized model for repeated processes and socialize it throughout the enterprise. |  |

- Consolidate materials from prior successful programs that targeted changes within maintenance, customer service, and innovation; and hosted an additional workshop focused on acceleration change within a production/engineering environment to create a suite of processes for DC Water to accelerate Business Process Improvement.
- Launched Leading Blue capstone team to organize this suite of change acceleration processes into a single DC Water centric tool and recommend subsequent outreach and training approaches
- Developed package of current state business processes on which the model can be deployed for training








## Strategic Program: The Employee Experience

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


| Initiative  | Status  |
|---|---|
| <b>Initiative #1:</b> Create training profiles for all job categories and establish a schedule for renewal. Job profiles will include three categories of trainings for employees within every job title. |  |

- Completed the development of the culture enhancing training for all DC Water employees.
- Captured three (3) year spend for all training categories.



## Strategic Program: The Employee Experience

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


| Initiative  | Status  |
|---|---|
| <b>Initiative #2:</b> Utilize the Blueprint to create individual performance goals anchored to strategic planning and operational priorities. |  |

- Developing FY20 S.M.A.R.T. goals that align with the strategic plan and/or operational priorities.



## Strategic Program: The Employee Experience

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

| Initiative   | Status  |
|--|---|
| <p><b>Initiative #3:</b> Identify critical leadership and operational positions, then develop a comprehensive succession plan.</p> |  |

- Developed criticality matrix.
- Selected critical leadership and operational position for the pilot program.
- Implementation of DC Water Apprenticeship Program (HVAC, Plumbing, Quality Assurance, Utility Services, and Waste Water)





## 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   | Status |
|--|--------|
| <b>Initiative #1:</b> Create the Digital Utility Platform that will transform data into information and knowledge. |        |

- Implemented customer usage tracking tool.
- Deploying Enterprise Resource Planning (ERP) Tool.
- Building integrated work, asset and resource management platform.
- Creating customer master database.



## 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   | Status  |
|--|---|
| <b>Initiative #2:</b> Build analytics and model capabilities across the Authority. |  |

- Designing water main break predictive model.
- Deployed water quality monitoring application.
- Completed training for core group of Power BI power users.



## 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  | Status  |
|---|---|
| <b>Initiative #3:</b> Build a comprehensive energy portfolio management capability. |  |

- Energy Star monitoring.
- Evaluating buying process for electricity and methanol.
- Starting Phase 1 of Blue Plains Solar Project.








## Strategic Program: Operational Safety

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


| Initiative   | Status  |
|--|---|
| <p><b>Initiative #1:</b> Review and update all safety policies on a regular basis to ensure consistent safety practices across DC Water.</p> |  |

- Department of Occupational Safety and Health (DOSH) completed internal review, 12 of 24 safety policies.
- DOSH has created 4 new policies while updating the existing documents.
- Joint (management/union) review process of the first 16 policies.
- Received two National Recognition Awards associated with the national Fall Protection Stand Down Day & the NUCA Trench Safety Stand Down Week.
- Completed first phase of ISO 45001 training, next phase September 2019.



## Strategic Program: Operational Safety

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

| Initiative   | Status  |
|--|---|
| <p><b>Initiative #2:</b> Develop an environmental health and hygiene program for DC Water facilities and operations.</p> |  |


- Completed identification of regularly occupied spaces vs. non regularly occupied spaces.
- Developing inspection criteria and procedures to be used by DOSH and Facilities staff as they evaluate all regularly occupied spaces.
- Inspections of occupied spaces to be completed by the end of the calendar year 2019.





## 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  | Status  |
|---|---|
| <b>Initiative #1:</b> Establish an early warning notification system of contamination threat to drinking water. |  |

- Evaluating options for source water and in-pipe monitoring for early warning of contamination threats.
- Performing gap analysis to determine vulnerabilities in DC Water distribution system.
- Implementing regional source water monitoring on Potomac River.



## 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   | Status  |
|--|---|
| <b>Initiative #2:</b> Identify secondary source water. |  |

- Develop and evaluate model for in-direct potable reuse.
- Coordinate discussions with external stakeholders (EPA, MDE, MGS, MWCOG, and Ann Arundel County).



## 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   | Status  |
|--|---|
| <b>Initiative #3:</b> Harden DC Water facilities against climate change impacts. |  |

- Main Pumping Station Flood Hardening Project
- 14<sup>th</sup> Street Bridge Stormwater Pump Station Flood Hardening Upgrades
- Blue Plains Flood Wall Phase I
- Future CIP Plans



## 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   | Status  |
|--|---|
| <b>Initiative #4:</b> Asset management for linear and vertical assets. |  |

- Completion of Asset Classification Table
- Internal Communication
- Database Cleanup








## Strategic Program: Customer Engagement

**Objective: To deliver an exceptional customer experience and communication plan that enhances the value of our services by listening to and engaging with our customers.**


| Initiative  | Status  |
|---|---|
| <b>Initiative #1:</b> Design and execute a customer communication plan. |  |

- Completed customer focus groups.
- Implementing Phase 2 of Customer Assistance Program (CAP) marketing and outreach.
- Finalizing the Customer Communication Plan.
- Upcoming implementation of the Communications Plan.
- Selection and Implementation of Continuous Customer Feedback System.



## Strategic Program: Customer Engagement

**Objective: To deliver an exceptional customer experience and communication plan that enhances the value of our services by listening to and engaging with our customers.**

| Initiative  | Status  |
|---|---|
| <p><b>Initiative #2:</b> Leverage strategic partnerships to voice DC Water priorities and messages.</p> |  |

- Nurture Stakeholder Alliance members to serve as amplifiers
- Expand political relationships with more forward-facing contact including meetings with individual council members, increased presence in JAWB, and outreach support in wards
- Restore trust and partner with lead advocates
- Provide presentations and briefings to stakeholder organizations to include Destination DC, Events DC, DC Chamber of Commerce, GW Board of Trade  
Universities, Environmental community
- Partner with the Mayor’s Office to promote initiatives in her outreach
- Foster a good working relationship with OPC



## Strategic Program: Next Steps

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### Next Strategic Planning Committee

- **December 5, 2019**
- **March 5, 2020**
- **June 5, 2020**

Questions?

