



District of Columbia Water and Sewer Authority Board of Directors

Strategic Management Committee September 2, 2025 / 10:00 am

Microsoft Teams meeting

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1. **Call to Order**..... Richard Jackson, Chairperson
2. **Roll Call**Michelle Rhodd, Board Secretary
3. [Strategic Management Performance Update](#)..... [Matt Ries](#)
4. **Executive Session*** Richard Jackson
 - To discuss, establish, or instruct the public body's staff or negotiating agents concerning the position to be taken in negotiating the price and other material terms of a contract, including an employment contract, under D.C. Official Code § 2-575(b)(2)
5. **Action Item** Rabia Chaudhry and Scott Kang
 - Non-Joint Use**
 - a. [Contract No. 10541, Water Supply Resilience Strategic Advisory Services Contract, Arup](#)
6. **Adjournment**..... Richard Jackson

This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

1The 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 certain matters, including but not limited to: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); terms for negotiating a contract, including an employment contract, under D.C. Official Code § 2-575(b)(2); obtain legal advice and preserve attorney-client privilege or settlement terms under D.C. Official Code § 2-575(b)(4)(A); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security matters 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); third-party proprietary matters under D.C. Official Code § 2-575(b)(11); train and develop Board members and staff under D.C. Official Codes § 2- 575(b)(12); adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters or violations of laws or regulations where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14); and other matters provided under the Act.



Strategic Management Performance

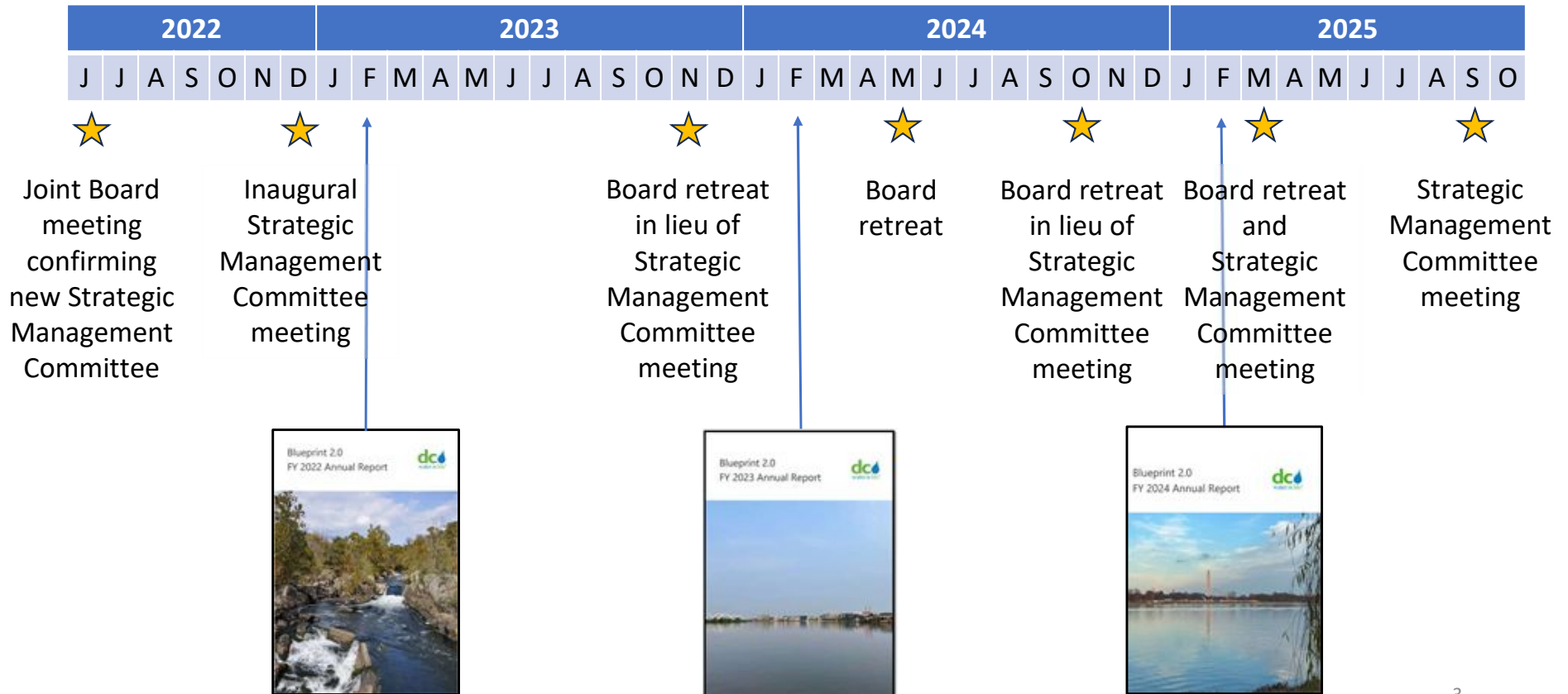
Matt Ries, PhD, PE, Vice President, Strategy & Performance



Context

- Strategic Management Committee (SMC) initiated in 2022 by Governance Committee recognizing the implementation phase of Blueprint 2.0.
- Staff produce an annual report providing updates on progress against the Strategic Plan.
- SMC serves as the primary venue to receive and provide input on early-stage, strategic issues.

dc Timeline of Engagement

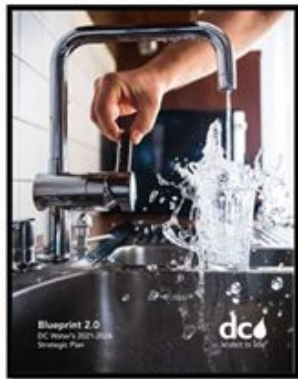


Organizational Imperatives



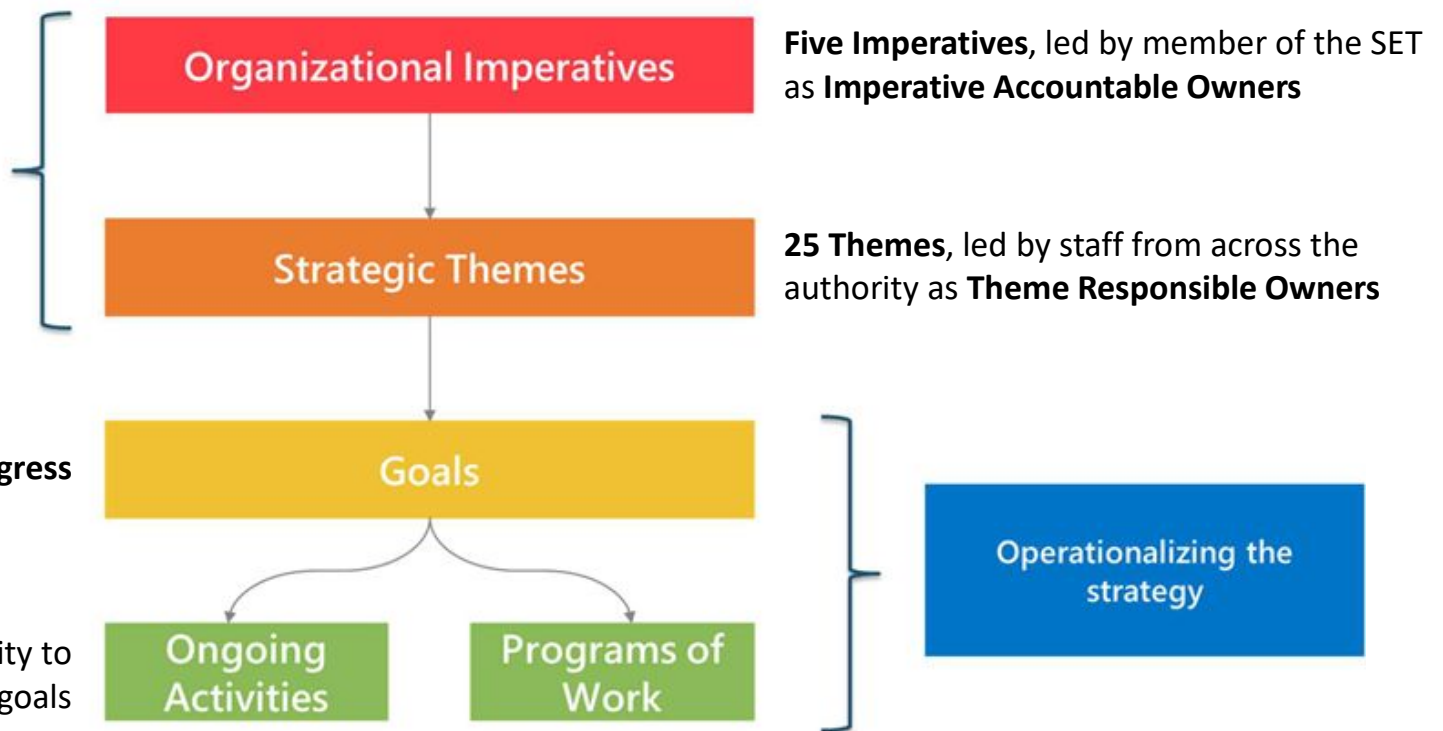


Structure and Implementation



93 goals to track progress

Work across the authority to
move the needle on goals





Strategic Management Maturity: Dimensions & Self-Assessment

How would you rate the strategic maturity of our:	Average FY22	Average FY23	Average FY24	Change
Leadership	2.9	3.0	3.0	=
Engagement	2.6	2.8	3.3	↗
Strategic thinking	2.5	3.0	3.1	↗
Organizational alignment	2.2	2.4	2.7	↗
Performance measurement	2.4	2.4	2.9	↗
Performance management	2.2	2.2	2.8	↗
Process improvement	2.1	2.2	2.7	↗
Digital capabilities	2.5	2.6	2.7	↗
Average	2.4	2.6	2.9	↗





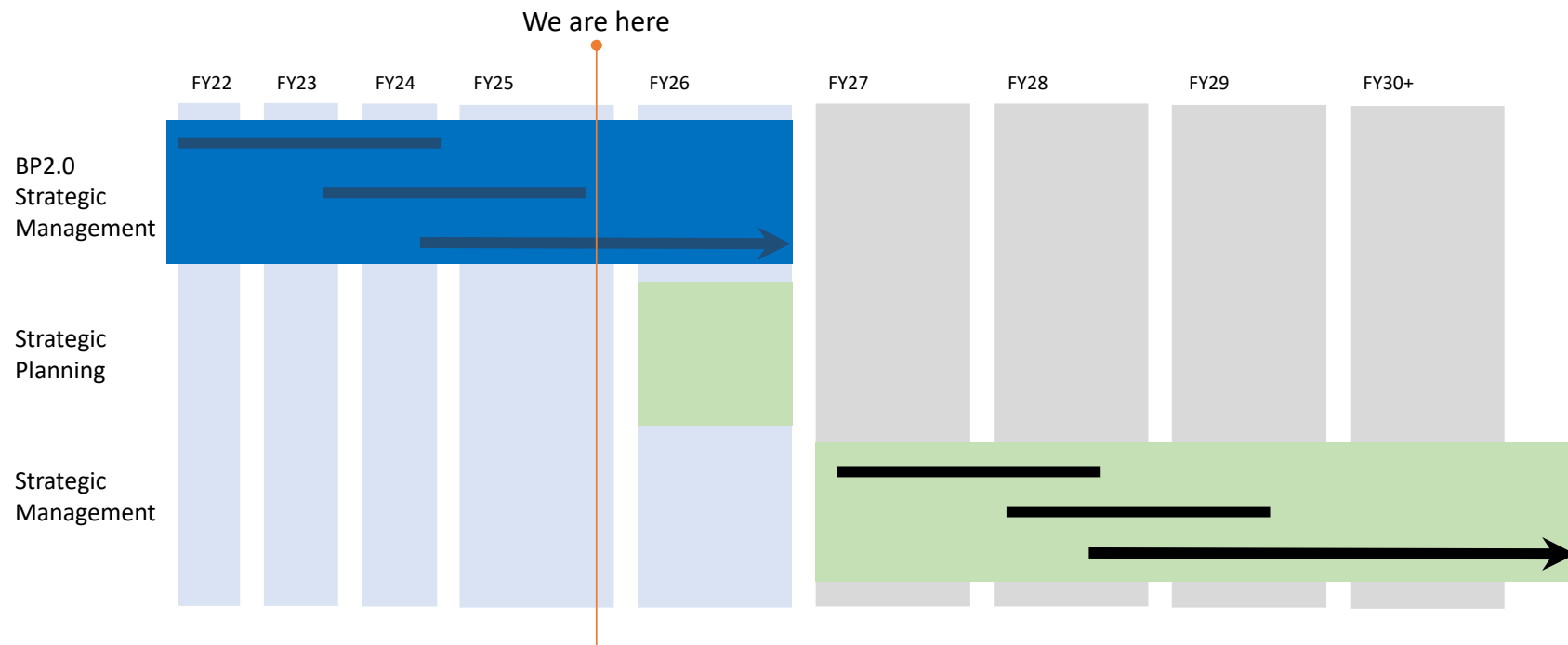
Strategic Management Maturity: Performance Measurement

Category	Metric	FY22	FY24
Goal Refinement	Number of goals	123	93
Goal Reporting	Reported metrics	26%	74%
	Reportable metrics	30%	70%
	Annual targets established through FY28	0%	38%





Strategic Planning Timeline (FY26 activities)





Context

- ✓ Strategic Management Committee (SMC) initiated in 2022 by Governance Committee recognizing the implementation phase of Blueprint 2.0.
- ✓ Staff produce an annual report providing updates on progress against the Strategic Plan.
- SMC serves as the primary venue to receive and provide input on early-stage, strategic issues.

**DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY
BOARD OF DIRECTORS CONTRACTOR FACT SHEET**

ACTION REQUESTED

GOODS AND SERVICES CONTRACT AWARD

**WATER SUPPLY RESILIENCE
STRATEGIC ADVISORY SERVICES SOLICITATION**

(Non-Joint Use)

Approval of award and fund a contract for the Water Supply Resilience Strategic Advisory Services in the amount of \$1,104,000.00 for an 18 month period.

CONTRACTOR/SUB/VENDOR INFORMATION

PRIME: ARUP. 1120 Connecticut Ave NW #110 Washington, DC 20036	SUBS: N/A	PARTICIPATION: N/A
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DESCRIPTION AND PURPOSE

Period Contract Value:	\$1,104,000.00
Period Contract Dates:	9-01-2025 – 03-31-2027
Total Number of Proposals	4
Proposal Price Range:	\$1,049,689.00 - \$3,000,000.00

Purpose of the Contract:

DC Water is developing a vision and strategy for a water supply resilience initiative. To support this initiative, DC Water is seeking strategic advisory services to assess both immediate and long-term approaches for enhancing water supply resilience. These efforts will involve collaboration among multiple stakeholders across financial, regulatory, legal, and technical domains, in addition to providing comprehensive support required for the development and execution of an effective strategy.

Contract Scope:

The total engagement aims to create a planning-level project package that shows the technical feasibility of proposed solution approaches, incorporating affordability considerations and detailed financial analysis to address identified vulnerabilities. The following are the Statement of Work and Key deliverables:

- The supplier will provide strategic advisory services to DC Water, aiming to balance and optimize affordability, technical feasibility, and measurable impact while addressing the defined problem statement.
- Methodology for providing a thorough technical and financial feasibility evaluation of proposed solution options.
- Support DC Water in engaging stakeholders to promote strategy, with a focus on affordability for ratepayers and advocating for federal investment.
- Provide assistance to DC Water for the water supply resilience initiative during the strategy development phase. Advised, coordinated, and consolidated deliverables and products from other consultants involved in specific components of strategy development.
- Present an executive evaluation of governance frameworks concerning DC Water's responsibilities and effectiveness in ensuring regional water resilience.

Supplier Selection:

Four companies responded to an RFP intended to solicit proposals for Water Supply Resilience Strategic Advisory Services. ARUP scored highest in the technical evaluation and offered the lowest unit price.

PROCUREMENT INFORMATION

Contract Type:	Goods and Services	Award Based On:	Best Value
Commodity:	Advisory Services	Contract Number:	10541
Contractor Market:	Closed Bid Invitation		

BUDGET INFORMATION

Funding:	CE	Department:	Strategy & Performance
Project Area:	DC Water	Department Head:	Matt Ries

ESTIMATED USER SHARE INFORMATION

User - Operating	Share %	Dollar Amount
District of Columbia	100.00%	\$1,104,000.00
Washington Suburban Sanitary Commission	0.00%	\$0.00
Fairfax County	0.00%	\$0.00
Loudoun Water	0.00%	\$0.00
Other (PI)	0.00%	\$0.00
TOTAL ESTIMATED DOLLAR AMOUNT	100.00%	\$0.00

Signed by:

Wayne Griffith / 8/29/2025
 Wayne Griffith Date
 Chief of Staff, EVP Strategy & Performance

DocuSigned by:

Korey Gray / 8/29/2025
 Korey R. Gray Date
 VP of Compliance and Chief Procurement Officer

DocuSigned by:

Matthew Brown / 8/29/2025
 Matthew T. Brown Date
 CFO, COO (Acting), and EVP of Finance and Procurement

_____/_____
 David L. Gadis Date
 CEO and General Manager

Blueprint 2.0

FY 2024 Annual Report



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Introduction

This is the third annual report detailing the progress DC Water has made against the Authority's strategic plan, Blueprint 2.0, and how the Authority's strategic maturity has evolved. As shared in previous annual reports, the strategic plan is a 5-year document that represents one step on a long journey to ensure the Authority is in the best position possible to serve its customers in the near and distant future. As written, Blueprint 2.0 represents a moment in time, but since its launch, the organization has seen many changes.

Our ability to adapt our strategic plan to ensure that emerging strategic issues are being addressed relies on our maturity as an organization and the inherent flexibility that comes with an outcome focus. Our active management of Blueprint 2.0 and the many roles that are involved in its implementation across the Authority mean that we are becoming increasingly adept at using it to guide decision making thanks to our developments in strategic maturity.

This annual report therefore will discuss our efforts to improve strategic maturity and our ability to implement Blueprint 2.0, in addition to the annual review of each imperative and the progress we have made against our goals.

Reflections from the Chief Administrative Officer and Executive Vice President

As this report demonstrates, we achieved a great amount in FY24. Our work has resulted in progress against goals across all five of our imperatives and we have seen a further improvement in our strategic maturity rating. We know that the success of Blueprint 2.0 relies on our ability to effectively manage its implementation and given that everyone actively involved in strategic management (our Imperative Accountable Owners (IAOs), Theme Responsible Owners (TROs), and working group members) has a 'day job,' it takes a special effort for us to make headway.

Based on the results of our FY23 strategic maturity assessment, combined with changes in staff roles and positions, we undertook work to onboard and upskill new team members and to target specific areas of our strategic maturity. We expect to see the results of these efforts in our FY25 maturity assessment.

In FY24, we delivered three Stat ("Status") meetings which continue to be a successful forum for cross-cluster engagement. Continued involvement at these events is a testament to their importance and the benefit that attendees derive from them.

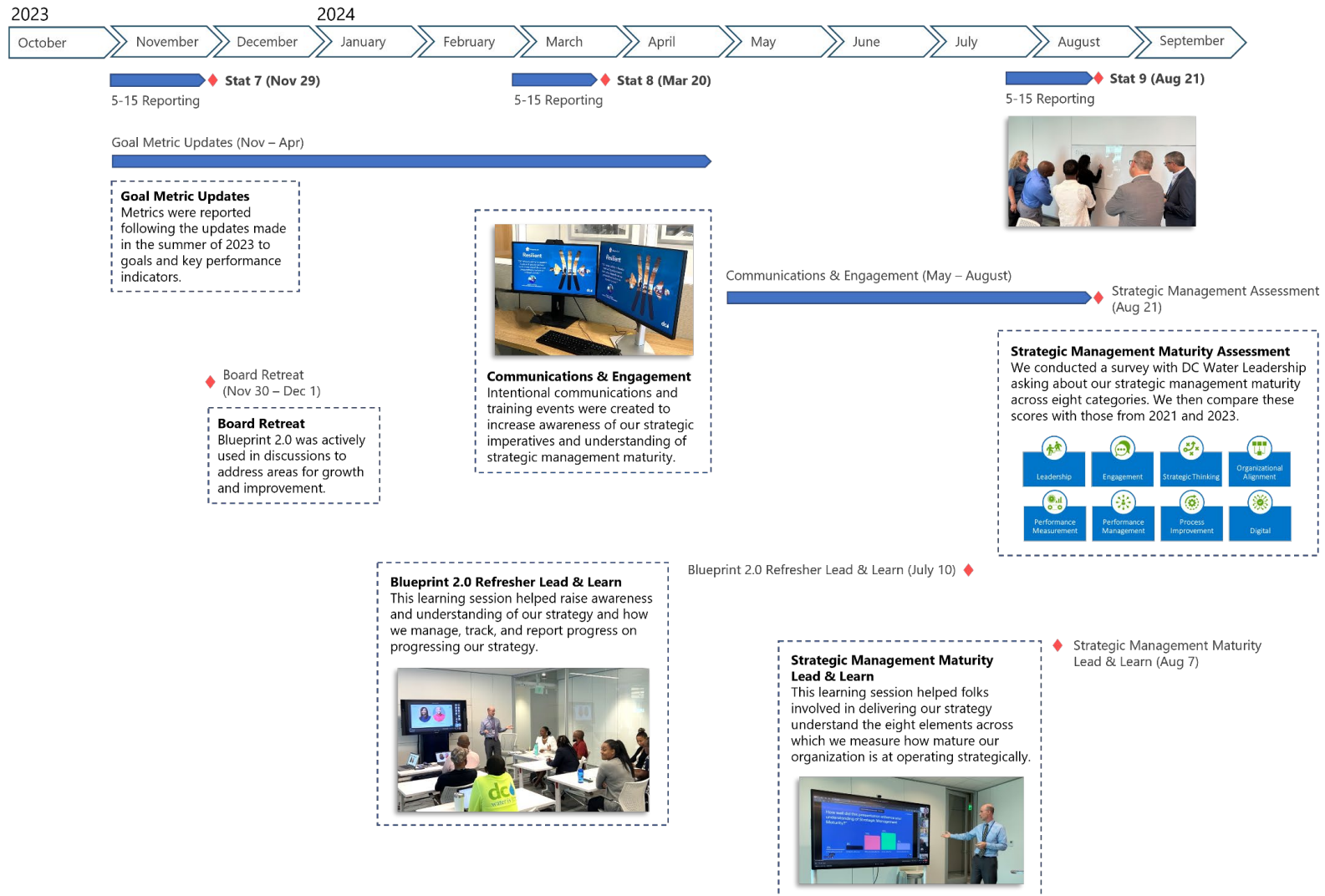
One of our biggest areas of improvement in FY24 has been in our internal strategic management processes. We saw better rates of timely 5-15 progress report completion compared to FY23. This allows us to keep our leadership informed and stay abreast of the plans and challenges that are being experienced in pursuit of our goals. With enhanced reporting, we can better understand the common challenges that exist across all the imperatives. Each year, this report provides the opportunity to collate the metrics that show performance against our goals. This year, we managed to report on more goals than in the same time frame in previous years.

Finally, in FY24, we have seen how our strategic plan can be used to support decision making and justify activity at the highest levels within the Authority. In November 2023, elements of our strategic plan were featured heavily in the agenda of our annual retreat for the Board of Directors, informing subsequent activity and positioning us for continued success as an Authority.

Wayne Griffith

Chief Administrative Officer & Executive Vice President

Blueprint 2.0 FY24 Timeline



Progress in FY24

The following sections provide an update on the progress we made in our strategic management maturity and across our five imperatives.

Advances in Strategic Management Maturity

Our ability to successfully implement our strategic plan directly relates to our strategic maturity as an organization. This is why we developed an eight-dimension strategic maturity model and why we assess ourselves against it each year. We believe that by continuously developing our strategic maturity, we are setting ourselves up for success in future strategic planning efforts in addition to supporting the implementation of our current strategic plan.

In FY24, we undertook specific efforts to advance our maturity across the *engagement* and *performance measurement* dimensions.

Engagement

As we passed the mid-point of Blueprint 2.0, we delivered engagement and communication activities to refresh our existing team members on all things Blueprint 2.0 and to offer a comprehensive introduction to those new to the organization. Throughout the summer we delivered:

- Two Lead and Learn lunchtime training sessions on Blueprint 2.0 and Strategic Management Maturity, overviewing both our strategic plan and what it means to operate more strategically across the Authority.
- The Blueprint 2.0 SharePoint site, where all members of DC Water can access key information like our strategic plan, the strategic management roster, and updates on all things strategy related.
- With help from our internal communications team, screen savers appeared on employee laptops and lobby monitors featuring quotes from DC Water employees on how strategy informs and drives their areas of work.

Performance Measurement

In the first half of the year, we made an extended effort to understand the reportability of metrics used to track progress against our goals. Creating this new baseline will enable us to better understand progress in subsequent years, enable us to improve how we communicate out success, and improve the transparency and accountability of progress against the goals.

Strategic Maturity Assessment

As part of our Stat 9 meeting in August, we conducted our third assessment of strategic management maturity with a survey of our strategic management cohort (IAOs, TROs, and working group members). We followed the same process as in previous years and saw an increase across almost all dimensions of our strategic management maturity, as shown below.

FY24 Target – 3.0 | FY24 Actual – 2.9 (+0.3 from FY23)

Dimension	FY22 Score	FY23 Score	FY24 Score	Change
Leadership	2.9	3.0	3.0	=
Engagement	2.6	2.8	3.3	↗
Strategic thinking	2.5	3.0	3.1	↗
Organizational alignment	2.2	2.4	2.7	↗
Performance measurement	2.4	2.4	2.9	↗
Performance management	2.2	2.2	2.8	↗
Process improvement	2.1	2.2	2.7	↗
Digital capabilities	2.5	2.6	2.7	↗
Average	2.4	2.6	2.9	↗

Stat Meetings

In FY24, we held three in-person Stat meetings. The Stat meetings continue to evolve and respond to the context at the time, supported by a theme identified in advance that each imperative's speaker is requested to consider in their update. The Stat Meeting themes in FY24 were:

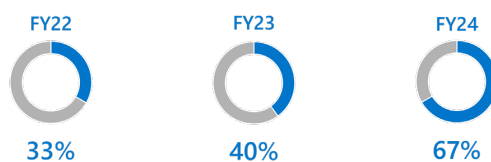
- Stat 7: Managing Change
- Stat 8: Stress
- Stat 9: Olympics!

The updates keep leadership and members of the other Imperative Working Groups abreast of new developments and help everyone understand the workstreams that support the goals. In FY24, several speakers who reported to DC Water Leadership and the Imperative Working Groups were new TROs, giving them occasion to quickly become acquainted with parts of the organization that are different than their day-to-day work. This all serves to enhance cross-functional knowledge and build resilience into the fabric of our strategic management.

5-15 Reporting

TROs submit 5-15 reports ("5 minutes to review, 15 minutes to prepare") before every Stat meeting, providing updates on achievements, plans, opportunities, challenges, and needed support for the workstreams within their theme. Originally required monthly, the cycle of reporting was changed in FY24 to align to Stat meetings, which is more reflective of the rate of progress within the themes.

Across FY24, we saw a significant improvement in the completion rate of 5-15 reports as shown below. Not only have we increased the completion rate amongst TROs, but we have also made our process for managing and tracking their completion more efficient. These reports ultimately serve to provide visibility and written documentation of the progress taking place within each workstream. Additionally, by prompting communication of obstacles and needed support, the reports enable the Strategic Management team and the Imperative Accountable Owners to explore solutions more proactively to support progress towards our goals.



Overall 5-15 Report Submission by FY

Healthy, Safe, and Well

This imperative focuses DC Water's strategic efforts on ensuring the safety of our workforce and maximizing the health and well-being of our employees, customers, and other key stakeholders through the critical services we provide. The three themes in this imperative are:

- Delivering world-class, healthy water services
- A safe DC Water for all, above all else
- Ensuring together we thrive

IAO Statement

"The continued high performance of the Healthy, Safe, and Well initiative demonstrates the importance of this imperative to the Authority, despite this year's changes in leadership within the imperative. We simply cannot afford to get it wrong. This year, there was a renewed focus on the safety program and associated safety policies. I look forward to seeing what progress can be made with a new team and new energy behind the imperative themes in FY25."

Keith Lindsey

Chief of Staff & Executive Vice President, People & Talent (Acting)

Imperative Highlights

The Lead Free DC program continues to be a high-profile effort at DC Water and is core to the *delivering world class, healthy water services* theme. In December 2023, the Environmental Protection Agency proposed that all lead services lines should be replaced within a 10-year timeframe. This rule has since been formalized and DC Water's ongoing efforts in this area have positioned the Authority well to meet these new federal rulings. In addition, we once again achieved 100% compliance with regulatory permits for water quality. This theme also tracked an increased construction rate for the water main replacement program and the completion of the Northeast Boundary Tunnel, a major milestone for the Anacostia River. This project achieved a 98% reduction in Combined Sewer Overflows (CSOs) in an average year over 1996 levels.

Performance within the theme, *a safe DC Water for all*, proved to be exceptional again as we exceeded targets for Employee Recordable Incident Rates and Contracted / ROCIP Recordable Incident Rates.



Staff making bicycle-powered smoothies at a wellness program event.

Goal ID	Goal	KPI	Baseline	FY24 Actuals	FY25 Target
HSW1.03	Reduce number of total recordable incidents	Incidence rate = (Total number of recordable incident) x 200,000 / (Total manhour worked for one year)	3.7	1.7	<5.3
HSW1.04	Reduce number of lost time recordable incidents	LTRIR = ((number of lost time injuries in the reporting period] x 200,000) / (total hours worked in the reporting period)	2.03	1.4	<2.1

We continue to work at increasing attendance and engagement in our health and wellness programs, as measured in the *ensuring together we thrive* theme. We averaged over 120 attendees at each of these events in FY24, and we continue to work to drive engagement across all levels of the organization.

Goal ID	Goal	KPI	Baseline	FY24 Actuals	FY25 Target
HSW2.04	Increase Percentage of Employees that Attend Wellness Programs	Total number of attendees across all wellness programs in reporting period / Total number of employees	3%	10.7%	TBC

Imperative Reporting

FY24 saw significant advances in our reporting on progress across the periodic 5-15 reporting (67%) and annual goal metric reporting.

Of our reportable goals, 100% were reported on for FY24, consistent with FY23.

	Total Goals	Goals Reportable for FY23	Goals Reported FY23	Goals Reportable for FY24	Goals Reported FY24
Healthy, Safe & Well	14	7	7	8	8
A safe DC Water for all, above all else	8	2	2	3	3
Delivering world-class, healthy water services	4	4	4	4	4
Ensuring together we thrive	2	1	1	1	1

Reliable

Successful delivery of the reliable imperative results in a high performing system using real-time monitoring to inform better decision making regarding our assets, ultimately resulting in reduced service disruption to our customers. The five themes within the reliable imperative include:

- Safeguarding a high performing network of systems and assets
- Delivering excellent service for customers in a timely manner
- Minimizing service disruption for customers
- Undertaking real-time monitoring to inform decision making
- Enabling the strategy through and integrated, enterprise-wide strategic management approach

IAO Statement

"FY24 has seen the deployment of new CIP planning processes and collaborative delivery methods to facilitate accelerated investments in the rehabilitation and replacement of the Authority's infrastructure (which is currently some of the oldest in the country). This will directly contribute to goals within two of the themes in this imperative: *safeguarding a high performing network of systems and assets* and *minimizing service disruption for customers*. We are in the process of deploying the first phase of our pressure transducer network throughout the service area as part of our Digital Transformation strategy; this will ultimately allow us to identify water main breaks as they occur to improve responsiveness and mitigate customer impacts. Additionally, in accordance with American Water Works Association best practices, we are improving asset management initiatives for valve and hydrant maintenance as we continue to focus on providing exceptional customer service."

Jeffrey F. Thompson

Chief Operating Officer & Executive Vice President

Imperative Highlights

Within our *high performing network of systems and assets* theme, we track the annual completion rate of our capital improvement program (CIP), one of the primary ways in which we can improve our reliability. In FY24, we hit a completion rate of 98% against a target of 75%.

Goal ID	Goal	KPI	FY24 Actuals	FY25 Target
REL1.02	Improve Annual CIP Completion Rates	Annual CIP Project Completion Rate	98%	75%

The implementation and successful completion of phase 1 of our SCADA roadmap was a significant achievement for the *real-time monitoring to inform decision making* theme. This, combined with continued collaboration with IT to maximize the use of our chosen platform for connecting IOT devices, will further advance our decision-making ability using real-time data.

Throughout FY24, we have worked hard to improve the performance of our fleet function, implementing the fleet dashboard to improve transparency of our performance, a major step forward for our *minimizing service disruptions* theme.

Efforts to measure goals within the *delivering excellent service for customers* theme continued to show that strong and considerable progress was made regarding the development of internal service level agreements (SLAs) and new metering and billing policies. Three new SLAs were created in FY24, achieving the target for the year, and five new policies were created, exceeding the respective target for this goal.

Goal ID	Goal	KPI	Baseline	FY24 Actuals	FY25 Target
REL2.02	Develop and Meet Established Internal SLAs	No. SLAs developed / No. SLAs required.	0%	60% (3/5)	3/5
REL2.03	Create all required policies for metering, billing and collections.	Total no. policies created / No. policies required.	2	62.5% (5/8)	6/8

Across our *enterprise-wide strategic management approach* theme, we made great progress in FY24. Our Enterprise Asset Management recommendations were put forward to their governance bodies and we have started to implement a new enterprise-wide tool for work order management. Succession planning has progressed across the Authority in support of our human capital management goal and we continued to advance our Strategic Management Maturity across the enterprise.

Goal ID	Goal	KPI	Baseline	FY24 Actuals	FY25 Target
REL5.04	Improve DC Water's Strategic Maturity	Average rating across 8 dimensions of strategic maturity	2.4/5	2.9/5	3.2/5



The new state-of-the-art Fleet Management Facility in Capitol Heights, Maryland, is helping us improve our fleet availability to provide reliable service to customers.

Imperative Reporting

FY24 saw significant advances in our reporting on progress across the periodic 5-15 reporting (67%) and annual goal metric reporting.

Of our reportable goals, 93% were reported on for FY24.

	Total Goals	Goals Reportable for FY23	Goals Reported FY23	Goals Reportable for FY24	Goals Reported FY24
Reliable	20	13	13	15	14
High Performing Network of Systems and Assets	2	1	1	1	1
Excellent Service for Customers	6	4	4	6	6
Minimize Service Disruptions	4	1	1	1	0
Realtime Monitoring to Inform Decision Making	3	2	2	2	2
Integrated Enterprise-Wide Strategic Management	5	5	5	5	5

Resilient

The resilient imperative is focused on ensuring DC Water is ready to respond to shocks and stresses as they emerge. The six themes within the resilient imperative include:

- Securing resilience of water supply
- Securing assets through value-driven asset management and proactive maintenance
- Adapting to the impacts of climate change
- Mitigating the future impacts of climate change
- Preparing for and learning from emergency responses
- Protecting against the current and future cybersecurity risks

IAO Statement

"Being more resilient continues to be a major focus for the Authority. The efforts of this imperative were featured significantly in the agenda of the annual retreat for the Board of Directors – evidence that this topic is on the minds of the Authority's leadership. Our expertise and capabilities in emergency response continue to lead the sector, as demonstrated by the mobilization of crucial resources to provide peer support recovery efforts in Asheville, NC, following the devastating flooding in September 2024. In FY24, we saw renewed efforts to improve the resilience of our water supply across multiple fronts. As an Authority, we continue to treat cyber resilience with the utmost importance and engage at a city and regional level to ensure operational resilience through the protection of infrastructure and by leveraging unique opportunities for our needed water and energy needs."

Marc Battle

Chief Legal Officer & Executive Vice President, Government & Legal Affairs

Imperative Highlights

The *securing assets through value-driven asset management and proactive maintenance* theme requires us to keep our assets running in the face of disruption. In FY24, this theme has been successful by responding to failures quickly by being able to provide the right parts and equipment. We achieved an inventory accuracy of over 98% of critical work orders being fulfilled from stock, demonstrating effective practices.

Goal ID	Goal	KPI	Baseline	FY24 Actuals	FY25 Target
RES4.01	Reduce Inventory Variance	No. items found / No. items recorded.	TBC	98.33%	90%

DC Water is playing an important role in showing how a utility can mitigate its impact on our environment. For example, we reuse effluent water, a high-quality resource produced at the Blue Plains Advanced Wastewater Treatment Plant (Blue Plains). We used 5.6% of our effluent water on site and continued to explore off-site options for effluent use. At Blue Plains, the District's largest single site of energy consumption, we are seeking to maximize our use of renewable energy sources. For FY24, we generated enough energy to fulfil 29.6% of the energy requirements at Blue Plains.

Goal ID	Goal	KPI	Baseline	FY24 Actuals	FY25 Target
RES1.01	Increase percentage reuse from effluent	(onsite reuse + offsite reuse) / total effluent (discharge + reuse totals)	5%	5.6%	10%

RES1.02	Increase percentage effluent of demand	(onsite re-use / onsite demand)	50%	98.3%	50%
RES1.04	Increase the percentage of renewable energy used across all of DC Water's sites	(grid renewable + CHP + solar + steam used for Cambi) / (total electricity used + total NG used)	35%	35%	43%
RES1.05	Make Blue Plains electrically self-sufficient for normal operations	electrical energy produced at Blue Plains / electrical energy required to run Blue Plains under normal conditions (300m gallons / day)	26%	29.6%	32%

The significance of the *securing resilience of water supply* theme cannot be overstated. Efforts in FY24 saw us coordinate across the utility and develop our approach to making a tangible impact on our goals next year. One major milestone from FY24 was the procurement of a partner to deliver Water Program Management services. The outputs of this should move the needle on several goals within the theme.

In FY24, our approach to the *protecting against the current and future cybersecurity risks* saw collaboration between our IT teams and the Office of Emergency Management (OEM) through the development and exercising of the cybersecurity playbook with senior leadership.



Projects like the Piney Branch tunnel will help manage combined sewer overflows in the District.

For our *preparing for and learning from emergency responses* theme, we undertook a broad range of activities to improve our ability to respond to emergencies such as hazmat tabletop exercises, training for the mobile command vehicle and tactical vehicle command response units, and Type 3 All Hazards Incident Management Team Training. In FY24, we achieved 2,363 hours of emergency response training and hit 84% and 36% rates of attendance in mandatory and non-mandatory emergency management training across the Authority.

Goal ID	Goal	KPI	Baseline	FY24 Actuals	FY25 Target
RES3.05	Increase percentage of total employees completing mandatory emergency management training	Number of employees who completed mandatory minimum emergency management training / Total number of DCW employees	N/A	36% of all employees, 84% of those required to do emergency management training	TBC

Imperative Reporting

FY24 saw significant advances in our reporting on progress across the periodic 5-15 reporting (44%) and annual goal metric reporting.

Of our reportable goals, 89% were reported on for FY24, up from 82% last year.

	Total Goals	Goals Reportable for FY23	Goals Reported FY23	Goals Reportable for FY24	Goals Reported FY24
Resilient	24	17	14	19	17
Mitigating the impacts of climate change	5	4	4	4	4
Adapting to the impacts of climate change	4	2	0	4	4
Preparing for and learning from emergency responses	5	5	5	5	5
Securing assets through value driven mgmt. & maintenance	2	1	1	1	1
Securing resilience of water supply	5	2	1	2	0
Protecting against cyber-security risks	3	3	3	3	3

Sustainable

The sustainable imperative supports our commitment to ensuring that we make efficient use of resources so we can balance the economic and social value created through our operations with their environmental impacts. The five themes within the sustainable imperative include:

- Recovering and reusing our planet's limited resources
- Ensuring efficient use of economic resources
- Embedding a sustainable operating and delivery model
- Aligning partnerships and projects in a watershed management approach
- Identifying innovative funding and financing

IAO Statement

"Our sustainable imperative drives efforts to position the Authority for a stronger future. Financially, we generate non-ratepayer revenue through our landmark Bloom soil amendment program, renewable energy credits, and our innovative financing strategies. Organizationally, we deliver the imperative by seeking out operational efficiencies to manage the rising costs of water and wastewater services and by investing in the people who contribute to our organization's success."

Matthew T. Brown

Chief Financial Officer & Executive Vice President, Finance, Procurement, & Compliance

Imperative Highlights

FY24 saw a range of activity in the *identifying innovative funding and financing* theme, from refinancing old bonds, saving ratepayers \$75 million over the next 20 years, to improving the efficiency of transactions through new banking and purchase card services. Last year also saw the Authority centralize all grant management functions under the finance department.

With our *ensuring efficient use of economic resources* theme, we seek to ensure that our operating costs remain manageable, and we are currently exploring advanced metrics to measure the efficiency of our capital improvement plan as well. Our operating and maintenance (O&M) costs were \$2,290 per million gallons of water provided in FY24.

Goal ID	Goal	KPI	Baseline	FY24 Actuals	FY25 Target
SUS4.04	Improve Operating & Maintenance (O&M) costs for water services	(Potable Water Services Operating & Maintenance (O&M) costs / average daily production) x 365	\$1798/MG	\$2,290MG	\$2161/MG

Being sustainable and managing our resources for long-term success also includes investing in the skills of our people. The *embedding a sustainable operating and delivery model* theme captures this through our compliance training completion rates, for which we achieved 100% completion in FY24.

Goal ID	Goal	KPI	Baseline	FY24 Actuals	FY25 Target
SUS5.01	Increase number of hours of mandatory training completed	Hours of mandatory training undertaken / Total required hours of mandatory training for all employees	0%	100%	TBC

The Authority continues to be very successful in maximizing non-ratepayer revenue under the *recovering and reusing our planet's limited resources* theme. The total revenue generated from alternative sources in FY24 was \$11.8 million against a target of \$5.5 million. We also identified \$10 million of annual revenue potential in the Capital Improvement Plan. Our Bloom program achieved 55,300 tons of sales, generating savings of \$2.75 million.

Goal ID	Goal	KPI	Baseline	FY24 Actuals	FY25 Target
SUS2.01	Increase annual non-rate revenue	Sum of annual non-rate revenues	\$4M	\$11.8M	\$6M
SUS2.02	Increase volume of Biosolid sales to contractors	% biosolid sales to contractor (\$) / total biosolid sales (\$)	30%	34%	42%
SUS2.04	Accelerate Digester Project Payback	Cost savings generated compared to baseline ROI	\$1.5M	125%	\$1.7M
SUS2.05	Increase non-rate revenue potential	Projected annual revenue achievable through projects in CIP	N/A	\$10M	TBC



Our biosolids production program at Blue Plains continues to be an important source of alternative revenue while also helping us to reduce both our waste and waste removal costs.

Imperative Reporting

FY24 saw significant advances in our reporting on progress across the periodic 5-15 reporting (93%) and annual goal metric reporting.

Of our reportable goals, 82% were reported on for FY24.

	Total Goals	Goals Reportable FY23	Goals Reported FY23	Goals Reportable for FY24	Goals Reported FY24
Sustainable	14	11	11	11	9
Identifying innovative funding and financing	1	1	1	1	1
Recovering and Reusing our planet's limited resource	3	3	3	3	3
Partnerships and projects in a watershed mgmt. approach	3	2	2	2	2
Ensuring efficient use of economic resources	4	3	3	3	1
Embedding a sustainable operating and delivery model	3	2	2	2	2

Equitable

The Equitable imperative affects every part of the Authority, its suppliers, and customers. It holds us accountable for providing affordable and equitable rates for all customers. The five themes within the equitable imperative include:

- Embedding equitable infrastructure decision-making
- Empowering communities through equitable projects
- Providing affordable and equitable rates
- Ensuring inclusive and diverse representation
- A totally engaged and aligned DC Water

IAO Statement

"At DC Water, despite constant external pressures which include rising costs, we work hard to mitigate unnecessary rate increases and ensure our rates are affordable to all, notably through our three new affordability programs. Internally, we continue to promote engagement and alignment across the Authority for the benefit of our workforce through a range of forums, events, and training. The ongoing Lead Free DC program of work continues to be a prime example of our equitable approach to community and capital investment. We also constantly seek to make sure the Authority and its workforce are representative of the communities that we serve, through our efforts in succession planning or through the long-term workforce development activities such as our apprenticeship program."

Kirsten Williams

Chief Communications & Stakeholder Engagement Officer & Executive Vice President

Imperative Highlights

FY24 saw a record number of lead service line replacements totalling 591 across the whole program. Our public facing dashboard gives transparency on our efforts in the Lead Free DC program.

DC Water continues to be a great place to work. This is in part due to our constant efforts to engage with our workforce as tracked in the theme, *a totally engaged and aligned DC Water*. In FY24, we developed a new 'pulse' survey for all employees. With the new survey we hope to see increased levels of engagement and get better insights into employee sentiment about DC Water.

With our constantly ageing assets and external cost pressures, keeping rates affordable is a challenge. In FY24, in support of the *providing affordable and equitable rates* theme, the Board approved the expansion of DC Water's new customer assistance program, CAP+, which consists of leak assessment and payment plan incentive programs that improve access to affordable rates for all those who are eligible.

Goal ID	Goal	KPI	Baseline	FY24 Actuals	FY25 Target
EQU5.03	Keep rates affordable	Percentage of customers who pay less than 4% of household income on water and wastewater services	<4%	2.18%	<4%

DC Water makes a special effort to distribute its project spend in an equitable way. In FY24, 38.6% of DC Water's spend was with certified firms. Thinking longer term, DC Water has important programs that provide opportunities to its communities, including through our apprenticeship program which we seek to fill with local residents, and by seeking to hire people from within the District.



Our annual Leadership Retreat, is a chance for us to front-line leaders together from across the organization to align on our core priorities and develop cohesion as a leadership team.

Imperative Reporting

FY24 saw significant advances in our reporting on progress across the periodic 5-15 reporting (67%) and annual goal metric reporting.

Of our reportable goals, 57% were reported on for FY24. This was primarily due to a vacancy in a Theme Responsible Owner role.

	Total Goals	Goals Reportable for FY23	Goals Reported FY23	Goals Reportable for FY24	Goals Reported FY24
Equitable	18	13	11	14	8
A totally engaged and aligned DC Water	3	2	0	1	1
Embedding equitable infrastructure decision-making	3	1	1	3	1
Ensuring inclusive and diverse representation	4	2	2	2	2
Empowering communities through equitable projects	4	4	4	4	0
Providing affordable and equitable rates	4	4	4	4	4

Appendix 1 – About Blueprint 2.0

Leadership, Implementation, and Governance

The last year brought change in the organization, resulting in new leaders being involved in strategic management. Further progress has been made in integrating the strategic plan into budget decision making. Governance structures are embedded.

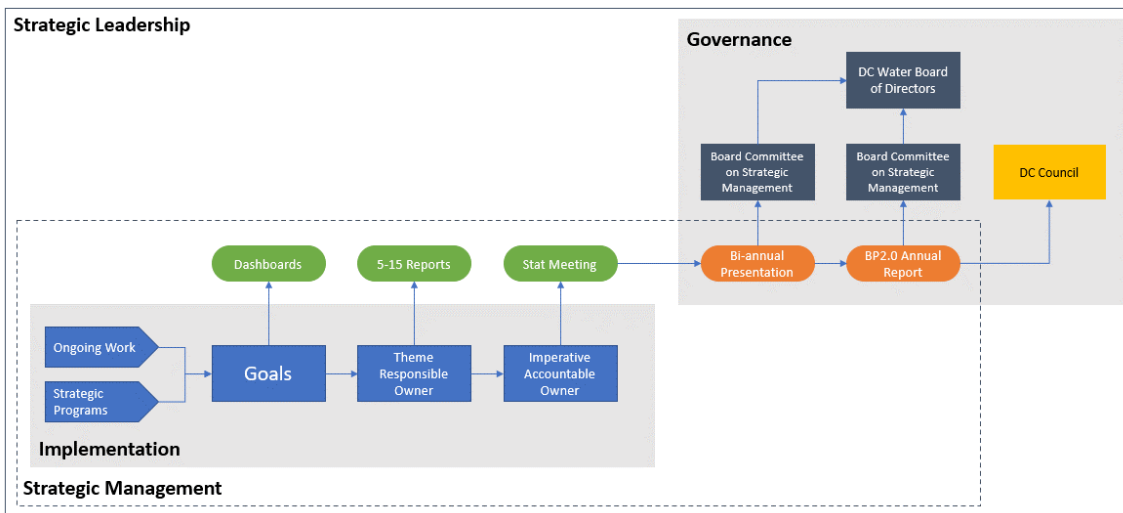


Figure 2 Implementation and Governance for the Strategic Plan

Implementation

Imperatives

Blueprint 2.0 sets out five organizational imperatives to deliver on in the coming years. These Imperatives span organizational clusters and require strong leadership and engagement to support effective cross-cluster working. It requires those involved to think beyond their usual sphere of work. The Imperative Accountable Owners (IAOs) are members of the Senior Executive Team (SET) who own and are accountable for the success of their imperative.

Themes

Each Imperative consists of a number of themes which consist of thematically related goals. Each theme has a Theme Responsible Owner (TRO) who is responsible for overseeing the delivery of workstreams in support of the goals, as well as providing updates on goal data and workstream progress.

Goals

To understand success, DC Water has identified a number of goals that it wants to achieve by the end of this strategic plan's term. TROs are responsible for updating the goals on a periodic basis based on the progress of work that has been delivered. The goals are managed by Strategy & Performance and the IAOs are accountable for the achievement of the goals.

Work

Advancing the goals requires the delivery of work and outcomes of that work to be realized. This work includes both ongoing activities and special programs of work. In each case, the successful delivery of the work identified will support achievement of the Blueprint 2.0 goals.

Governance

DC Water Board of Directors

The DC Water Board of Directors is responsible for holding the leadership of DC Water accountable for its performance. It receives monthly updates from the CEO/General Manager who reports on all matters of interest including implementation of Blueprint 2.0 and associated imperative updates. The Board discharges its responsibility regarding strategic management to its Strategic Management Committee.

Board Strategic Management Committee

The Board Strategic Management Committee is a newly formed committee that replaces the former Strategic Planning Committee. The committee had its inaugural meeting in December 2022. It meets bi-annually to discuss strategic matters and receive an update on Blueprint 2.0 progress.

Audit

Although not strictly a governance activity, DC Water's audit function performs checks to make sure that the organization is doing what it says it is doing. Like the other areas of the DC Water organization, Strategic Management is subject to internal audits to hold its leadership accountable for the quality of its work.