



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

Strategic Planning Committee

**Friday, September 21, 2012
11:00 a.m.**

Meeting Minutes

Committee Members Present

Adam Clappitt, Chair
Dawn Hawkins-Nixon
David Lake (via telephone)

Sunesis Consultants

Darin Thomas
Doug Bean

Staff Present

George S. Hawkins, General Manager
Randy Hayman, General Counsel
Charles Kiely, AGM, Consumer Services
Olu Adebo, Chief Financial Officer

Call to Order

Mr. Clappitt called the meeting to order at approximately 11:05 a.m.

Discussion on the Committee's revisions to the draft Strategic Plan

Mr. Clappitt noted that the first order of business was to discuss and consider any additional recommendations to the draft strategic plan from Committee members and Committee chairs and then to address the feedback that was received over the summer from the various Committee meetings. He expressed that it was deemed important to afford everyone one last opportunity to submit recommendations before officially tasking the General Manager, his staff and Sunesis to projecting budgetary implications and developing a plan for implementing the strategic plan. This process will also ensure that staff and the consultants have a solid final draft document to work with.

Committee members Dave Lake and Dawn Hawkins-Nixon indicated that they are very pleased with the development of the strategic plan and with the current final draft. He also asked the General Manager if management had any additional input or responses. The General Manager noted that to his knowledge that only three Committees expressed additional revisions to the plan. Two of the three Committee revisions are as follows:

Committee	Goal	Objective/ Initiative	Recommended change (in red)	Strategic Planning Committee's Consensus
Human Resources and Labor Relations	Develop, Maintain, and Recruit a High Performing Workforce	Initiative One	1. Develop and implement a comprehensive training and development plan to include <i>a succession plan</i> , Leadership Academy, and skills development	Supports this revision
DC Retail Water and Sewer Rates	Assure Financial Sustainability and Integrity	Initiative Four	4. Further develop programs to <i>assess impacts on low-income customers and</i> maintain DC Water affordability objectives	Supports this revision
DC Retail Water and Sewer Rates	Assure Financial Sustainability and Integrity		Add an initiative that addresses rate setting structures	Disagree – this initiative is already being done consistently

*Revisions in red

The General Manager then had Mr. Kiely share input from the Water Quality and Water Services Committee meeting which occurred on September 20th. After a thorough discussion regarding the recommended revisions from the Water Quality and Water Services Committee, the Strategic Planning Committee agreed to recommend to the Board the following revisions:

Committee	Goal	Objective/ Initiative	Recommended change (in red)	Strategic Planning Committee's Consensus
Water Quality and Water Services	Consider DC Water Role in Drinking Water Treatment	Add Objective	Add an Objective – <i>Achieve consistent taste and odor quality in drinking water</i>	Supports this revision
Water Quality and Water Services	Consider DC Water Role in Drinking Water Treatment	Add Initiative	Add an initiative – <i>Establish standards that meet or exceed current water quality measures</i>	Supports this revision
Water Quality and Water Services	Enhance Operating Excellence Through Innovation, and Adoption of Best Practices		Revise Goal to read – Enhance Operating Excellence Through Innovation, <i>Sustainability</i> , and Adoption of Best Practices	Supports this revision

Committee	Goal	Objective/ Initiative	Recommended change (in red)	Strategic Planning Committee's Consensus
Water Quality and Water Services	Enhance Operating Excellence Through Innovation, and Adoption of Best Practices	Revise Objective No. 2	Revise Objective 2 – <i>Increase adoption of sustainability processes and programs</i>	Supports this revision
Water Quality and Water Services	Assure Safety and Security	Initiative No. 4	1. Create ad hoc Board <i>Security</i> Committee that considers <i>security</i> goals and initiatives and establishes structure for ongoing monitoring	Supports this revision

*Revisions in red

Mr. Clampitt summarized the consensus of the Committee on inputs received. He indicated that the Committee would be recommending that the Board accept the final draft to include the revisions as noted above with the understanding that the Strategic Plan would be reviewed and updated annually.

Next Steps and Budgetary Implications of the Strategic Plan

The General Manager noted that staff is not fully prepared to give the Committee a comprehensive report on the budgetary implications at this time. He indicated that staff is diligently working to develop a report and that the Executive Team will be meeting next Friday to go through the play sheet that Sunesis has put together. Mr. Clampitt suggested that the Strategic Planning Committee meet at least one more time in mid November, which would give staff some additional time to pull the report together. The General Manager noted that he would be prepared to give a status report on the budget implications as well as an implementation plan at that time. The Committee then asked the Board Secretary to schedule another Strategic Planning meeting in mid November at which time they will assess where staff is with regards to the budget analysis. Following that meeting the General Manager will present a full report to the Board at the January Board meeting.

Other Business

No other business discussed

Adjournment

Hearing no other business, the meeting was adjourned at 11:45 a.m.