



**DISTRICT OF COLUMBIA  
WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS**

**STRATEGIC PLANNING COMMITTEE**

**Tuesday, November 27, 2012  
11:00 A.M.**

**MEETING MINUTES**

**Committee Members**

Adam Clampitt, Chair (via telephone)  
Rachna Butani  
David Lake (via telephone)

**Staff Present**

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

**Other Board Members**

Kathleen Boucher (via telephone)  
Brenda Richardson, (via telephone)  
Howard Gibbs

**Sunesis Consultants**

Doug Bean  
Darin Thomas

**Call to Order**

Mr. Clampitt called the meeting to order at approximately 11:06 p.m. He stated that the goal of this meeting was to get an update from the Sunesis staff and Chris Carew on how the implementation process and their plan is coming along for taking the Strategic Plan forward and making it a reality. In January a full update will be made to the full Board as to what the costs, personnel, etc., will be to take it to the next level.

Doug Bean, Sunesis, then began the presentation. Mr. Bean stated that by the end of the meeting hopefully the Committee DC Water staff and Sunesis will have talked a little bit more about how the strategic plan will be implemented, some of the tasks, how it is aligned with other things that are going on, and the January full presentation to the Board on the completed strategic plan, even though everyone knows that it will never be completed but ongoing. In the last meeting there was discussion about the final goals and objectives, some of the initiatives, task plans that are being formulated, and impacts. In this meeting a few key initiatives will be highlighted and the next steps presented.

Chris Carew, Chief of Staff, talked about what the staffs have been doing and how everything is aligned. He spoke about DC Water becoming a world class organization, what it takes to get there and defined what it means. Mr. Carew indicated that the world class terminology preferred by the Board is already being used in the organization. He restated the definition as being recognition by DC Water's customers, employees, Board of Directors and industry peers of DC Water adopting or striving to adopt best practices in all that it does. Mr. Carew believes that this is a perfect time for the organization to work toward becoming a world class organization because of the various changes occurring, e.g., in the management team, structural changes, and existence of an Internal Strategic Plan. DC Water is well positioned and has a responsibility to be world class because "Water is Life." He commended the staffs of DC Water and Sunesis on all of the work done to date.

Mr. Carew then reminded the committee members that task planning required the assignment of goal champions and that 9 strategic objectives and 39 initiatives have been developed. He then provided information on the handouts each member had received and went into detail on some.

There was discussion of what information will be presented to the Board in January and how it should occur. A question was asked on how the 138 task plans will be presented, e.g., handouts, in board books for review prior to the meeting. Also it was suggested that an overview for each goal and then each task plan for each goal be presented to each board committee.

Another question was whether each committee should have a portion of their monthly meetings set aside to discuss the progress. There was agreement that each committee should monitor their section each month. Committees should have an organized schedule to discuss the Strategic Plan. It was suggested that probably the committees will need something on their agendas every other month to update them on their initiatives and goals and to make sure it is on track. Also, something should be set up maybe semi-annually with the Board of Directors. More discussion ensued about how important it is for the committees to participate in the monitoring and implementation of the Strategic Plan and that agendas are developed around it. The Board will want to consider in an annual review whether the plan is still relevant and all initiatives are improving and progressing.

On the staff side, the Hawkins Management team is focusing on the organization structure required to achieve and implement the Strategic Plan down to the task plan level. There is much detail being discussed in order to ensure that a monitoring and measurement reporting system is in place that connects and keeps everyone on the same page.

It was recommended that the General Manager or Sunesis develop a progress report template that could be used by each committee so that the Board has what they need. It was stated that Mr. Carew and Sunesis have been discussing this and that it will be presented in January.

Mr. Carew then reiterated the fact that transformational change is occurring throughout the organization and that everyone will be involved in the change. He stated that a foundation for change has been developed and vetted by the General Manager's Office—an Internal Strategic Plan. This plan is almost ready for presenting. It includes 4 goals, and 4 foundations for change, and they are all interconnected and influenced by one another. They all touch on everyone in the enterprise and are as follows: Goal 1 is a world class safety program, Goal 2 is a world class asset management program, Goal 3 is a world class workforce development program, and Goal 4 is a world class environmental sustainability program. He then spoke about creating and giving the organization tools and focusing on things that it needs to support and enable the organization to improve. This includes the Team Blue PACT—leadership paradigm, performance management program, deployment of technology, and how the organization should be structured and staffed.

General Manager Hawkins then noted why he believes this Strategic Plan will succeed when most do not. There was much discussion of what is in the plan that will ensure success.

Doug Bean of Sunesis discussed the next steps that are required. He noted that there is a ton of data that must be finalized and fine-tuned and the need to nail down what the impacts are. Mr. Bean also

discussed the need to prepare well for the January presentation which will include much detail, a summary of data, and a discussion of how to move forward. He stated that it is very important that the monitoring process be in place and that the plan be reviewed over time and evaluated as needed.

Mr. Clampitt asked the committee members what level of detail on the financial assessment they thought the Board would benefit from most. Should it be to have each objective broken down to the financial and net impact for each or going up to the goal level? Much discussion ensued.

Mr. Thomas pointed to Page 11 of the handouts which shows the total impact at goal level and highlights those that are most significant throughout the plan. A committee member stated that it should be more than just money but also service related highlights. It was noted that it includes fiscal, service and policy highlights along with total financial impacts for goals. Discussion continued and it was suggested that hard costs to establish programs is now important and that the committee may not want to go deeper right now, just costs of implementation at this point. It was recommended that because there is the combined committee meeting to come, both approaches should be presented and then the Strategic Planning Committee will evaluate and decide the appropriate level for the January meeting. It was agreed that the committee members and chairs should receive information prior to the combined meeting.

### **Other Business**

No other business was discussed.

### **Adjournment**

Mr. Clampitt adjourned the meeting at approximately 12:06 p.m.