1. Call to Order……………………………………………………………………………Adam Clampitt, Chairperson

2. The DC Water Strategic Planning Process

3. Discussion of:
   • Vision
   • Values
   • Mission

4. Statements of Goals/Strategic Direction

5. Committee Assignments

6. Committee Process

7. Further Discussion

8. Other Business………………………………………………………………………Adam Clampitt, Chairperson
AGENDA
STRATEGIC PLANNING COMMITTEE WORKSHOP
MAY 8, 2012

I. The DC Water Strategic Planning Process

II. Strategic Plan Strawman

III. Discussion of:
   • Vision
   • Values
   • Mission

IV. Statements of Goals/Strategic Direction

V. Committee Assignments

VI. Committee Process

VII. Further Discussion
# THE DC WATER STRATEGIC PLANNING PROCESS

<table>
<thead>
<tr>
<th>EVENT</th>
<th>AGENDA</th>
<th>TIMING</th>
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<tbody>
<tr>
<td>Board Retreat</td>
<td>SWOT</td>
<td>February 24 [Done]</td>
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<tr>
<td></td>
<td>DC Water Focus Areas</td>
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<td></td>
<td>Strategic Direction</td>
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<tr>
<td>Strategic Planning Committee Meeting</td>
<td>Review Strawman</td>
<td>May 8</td>
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<tr>
<td></td>
<td>Adopt Vision, Values, and Mission</td>
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<tr>
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<td>Review Strategic Focus areas and Goals/Strategic Directions</td>
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<td>Review Committee Assignments and Process</td>
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<tr>
<td>Committee Sessions</td>
<td>Finalize Goals</td>
<td>May 9 – May 24</td>
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<tr>
<td></td>
<td>Draft Objectives</td>
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<td></td>
<td>Consider Initiatives</td>
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<tr>
<td>Draft Plan</td>
<td>Draft Strategic Plan Framework</td>
<td>June 8</td>
</tr>
<tr>
<td>Executive Management Review</td>
<td>Provide Information on Board Direction</td>
<td>June 18</td>
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<tr>
<td></td>
<td>Further Definition of Objectives and Strategic Initiatives</td>
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</tr>
<tr>
<td>Board Presentation</td>
<td>Input for Plan Finalization</td>
<td>July 5</td>
</tr>
</tbody>
</table>
2012 STRATEGIC PLAN STRAWMAN

VISION
Be the best Water Utility in the World

VALUES
- Respectful: Serve customers with a positive attitude, courtesy, and respect
- Ethical: Maintain high ethical standards and accountability as we advance the greater good
- Vigilant: Assure constant attention to health, the environment, and the quality and sustainability of our infrastructure
- Dedicated: Address problems, implement solutions, and provide excellent service as a dedicated and committed team

FOCUS AREAS

LEADERSHIP
DC Water will advocate and lead local, regional, and national collaborations, while internally developing the organization's workforce of the future.

VALUE
DC Water will be recognized for the value it delivers to its stakeholders by protecting public health and the environment, supporting community sustainability, and providing for economic vitality.

INNOVATION
DC Water will achieve international prominence in development and adoption of science, technology, processes in support of an expanding culture of innovation.

LEADERSHIP
Collaborate Locally, Regionally and Nationally

VALUE
Increase Board Focus on Strategic Direction

INNOVATION
Address Aging Infrastructure & Assure Safety and Security

VISION
Be the best Water Utility in the World

VALUES
- Respectful: Serve customers with a positive attitude, courtesy, and respect
- Ethical: Maintain high ethical standards and accountability as we advance the greater good
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FOCUS AREAS

MISSION
Exceed customer expectations by economically providing high quality water and wastewater services in an environmentally friendly manner

1. P.A.C.T Initiative & Labor Relations
2. Organizational Development
3. Incentive/Performance-Based Compensation

1. Increase Board members’ role and support management’s efforts to lead collaborations
2. Work with industry associations to address unfunded mandates and other regulatory issues and to elevate the needs of water utilities as national infrastructure priorities
3. Involve appropriate committees in the Strategic Plan development and monitoring process

1. Assure that the Strategic Planning Committee monitors and reviews progress on implementation of the Strategic Plan
2. Enhance Organizational Planning & Goal Setting
3. Involve appropriate committees in the Strategic Plan development and monitoring process

1. Adhere to existing (and new) budget and cost recovery policies and controls
2. Evaluate alternative revenue sources
3. Focus on charging appropriate rates consistent with pricing objectives

1. Expand DC Water rebranding and marketing efforts
2. Maintain an organization-wide culture of high quality and responsive customer service
3. Implement a stakeholder-relations program

1. Increase Board Focus on Strategic Direction
2. Enhance Organizational Planning & Goal Setting
3. Involve appropriate committees in the Strategic Plan development and monitoring process

1. Keep Staff Turnover Rate Low and Tenure High
2. Increase Performance Compensation
3. Improve Employee Evaluations

1. Increase Local, Regional and National Collaboration
2. Enhance Economies of Scale

1. Increase Stakeholder Understanding & Support
2. Increase Customer Satisfaction
3. Elevate Community Sustainability

1. Grow Revenues
2. Achieve AAA Rating
3. Meet Budget Performance Requirements

1. Expand Service Footprint
2. Increase Flexibility to Address Regulatory Requirements

1. Maintain Levels of Service
2. Increase System Resiliency
3. Increase Efficiency of Allocated Rehabilitation Funding

1. Maintain Operating Excellence & Increase Innovation
2. Meet all Regulatory Requirements

1. Attain National & Global Awards for Operational Excellence
2. Meet all Regulatory Requirements

1. Expand Service Footprint
2. Increase Flexibility to Address Regulatory Requirements
3. Review and improve security of DC Water infrastructure and facilities

1. Attain National & Global Awards for Operational Excellence
2. Meet all Regulatory Requirements

1. Review DC Water’s processes and activities to identify efficiency improvements and other opportunities for improved performance
2. Support the use of new science, technologies and innovation as pathways to enhanced efficiencies and meeting existing and new regulations
REVIEW OF VISION

Be the Best Water Utility in the World

Does this represent the desired future state?

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

How can progress/achievement be evaluated?

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

Revisions?

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
VALUES

Respectful: Serve customers with a positive attitude, courtesy, and respect

Ethical: Maintain high ethical standards and accountability as we advance the greater good

Vigilant: Assure constant attention to health, the environment, and the quality and sustainability of our infrastructure

Dedicated: Address problems, implement solutions, and provide excellent service as a dedicated and committed team

Are these the Board’s collective deeply held beliefs about how DC Water should operate?

_________________________________________________________________

_________________________________________________________________

Can these values influence Board and staff behavior?

_________________________________________________________________

_________________________________________________________________

Revisions?

_________________________________________________________________

_________________________________________________________________
MISSION

Exceed customer expectations by economically providing high quality water and wastewater services in an environmentally friendly manner.

Does this describe DC Water’s purpose?

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

Does it implicitly reflect the vision and values?

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

Revisions?

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
## STATEMENTS OF FOCUS AREAS & GOALS/STRATEGIC DIRECTION

<table>
<thead>
<tr>
<th>FOCUS AREAS</th>
<th>GOALS/STRATEGIC DIRECTION</th>
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</thead>
<tbody>
<tr>
<td><strong>LEADERSHIP</strong></td>
<td>Develop High Performing Workforce</td>
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<tr>
<td></td>
<td>Collaborate Locally, Regionally and Nationally</td>
</tr>
<tr>
<td></td>
<td>Increase Board Focus on Strategic Direction</td>
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<tr>
<td><strong>VALUE</strong></td>
<td>Enhance Customer/Stakeholder Confidence, Communications and Perception</td>
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<tr>
<td></td>
<td>Assure Financial Sufficiency &amp; Integrity</td>
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<tr>
<td><strong>INNOVATION</strong></td>
<td>Merge Water Environments &amp; Establish “one – water” Responsibility</td>
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<td></td>
<td>Address Aging Infrastructure &amp; Assure Safety and Security</td>
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<tr>
<td></td>
<td>Maintain Operating Excellence &amp; Increase Innovation</td>
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If DC Water accomplishes the above, will it achieve its vision and mission?

_________________________________________________________________

_________________________________________________________________

If not, do we need revisions?

_________________________________________________________________

_________________________________________________________________
## COMMITTEE ASSIGNMENTS

<table>
<thead>
<tr>
<th>GOAL/STRATEGIC DIRECTION</th>
<th>COMMITTEE(S)</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop High Performing Workforce</td>
<td>• Human Resources/Labor Relations</td>
<td>May 9</td>
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<tr>
<td>Increase Board Focus on Strategic Direction</td>
<td>• Strategic Planning</td>
<td>May 9</td>
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<tr>
<td>• Governance</td>
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<tr>
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<td>• Strategic Planning</td>
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<tr>
<td>Collaborate Locally, Regionally and Nationally</td>
<td>• Environmental Quality and Sewage Services</td>
<td>May 17</td>
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<td>• Water Quality and Water Services</td>
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<td>Assure Financial Sufficiency &amp; Integrity</td>
<td>• Finance &amp; budget</td>
<td>May 24</td>
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<td>• DC Retail and Sewer Rates</td>
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<tr>
<td>• Audit</td>
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COMMITTEE PROCESS

For respective Goals/Strategic Direction, the Committees will:

• Review the respective goal(s) and make revisions as necessary.
• Determine the three or less key objectives (measures) relating to the goals.
• Provide comments/input relative to the initiatives that might be pursued to achieve the goal(s).
FURTHER DISCUSSION