



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors

Meeting of the Governance Committee

May 9, 2018

9:00 a.m.

Meeting Location: 5000 Overlook Ave, SW, Room 407

AGENDA

- 1. Call to Order Ellen Boardman, Chairperson**
- 2. DC Water Works! Update Korey Gray, Compliance Officer**
- 3. Blue Drop Update..... Alan Heymann, Chief Marketing Officer**
- 4. IP Monetization Update..... Biju George, Chief Operating Officer**
- 5. Executive Session ***
- 6. Adjournment**

*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.



District of Columbia Water and Sewer Authority
Henderson J. Brown, Interim CEO and General Manager



FY 18 PROGRAM UPDATE

Presented to the

Governance Committee

Ellen Boardman, Chairperson

Wednesday, May 9, 2018



District of Columbia Water and Sewer Authority
Henderson J. Brown, Interim CEO and General Manager

DC WaterWorks Program

As part of the Board's Strategic Initiative #2, the DC WaterWorks encourages and supports the development and employment of local residents as employees on DC Water construction and service projects.

Program Goals

- Fifty-One percent (51%) of the total contractor workforce will be local residents.

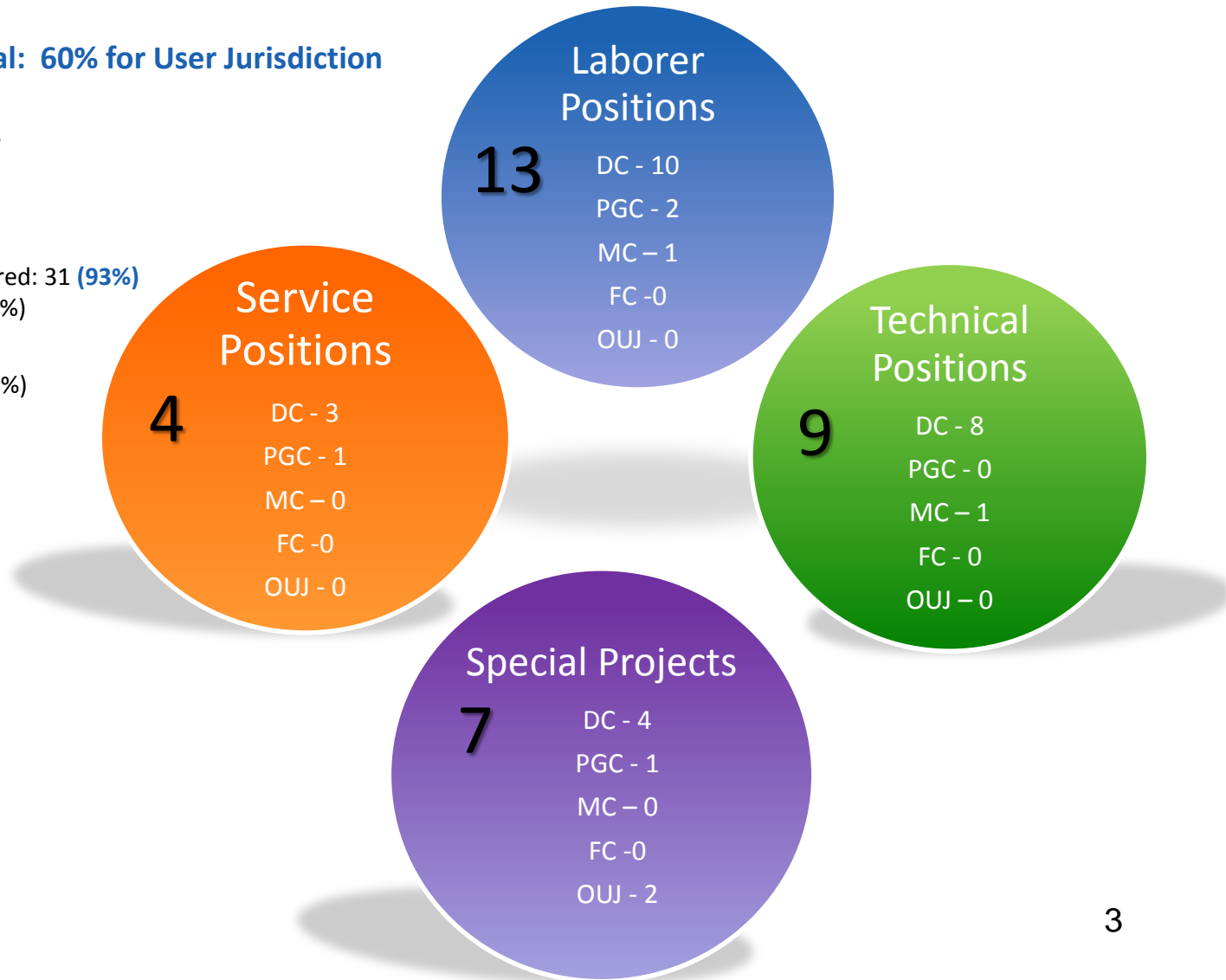
- Sixty percent (60%) of new jobs created by contracts or procurements entered into by DC Water with contractors will be filled by local residents.
 - New Jobs mean both union and non-union job openings, including vacancies created as a result of internal promotions, terminations or other separations, and expansions of the contractor's workforce.



New Opportunities filled through Water Works (October 1, 2017 – March 31, 2018)

DC Water Works New Hire Goal: 60% for User Jurisdiction

- Total Number of Positions Filled: 33
 - DC Water Works Hires: 24
 - Contractor Filled: 9
- Total User Jurisdiction Residents Hired: 31 (93%)
 - Total DC Residents Hired: 25 (75%)
- Total Outside User Jurisdiction: 2 (6%)

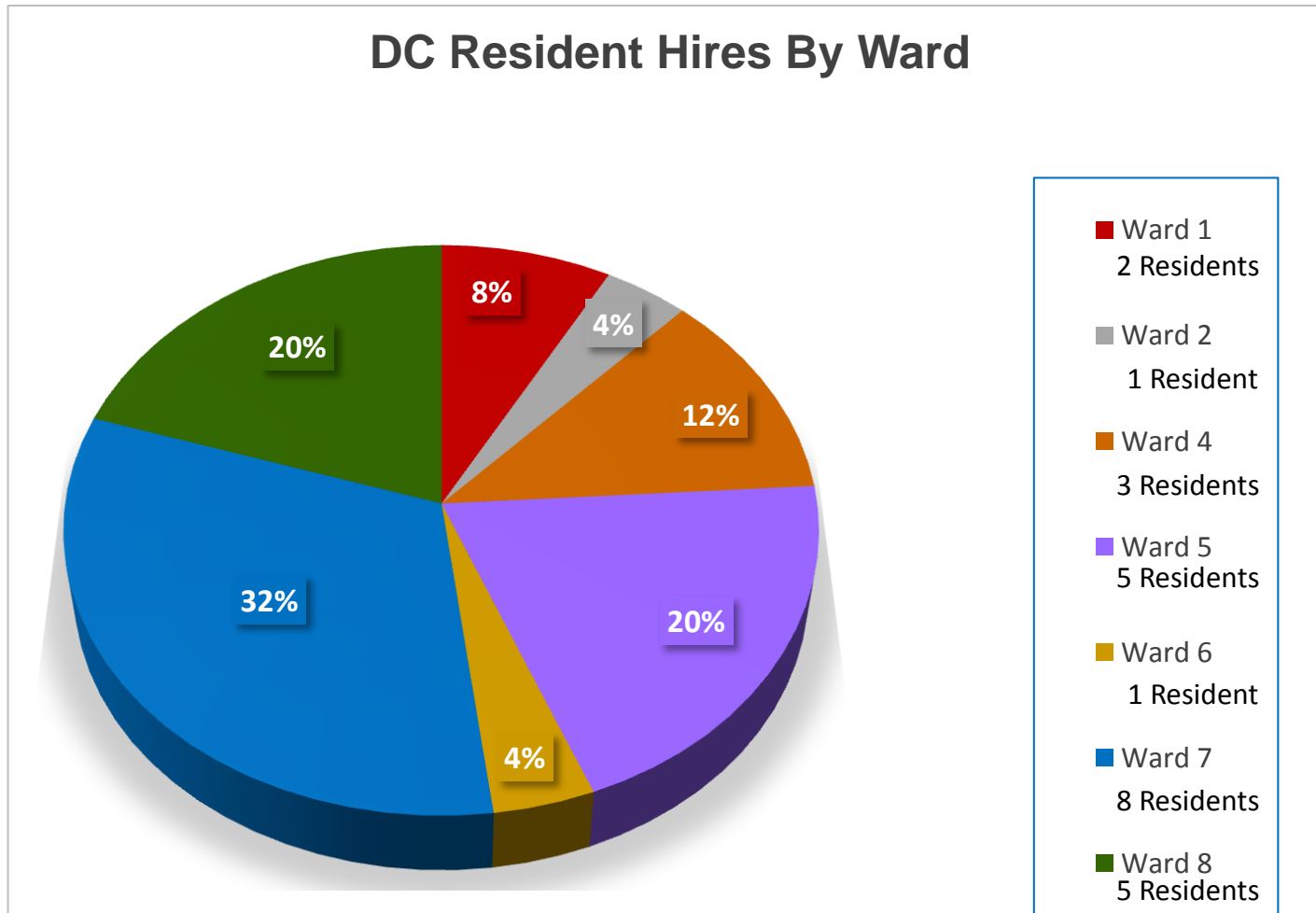




District of Columbia Water and Sewer Authority
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New Opportunities filled through Water Works (October 1, 2017 – March 31, 2018)

DC Resident Hires by Ward Total DC Resident Hires: 25





New Opportunities as of March 31, 2018

Summary of Open Positions

Total Open Positions: 23

Laborer Positions	Management Positions	Operator Positions	Skilled Positions
<ul style="list-style-type: none">• Driver – 1• Laborer (with CDL) - 3• Skilled Laborer - 5	<ul style="list-style-type: none">• Foreman – 1• Project Manager – 2• Safety Manager - 1	<ul style="list-style-type: none">• Boom Truck - 1• Excavator - 1	<ul style="list-style-type: none">• Engineer – 1• Estimator – 1• Mechanics – 3• Technicians - 3



District of Columbia Water and Sewer Authority
Henderson J. Brown, Interim CEO and General Manager

Commercial Driver's License Training Program





District of Columbia Water and Sewer Authority
Henderson J. Brown, Interim CEO and General Manager

Commercial Driver's License Training Program

- DC Water, through the Department of Facilities, is conducting a Second CDL training cohort.
- Twelve (12) Participants.
- Participants earn \$15.00 per hour as Temporary Employees with MB Staffing.
- Training Goals:
 - 80% Graduation (10)
 - 50% Placement of the Graduates (5)

Status:

- Training Still On Going
 - Slight Delay in CDL testing due to scheduling with DMV
- Participants are interviewing
- 11 Still in the Program
 - 1 participant not able to continue (Doctor's Instruction)





District of Columbia Water and Sewer Authority
Henderson J. Brown, Interim CEO and General Manager

Green Infrastructure





Green Infrastructure

Pursuant to the MOU between DC Water and the District, there is a goal that **51%** of new hires on GI projects in the Rock Creek and Potomac River sewersheds with Green Infrastructure (GI) should be District residents.

DC Water is partnered with the University of the District of Columbia to train and prepare District residents to successfully complete the National Green Infrastructure Program (NGICP) exam.

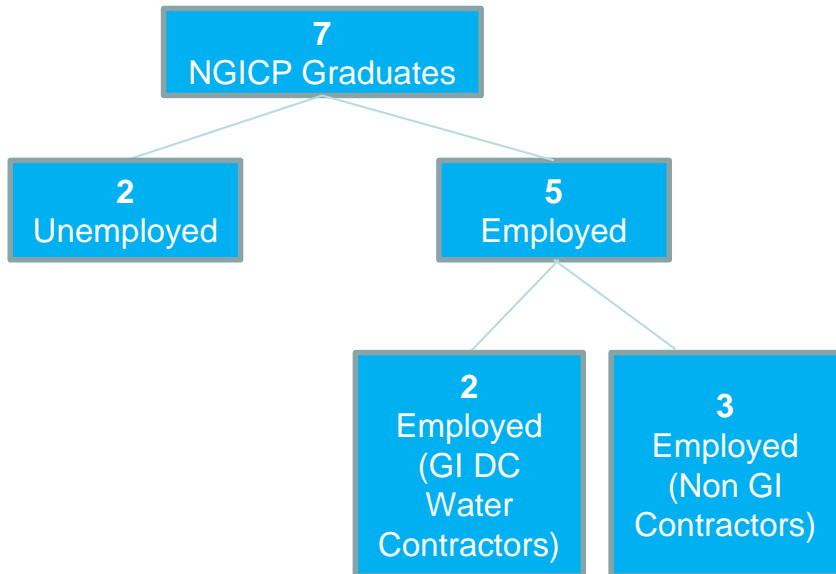
Curricula was developed in partnership with DC Water, the Water Environment Foundation, and other partners across the nation.

So far in FY 2018, One cohort was completed. There are two other cohorts actively running.

Results:

Cohort 1

Cohorts 2 & 3





District of Columbia Water and Sewer Authority
Henderson J. Brown, Interim CEO and General Manager

DC Water Facilities Department Training Program





Department of Facilities Training Program

- DC Water's Department of Facilities in partnership with the District Department of Employment Services' Project Empowerment will select (up to) six District residents for six month training program with summer employment.
 - Program Duration – June through December
 - Expected Work Hours – 6:00 am to 2:30 pm
 - Participants are fully subsidized by Project Empowerment
 - Participants will have a dedicated mentor (from DOES)
 - Participants get exposure to a variety of facilities trades: Carpentry, Building and Grounds, and Painting.
 - In addition to the On-the-Job experience provided, individuals will also participate in classroom-style training inclusive of:
 - OSHA-10
 - CPR
 - Conflict Resolution
 - Workplace Safety
 - Job Readiness
 - Refrigerant Transition and Recovery Certification

Participant Requirements:

- Must be a District Resident
- Minimum Requirements are:
 - High School Diploma or GED
 - CASAS Testing (10 for Math/11 for Reading)
 - Valid DC Driver's License
 - Reliable/Dedicated Transportation
 - Successfully completed a Job Readiness Training from a recognized organization
 - Some Work Experience
 - Be and Remain Drug Free
- Veterans and Women Preferred



FY 2018 DC Water Non-Major Construction Projects Employment Data

The following data summarizes the non-major construction employment data (Cumulative) for FY 18, as of March 31, 2018

In FY 17 (October 1, 2017 – March 31, 2018), there were:

- Twenty-Eight (28) Active Projects
- 1,282 contractor job positions on Non-Major Construction contracts.
 - 961 positions (74%) were filled (transfers and new hires) by residents within DC Water’s User Jurisdiction.
 - 216 positions (16.8%) were filled (transfers and new hires) by District of Columbia residents.

	# of Positions	%
➤ User Jurisdiction	961	74.0%
○ DC	216	16.8%
○ PGC	542	42.2%
○ MC	86	6.7%
○ FC	115	9.0%
○ LC	2	0.1%
➤ Outside User Jurisdiction	321	25.0%
Total	1,282	



FY 2018 DC Water Major Construction Projects Employment Data

(e.g., Clean Rivers, Enhanced Nitrogen Removal, Tunnel Dewatering Pump Stations and Biosolids Management)

The following data summarizes the major construction employment data (Cumulative) for FY 17, as of March 31, 2018

In FY 17 (October 1, 2017 – March 31, 2018), there were:

- Thirteen (13) Active Projects
- 4,243 contractor job positions on Major Construction contracts.
 - 1,993 positions (47%) were filled (transfers and new hires) by residents within DC Water’s User Jurisdiction.
 - 485 positions (11%) were filled (transfers and new hires) by District of Columbia residents.

	# of Positions	%
➤ User Jurisdiction	1,993	47.0%
○ DC	485	11.4%
○ PGC	786	18.5%
○ MC	263	6.2%
○ FC	369	8.7%
○ LC	90	2.1%
➤ Outside User Jurisdiction	2,250	53.0%
Total	4,243	



Approved and Adopted: November 3, 2016
RESOLUTION #16-90
SUBJECT: Approval to Authorize the General Manager to Establish Blue Drop, LLC

Governance Committee Update

Wednesday, May 9, 2018

Alan Heymann

Chief Marketing Officer, DC Water
President, Blue Drop

The members of the Board of Directors ("Board") of the District of Columbia Water and Sewer Authority (the "Authority") at the Board meeting held on November 3, 2016, upon consideration and approval by a vote of ten (10) in favor and none (0) opposed, to take the following action to authorize the General Manager to establish a not-for-profit entity under the laws of the District of Columbia to be known as Blue Drop, LLC.

WHEREAS, District of Columbia Home Rule Act states, "[n]otwithstanding any other provision of this chapter or any District of Columbia law, the financial management, personnel, and procurement functions and responsibilities of the District of Columbia Water and Sewer Authority shall be established exclusively pursuant to rules and regulations adopted by its Board of Directors." D.C. Code § 1-204.96(a); and

the District of Columbia created DC Water pursuant to the Department of Public Works Act of 2001 et seq.



Consulting Customers

- All existing engagements center around external affairs and stakeholder engagement.
 - Springfield (Mass.) Water and Sewer Commission (communications strategy and campaign development)
 - Upper Blackstone Water Pollution Abatement District (rebranding)
 - Denver Metro Wastewater Reclamation District (communications strategy)
 - New Orleans Sewerage and Water Board (customer service, communications strategy)



Upcoming Conferences

- NACWA Strategic Communications: H2O
 - June 6-7, Chicago (Alan likely speaking)
- Blue Drop staff also attending:
 - NACWA summer conference
 - WEFTEC
 - AWWA ACE
 - WEF Biosolids and Residuals



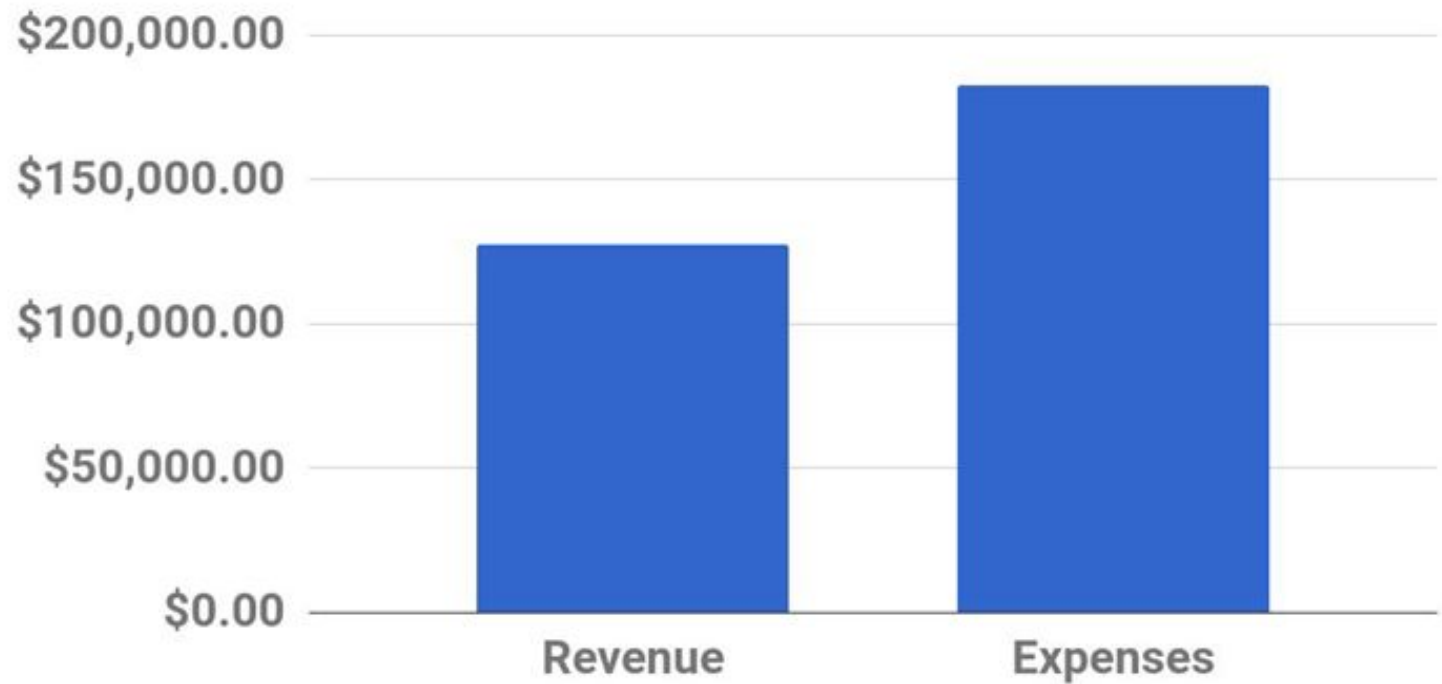
Board Members

- Six existing Board members continue.
- Next meeting: Friday, June 1. DC Water Board members invited for lunch.
- Three potential new Board members under consideration by Chairperson. Two would represent the Bloom side of the business.



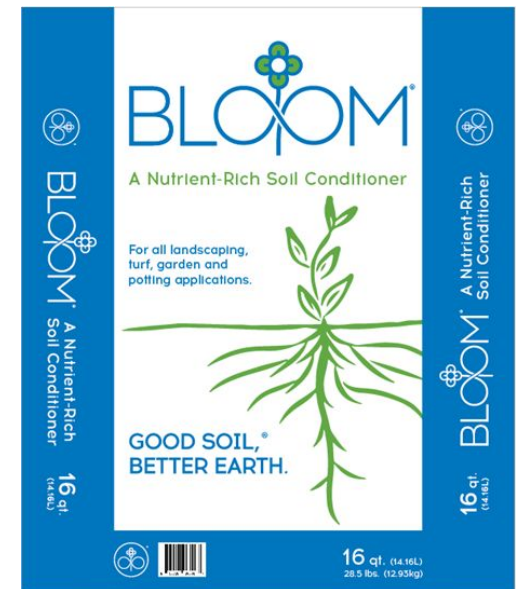


Blue Drop Revenue and Expenses FY18



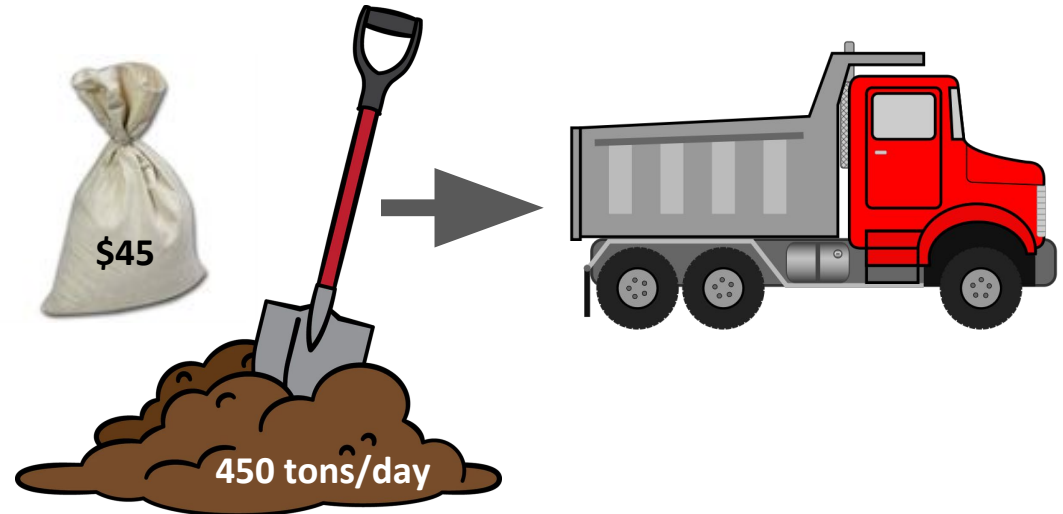
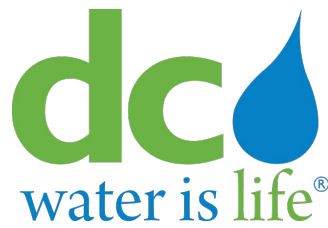


- Recent highlights
 - April 23: production sold out
 - First sales to Maryland farms
 - Blended material sales
 - Virginia farm sales pending
 - Bags are coming!





How do the finances work?



Total cost to DC Water: \$7M+/year



How does the business work?

- Marketing and sales agreement through Fiscal Year 2019.
- Blue Drop supports DC Water operations team in marketing and sales program.
- Blue Drop contracts with local haulers and arranges transportation to customer if needed.
- Blue Drop handles invoicing, payment processing and customer relationship management.
- DC Water pays Blue Drop a per-ton marketing fee.
- DC Water reimburses Blue Drop for subsidized local hauling.



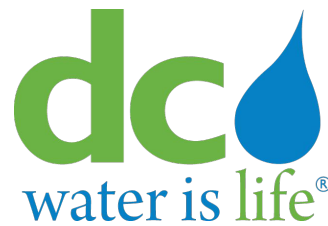
How do the finances work?



**Blue Drop receives \$.87 to \$5.30/ton of fresh Bloom.
Cumulative sales revenue to date: ~\$38,000**



How do the finances work?



**Bottom line: DC Water saves \$15 to \$40/ton.
Cumulative savings to DC Water to date: ~\$436K**



Bloom Marketing and Sales

FY18 through 4/18	
Tons diverted	5,476
Blue Drop	
Marketing Fees	\$27,378
Sales Revenue	\$15,469
Total to Blue Drop	\$42,847
DC Water	
Original Land Application Cost (\$45/ton)	\$246,403
Cost of Hauling	-\$33,270
Marketing Fees to Blue Drop	-\$27,378
Cost Savings to DC Water	\$185,755



Other Updates

- Blue Drop to apply for 501(c)(3) status in May
- Still planning an office move in October
- Executive Coaching service offering
 - Training underway
 - Service in conjunction with DC Water Leading Blue program to begin in July
- No contractual or staffing updates since last presentation



Presented and Adopted: November 3, 2016
RESOLUTION #16-90
SUBJECT: Approval to Authorize the General Manager to Establish Blue Drop, LLC

Further questions?

Alan Heymann

Chief Marketing Officer, DC Water

President, Blue Drop

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(202) 765-3292 x101

RESOLUTION #16-90
BOARD OF DIRECTORS OF THE DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY

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Governance Committee Update

DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY



May 9, 2018

Biju George, Chief Operating Officer



Overview

In this presentation, DC Water will:

- Review strategies for alternative revenue
- Provide a status update for intellectual property assignments and royalty agreements
- Discuss 3M Catalyst project and DC Water's implementation



Journey

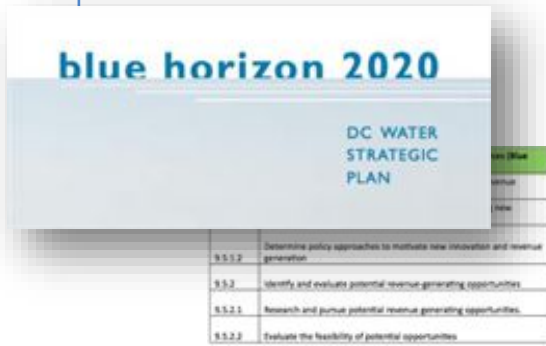
2013

2015

2016

Strategic Intent

Issued March 2013



Leverage innovation to develop alternate revenue sources

Strategic Direction

From Board Retreat Nov. 2015

1. Maximizing revenue by leveraging existing capital assets
2. Developing alternative revenue by leveraging intellectual capital
3. Building "Blue Drop" as a vehicle to implement alternative revenue strategies

- Leverage Existing Assets (Capacity)
- Intellectual Capital
- Blue Drop (Marketing)

Strategic Progress

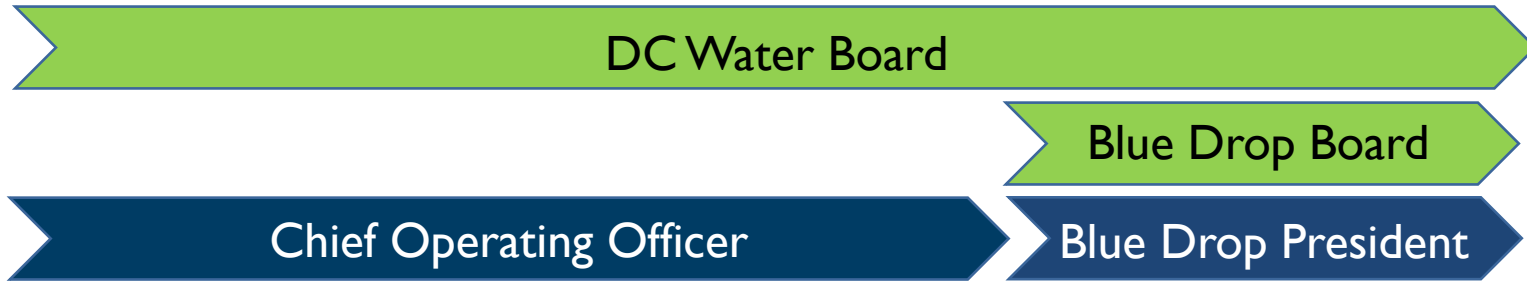
From Board Retreat Dec. 2016






How does DC Water Govern Revenue Activities?

Three parallel tracks:



AGM Blue Plains

- Blue Plains WWTP
- Resource Recovery and Renewable Energy
- Rent Unused Capacity or Structures




Innovations Chief

- Water/Wastewater Process Innovation
- Smart Systems (leveraging sensors and analytics)



Blue Drop

- Bloom™ Marketing
- Consulting and Shared Services
- Utility peer-to-peer portal





What are DC Water's guiding principles?

💧 Guiding Principles to Date:

- Exploration of opportunities before making commitments
- Maximize revenue while minimizing risk

I. Minimize Financial Risk to DC Water

- Share and transfer risk
- Contract with American entities operating overseas
- Limit liability through caps in contracts
- Learn operating rules of host countries

2. Maximize Revenue to DC Water

- Create multiple, diverse revenue streams
- Build a complete technology portfolio
- Identify partners with existing capabilities and market presence



DC Water's Intellectual Property

- 💧 **Intellectual Property (IP):** creations of the mind, such as inventions, literary and artistic works, designs, and symbols, names, and images used in commerce

- 💧 **IP types:** patents, trademarks, copyrights, and trade secrets

- 💧 **DC Water's IP: Core to our strategic plan and vision**
 - Includes patents, patent applications, and know-how
 - 9 granted patents, 7 in progress, and 3 provisional patents¹
 - IPs and associated technologies are collaborative partnership efforts
 - Currently 5 IPs are in commercialization

1. A legal document filed in the United States Patent and Trademark Office (USPTO), that establishes an early filing date, but does not mature into an issued patent unless the applicant files for a regular, non-provisional patent application within one year. 6



DigestivorePAD™

Description	A multi-stage sludge digestion process that increases solids destruction and enhances nutrient removal and dewatering	
Benefits	Reduced costs by 15-30% solids reduction	
Patent Status	Granted in 2010	
Inventors (Bold=DC Water)	Murthy, Novak, Bailey, Daigger, Schafer, Peot	
Assignee	DC Water	
Royalty Agreements	<u>Internal</u> <ul style="list-style-type: none"> • Murthy 8.5% • Bailey 8.5% • Peot 8.5% 	<u>External</u> <ul style="list-style-type: none"> • No agreements
Marketing	Licensed to Ovivo Sept. 2016	
Territories	United States and Canada	



Description	A strategy to selectively promote growth of productive bacteria to “short-cut” the conventional nitrogen removal process	
Benefits	Reduced chemical and energy costs	
Patent Status	Four granted in 2016	
Inventors (Bold=DC Water)	Wett, Omari , Regmi, Miller, Bott, Murthy	
Assignee	DC Water and Hampton Roads Sanitation District	
Royalty Agreements	<u>Internal</u> <ul style="list-style-type: none"> • Murthy 8.5% • Omari 8.5% • Peot 8.5% 	<u>External</u> <ul style="list-style-type: none"> • DC Water 33.5% • HRSD 33.5% • Wett 33.5%
Marketing	Licensed to World Water Works Sept. 2015	
Territories	United States and Canada	



Screen Enhancement for Deammonification

Description	Enhanced control of bacteria to improve a continuous nitrogen removal process and increase capacity	
Benefits	Reduced chemical and energy costs, avoids cost of plant expansion	
Patent Status	Three active at USPTO	
Inventors (Bold=DC Water)	Dockett, Giraldo, Murthy, Bailey , De Clippeleir, Wett	
Assignee	DC Water	
Royalty Agreements	<u>Internal</u> <ul style="list-style-type: none"> • Murthy 15% • Bailey 15% 	<u>External</u> <ul style="list-style-type: none"> • DC Water 40% • Dockett 10% • Giraldo 30% • Wett 10% • DeClippeleir 10%
Marketing	Joint licensing agreement with ARA Consult on patents for DEMON process January 2017	
Territories	<u>ARA Consult GmbH</u> Europe, Japan, Singapore	<u>DC Water</u> Any not specifically listed for ARA



Description	A cyclone system to improve the settleability of solids and increase capacity of activated sludge processes	
Benefits	Avoids costs of plant expansion	
Patent Status	1 granted 2016, 1 granted 2017, 1 active before USPTO	
Inventors (Bold=DC Water)	Nyhuis, O'Shaughnessy, Wett, Bott, Murthy, De Clippeleir	
Assignee	DC Water and Hampton Roads Sanitation District	
Royalty Agreements	<u>Internal</u> <ul style="list-style-type: none"> • Murthy 10% • DeClippeleir 10% 	<u>External</u> <ul style="list-style-type: none"> • DC Water 27.1% • O'Shaughnessy 18.8% • Wett 27.1% • HRSD 27.1%
Marketing	Licensed to ARA Consult March 2018	
Territories	Worldwide	



Manhole Lifter

Description	A tool for ergonomic lifting of heavy objects including manhole covers	
Benefits	Reduced risk of injury from ergonomic design	
Patent Status	I granted 2017	
Inventors (Bold=DC Water)	Brooks, Clarke	
Assignee	DC Water	
Royalty Agreements	<u>Internal</u> <ul style="list-style-type: none"> • Brooks 25% • Clarke 5% 	<u>External</u> <ul style="list-style-type: none"> • No external inventors
Marketing	Approach under discussion	
Territories	Marketing approach under discussion	



Post Denitrification

Description	Nitrogen Polishing with Partial Denitrification	
Benefits	Decrease the use of Methanol, a greenhouse gas consuming external carbon	
Patent Status	1 active before USPTO	
Inventors (Bold=DC Water)	Murthy, De Clippeleir, deBarbadillo, Bott, Klaus, Wett	
Assignee	DC Water and HRSD	
Royalty Agreements	<u>Internal</u> <ul style="list-style-type: none"> • Murthy 10% • De Clippeleir 10% • deBarbadillo 10% 	<u>External</u> <ul style="list-style-type: none"> • No Agreements
Marketing	Licensed to ARA Consult May 2018	
Territories	Worldwide	



Pasteurization

Description	Approach to manage viscosity and heat balance for a mix of waste streams undergoing thermal treatment	
Benefits	Maximize digestion and dewatering efficiency and throughputs	
Patent Status	1 active before USPTO	
Inventors (Bold=DC Water)	Murthy, Higgins, De Clippeleir, Wett	
Assignee	DC Water, Higgins, Wett	
Royalty Agreements	<u>Internal</u> <ul style="list-style-type: none"> • Murthy 15% • De Clippeleir 15% 	<u>External</u> <ul style="list-style-type: none"> • No Agreements
Marketing	Proof-of-principle needs to be confirmed	
Territories	Not applicable	



Membrane Biofilm Reactor

Description	Use of advection or convection to overcome diffusional limitations	
Benefits	Energy efficient nutrient removal	
Patent Status	1 active before USPTO	
Inventors (Bold=DC Water)	Murthy, Giraldo, Goel, De Clippeleir, Wett	
Assignee	DC Water, Giraldo, Wett	
Royalty Agreements	<u>Internal</u> <ul style="list-style-type: none"> • Murthy 15% • De Clippeleir 15% 	<u>External</u> <ul style="list-style-type: none"> • No Agreements
Marketing	Proof-of-principle needs to be confirmed	
Territories	Not applicable yet	



3M Catalyst



Objectives and Overview

- DC Water was selected for pro bono consulting by the 3M Corporation as part of their Catalyst program

- Two projects proposed:
 - Innovation Management Process Development:
 - Develop a transparent, soup-to-nuts process to manage DC Water's innovation program, ensuring appropriate decision-making, oversight, and organizational buy-in to maximize revenue and minimize risk to DC Water
 - Product Launch and Marketing:
 - Create a model for product development based on delivering value to end customers, including insights on product pricing, market segmentation, evaluation, market forecast, and best practices in segmented annual sales target setting.

- Projects resulted in recommendations to formalize an innovation process, operationalize marketing tools, and enhance governance



Scope and Key Questions

Strategy

BLUE HORIZON 2020

“As a premier provider of water-related services, DC Water may be in a unique position to provide additional valuable services to customers, which may offset some otherwise necessary rate increases. These ideas will be identified, evaluated, prioritized and, if appropriate, implemented.”

Commercialization

- What is our commercialization process to increase probability of success?
- What is our guiding principles for managing IP?
- What ground rules will we adhere to in order to decide on prioritization?
- How will we optimize the resource time within DC Water?
- What is the framework we will use to determine market attractiveness?

Governance

- Who is accountable for process?
- How will we coordinate the approaches across functions to drive consistency?
- Who will enforce decisions?
- How will we ensure decisions are aligned to strategy?
- What is our process for communicating decisions and proposals across the organization?



Approach



Who

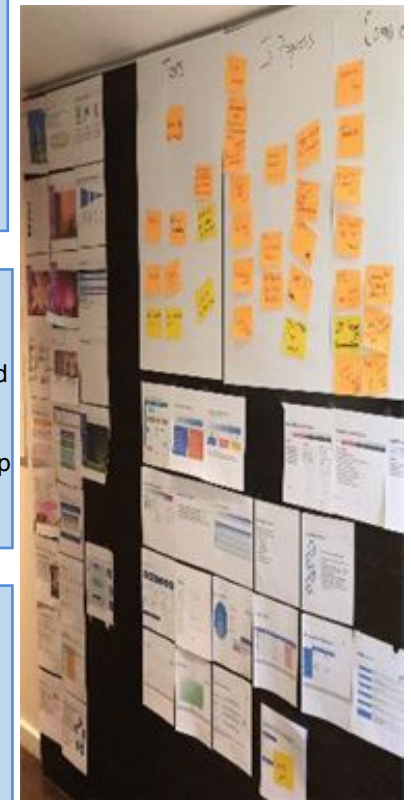
- Team of 3M executives from around the country and world.
- Over 170 years of experience in labs, marketing, sales, and business management across a range of service areas.

What

<ul style="list-style-type: none"> ▪ DC Water Stakeholder engagement ▪ External stakeholder engagement ▪ Broad based employee engagement ▪ Document securement 	<ul style="list-style-type: none"> ▪ Collect practice examples around new product introduction ▪ Internal/External Literature research ▪ Collection of SME input 	<ul style="list-style-type: none"> ▪ Alignment on current state/gaps ▪ Generation of ideas for possible solutions ▪ Evaluation of solution ideas ▪ Prioritization of recommendations 	<ul style="list-style-type: none"> ▪ Prioritized actions to be taken to address gaps ▪ Building out process and tools to fit DC Water needs ▪ Implementation roadmap for post project actions
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How

<ul style="list-style-type: none"> ▪ Voice of Customer Interviews for all stakeholder groups ▪ Board meeting attendance ▪ Internal document reviews ▪ Site tours 	<ul style="list-style-type: none"> ▪ Leverage both internal and external networks ▪ Direct engagement with subject matter experts (SMEs) ▪ Review of external content on innovation and IP Mgmt. 	<ul style="list-style-type: none"> ▪ Nominal group technique for idea generation and prioritization ▪ Agile Scrum including Kanban process ▪ Stakeholder check-ins for alignment 	<ul style="list-style-type: none"> ▪ Divide and conquer ▪ Expertise of individual team members for task assignments ▪ Open and honest debate and decision making
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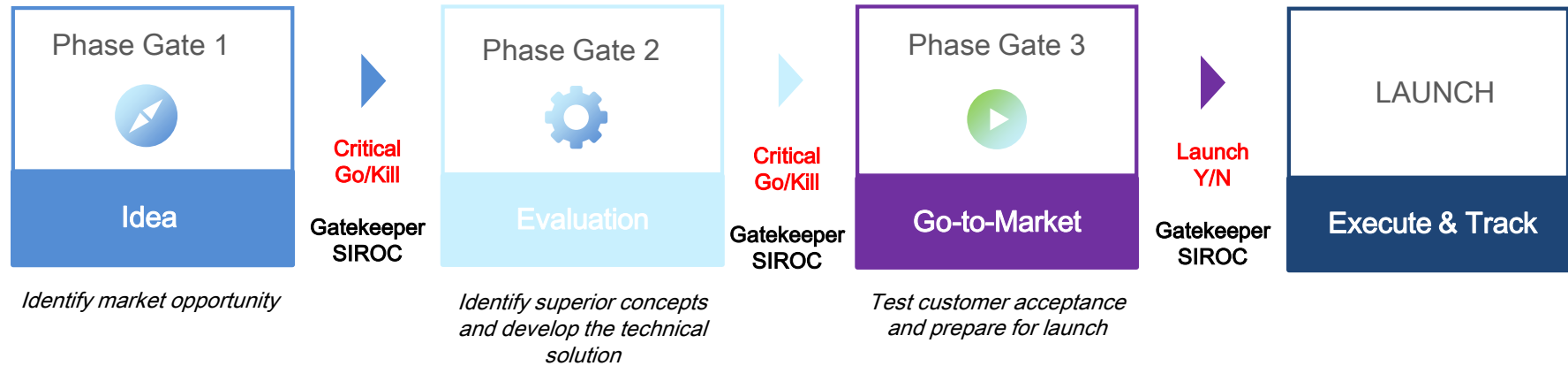


Recommendations

1. Formalize DC Water innovation process to include gate approvals with established targets
2. Operationalize marketing tools to better understand the market, customer, and market share opportunities
3. Implement a governance team that champions and empowers employees and drives results



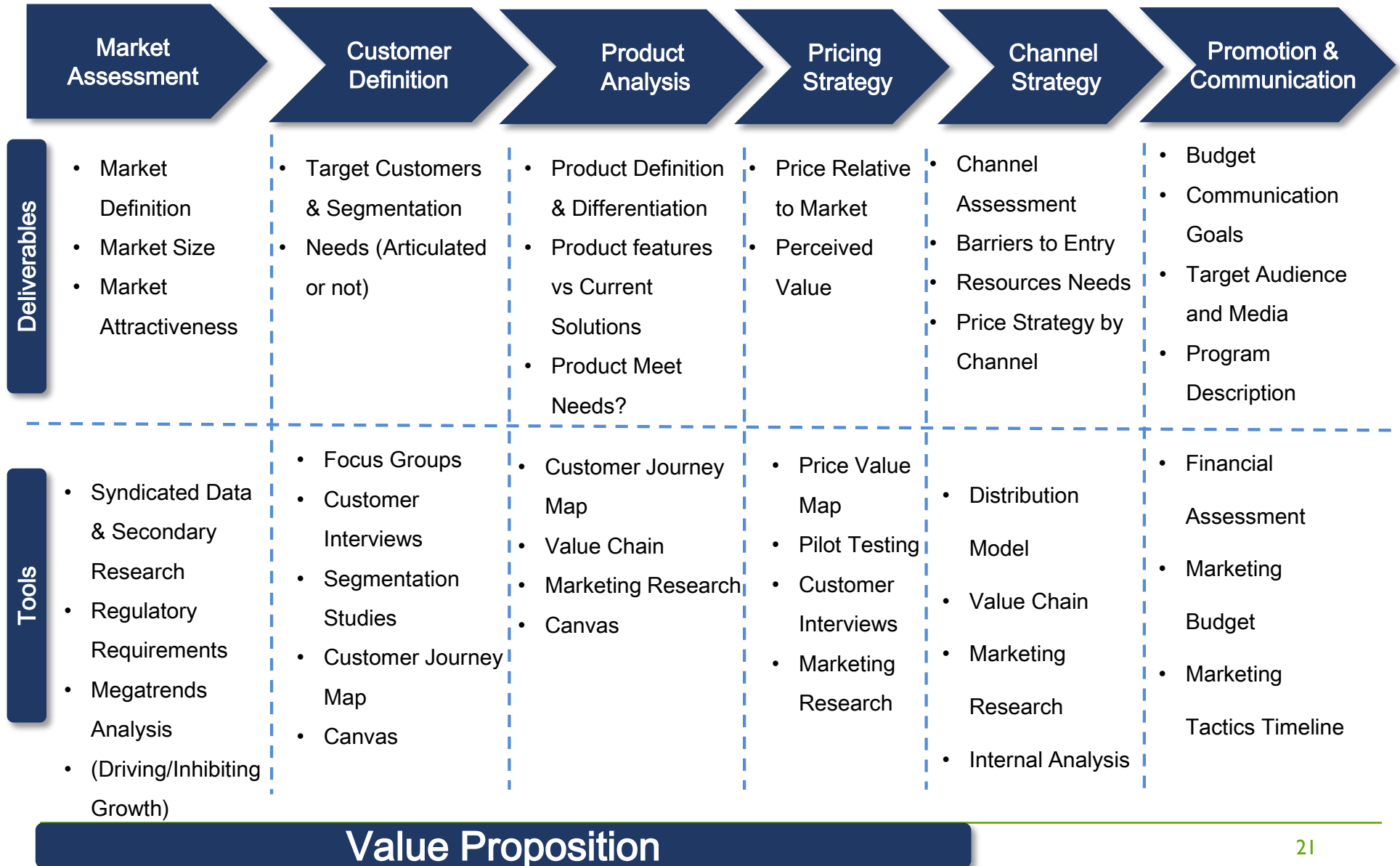
Recommended Innovation Framework



- End-to-end gated process from ideation to launch
- Manage risks in commercialization projects
- Ensure work required for commercialization decisions are completed before stage gate review
- Coordinates workflow and ensure alignment across functions (R&D, Operations, Marketing, Finance)
- SIROC decision at Gate Reviews



Recommended Marketing Tools



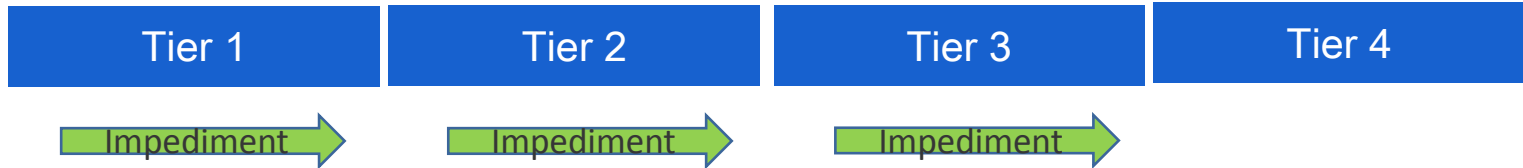
Value Proposition



Recommended Governance Approach



Purpose of tier process is to remove impediments for all approved projects



	<u>Working Team</u>	<u>Process Team</u>	<u>SIROC</u>	<u>Board</u>
Stakeholders	Project leads, cross functional team	Process Directors, Innovations Chief, Blue Drop	CEO and GM, COO	Board
Facilitation	Project Lead	Work Stream Leader	Innovations Lead	COO (New Revenue) CIO (Cost Savings)
Cadence	Daily	Weekly	Monthly	Monthly



DC Water's Implementation

💧 20x20x20 Challenge

- Identify \$20 million in savings and \$20 million in non-ratepayer revenue by 2020
- Goal: show how sustained efforts to implement savings and find new revenue have helped stem rate increases at next round of town halls

💧 Approach

- Develop cross-functional teams to identify efficiencies and new revenue sources
- Teams will compile, evaluate, and prioritize opportunities and outline implementation plans, including transparent monitoring and tracking
- Will not waiver in meeting our commitments to regulators, customers and team members



Alternative Revenue Team

- Identify \$20 million in non-ratepayer revenue by 2020
 - Determine how to maximize our assets and expansive intellectual capacity while minimizing risk
 - Develop cross-functional innovation teams
 - Identify key processes, policies, and measures
 - Establish a three-year roadmap
 - Move beyond identifying to implementing opportunities