



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

Strategic Planning Committee

**Tuesday, May 8, 2012
11:00 a.m.**

Meeting Minutes

Committee Members Present

Adam Clampitt, Chair
David Lake
Robert Hoyt (via phone)
Dawn Hawkins-Nixon (via phone)
James Patteson (via phone)

Staff Present

George S. Hawkins, General Manager
Randy Hayman, General Counsel
Chris Carew, Chief of Staff
Linda R. Manley, Board Secretary

Other Board Members

Kathleen Boucher

Sunesis Consultants

Doug Bean
Gerry Wexelbaum

Mr. Clampitt called first Strategic Planning Committee meeting to order at approximately 11:05 a.m. He thanked the Committee for making themselves available in spite of the short notice. He noted that he and the Board Chairman, the General Manager, and the Sunesis Consultants have had a series of meeting over the past month to discuss how to move forward from the Strategic Planning Retreat held for the Board in February. As a result of the full Board's participation and their desire to operationalize the outcome of the retreat, a vision, a set of values, and overall directional focus were developed to facilitate where the Board would like to see the organization advance over the next few years. He also noted that this is a big undertaking and that it's going to be a collaborative process that will engage all of the Committees, the Board as a whole, and Team Blue.

The Committee will be scheduling meetings through the summer to develop some good directions. He explained that the Sunesis Consultants would be facilitating today's meeting to help the Committee work through the goals, objections and initiatives and to

ensure that the Committee is in agreement. He noted that the goals and objectives have been assigned to various Committees and that the Committees are going to dedicate one hour of their meeting time to review and develop concrete matrix and goals over the next month. Following the Committee's review, the Strategic Planning Committee will develop a full comprehensive report that encompasses everything which will be presented to the General Manager to determine how it relates to the organization's current priorities, how it will impact operations, and to get staff feedback. By the end of the summer the Strategic Planning Committee must figure out what can be accomplished and what has to be sacrificed on both sides and to come up with a really solid plan. He then turned the meeting over to Sunesis.

Doug Bean and Gerry Wexelbaum distributed the 2012 Strategic Plan Strawman framework results from the February 2012 Board retreat. Mr. Bean described the process in developing the Strawman framework and noted that the Committee would be reviewing it during the course of this meeting. He also noted that they would be reviewing the schedule for meeting with the various other Committees. He then reviewed the framework with the Committee. He noted that vision, values and mission statements were redrafted based on the information extracted from the Retreat and then tweaked as a result of the meetings with the Board Chair and the General Manager. As a result of those meetings Sunesis developed a vision statement that reflects the discussion at the retreat, a set of values tied into the P.A.C.T. pledge (Positive Attitude, Communication, Teamwork) and a mission statement that restates what the organization currently has with a little more definition. Then Sunesis developed three focus areas based on the discussions at the retreat. Mr. Bean noted that they would be reviewing the vision, values, mission statements and the focus area to ensure that they are on target or whether the data needs to be tweaked further. Based on the information, Sunesis developed some goals and suggested objectives. Upon the Committee's recommendation, this information would be presented to the various Committees for their review.

Mr. Bean noted that there are initiatives were staff gets involved to ensure the goals are being met. Overall, the goal is to have a good solid draft by July 5th for the full Board approval. Following Mr. Bean's introduction of the plan, Gerry Wexelbaum took the Committee through the exercise of tweaking the Strawman framework (See attached plan).

Hearing no further business, the meeting was adjourned at 1:00 p.m.

DC WATER

RESULTS OF STRATEGIC PLANNING COMMITTEE

May 8, 2012



DC WATER VISION, VALUES & MISSION

VISION

To be a world class water utility.

VALUES

Respect: 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.

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

MISSION

FOCUS AREAS and GOALS/STRATEGIC DIRECTION

FOCUS AREAS	GOALS/STRATEGIC DIRECTION
LEADERSHIP DC Water will advocate and lead local, regional, and national collaborations, while internally developing the workforce of the future.	Develop High Performing Workforce
	Collaborate Locally, Regionally and Nationally
	Increase Board Focus on Strategic Direction
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.	Enhance Customer/Stakeholder Confidence, Communications and Perception
	Assure Financial Sufficiency & Integrity
	Assure Safety and Security
INNOVATION DC Water will achieve international prominence in development and adoption of science, technology and processes in support of a culture of innovation.	Merge Water Environments & Establish “One – Water” Responsibility
	Optimally Manage Infrastructure
	Enhance Operating Excellence through Innovation and Adoption of Best Practices

COMMITTEE ASSIGNMENTS

GOAL/STRATEGIC DIRECTION	AGENDA	DATE
Develop High Performing Workforce	<ul style="list-style-type: none"> Human Resources/Labor Relations 	May 9
Increase Board Focus on Strategic Direction	<ul style="list-style-type: none"> Governance 	May 9
Enhance Customer/ Stakeholder Confidence, Communications and Perception	<ul style="list-style-type: none"> Governance 	May 9
Collaborate Locally, Regionally and Nationally	<ul style="list-style-type: none"> Environmental Quality and Sewage Services Water quality and Water Services 	May 17
Merge Water Environments & Establish “one – water” Responsibility	<ul style="list-style-type: none"> Environmental Quality and Sewage Services Water quality and Water Services 	May 17
Optimally Manage Infrastructure	<ul style="list-style-type: none"> Environmental Quality and Sewage Services Water quality and Water Services 	May 17
Assure Safety and Security	<ul style="list-style-type: none"> Environmental Quality and Sewage Services Water quality and Water Services 	May 17
Enhance Operating Excellence through Innovation and Adoption of Best Practices	<ul style="list-style-type: none"> Environmental Quality and Sewage Services Water quality and Water Services 	May 17
Assure Financial Sufficiency & Integrity	<ul style="list-style-type: none"> Finance & budget DC Retail and Sewer Rates Audit 	May 24

SCHEDULE

EVENT	AGENDA	TIMING
Board Retreat	SWOT	February 24 (Done)
	DC Water Focus Areas	
	Strategic Direction (Goals)	
Strategic Planning Committee Meeting	Review "Strawman"	May 8
	Adopt Vision, Values, and Mission	
	Review Strategic Focus Areas and Goals/ Strategic Directions	
	Review Committee Assignments and Process	
Committee Sessions	Finalize Goals	May 9 – May 24
	Draft Objectives	
	Consider Initiatives	
Interim Documentation	Draft Strategic Plan Framework – Pre-Executive Management Review/Input	June 8
Executive Management Review	Provide Information on Board Direction	June 18
	Further Definition of Objectives and Strategic Initiatives	
Strategic Planning Committee Meeting	Draft Strategic Framework for Board Review	June 19
Board Meeting	Input for Plan Finalization	July 5