



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors

Strategic Planning Committee of the Whole
Thursday, May 2, 2019

11:00 a.m.

- 1. Call to Order Tommy Wells, Chairperson**
- 2. *The Blueprint Update*.....Antron Sutton, Director Strategic Planning**
- 3. Executive Session***
- 4. Adjournment..... Tommy Wells, Chairperson**

*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.



The Blueprint: DC Water Strategic Plan

DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY





2018 Strategic Plan: Workshop Agenda

Workshop Objectives

1. Background

2. Discuss Initiatives



2018 Strategic Plan: Background

2013



- 💧 Complete Plan
- 💧 Available to all - no secrets
- 💧 Task Driven - Sense of accomplishment (% complete)



2018

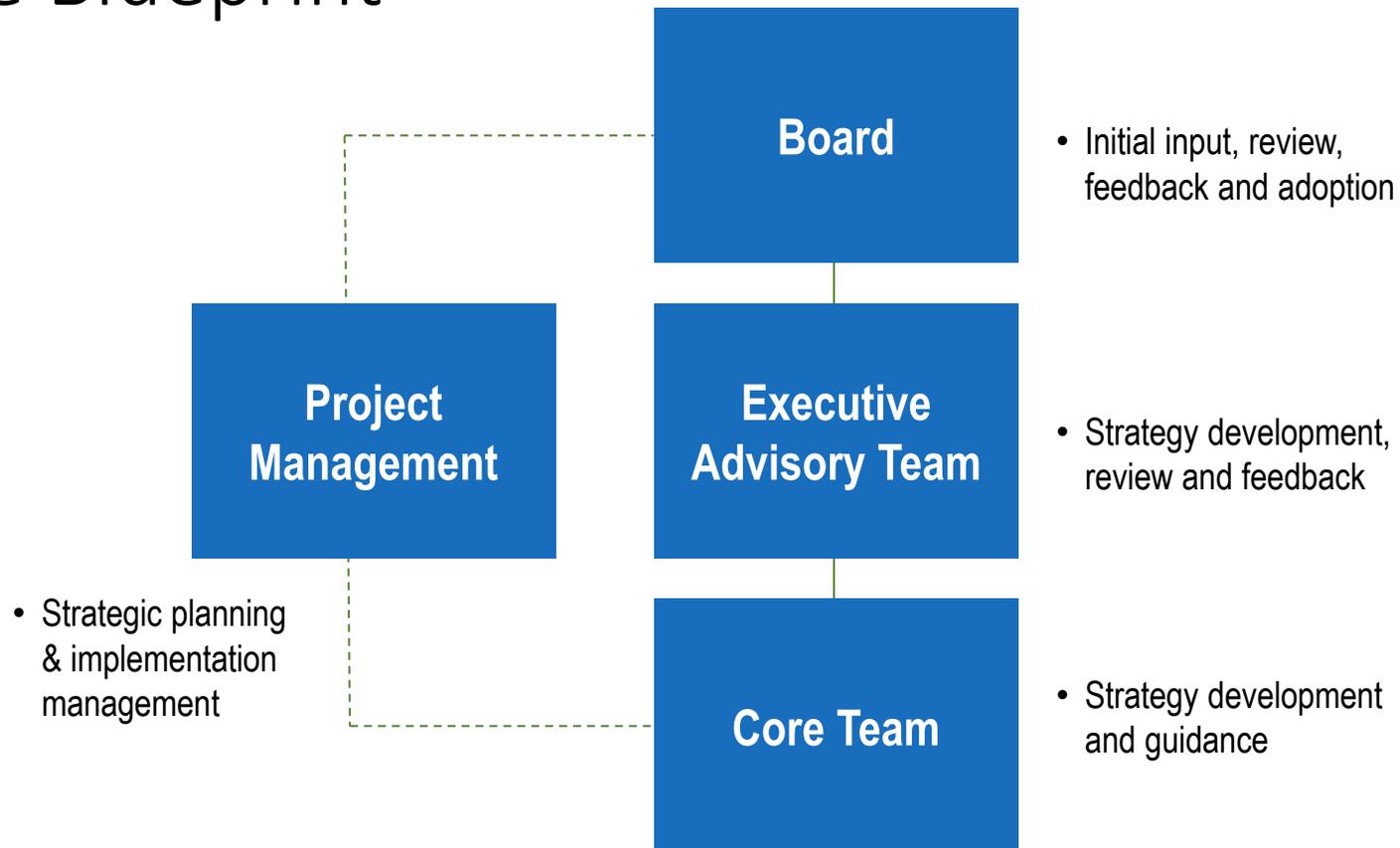


- 💧 The Five Year Blue Horizon Sunset
- 💧 Completion of new Strategic Plan



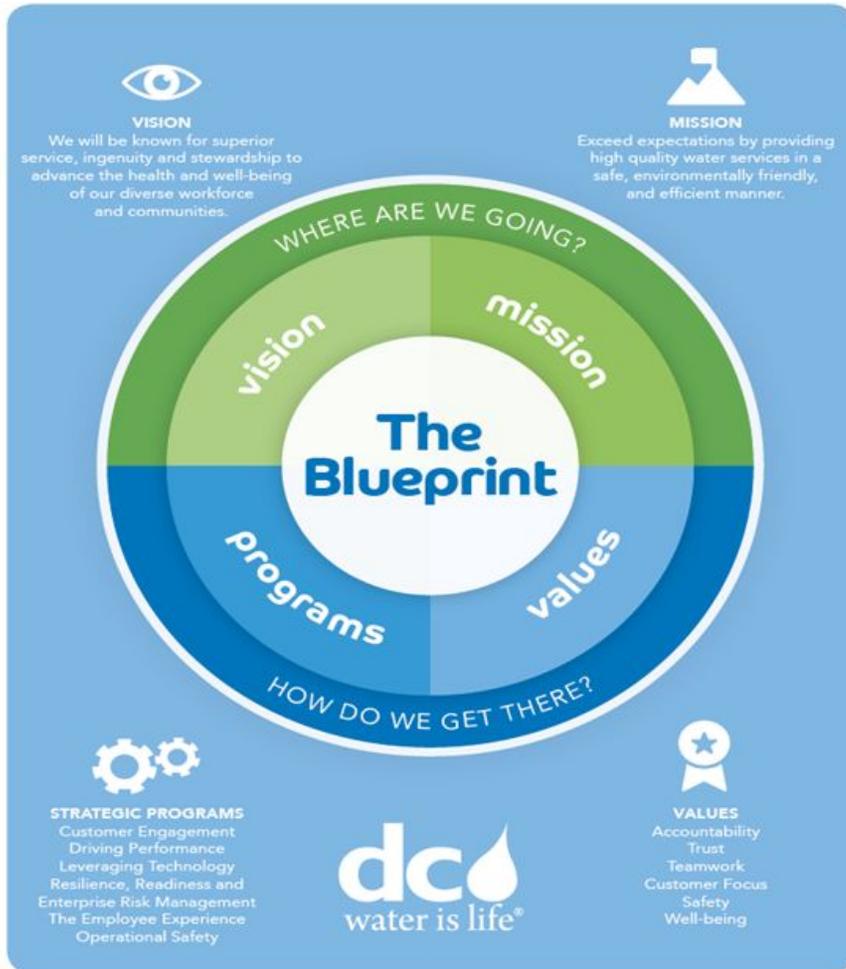
2018 Strategic Plan: Background

The Blueprint





2018 Strategic Plan: Background



- 💧 Redefined the vision and focus
- 💧 Staff-driven with Board input
- 💧 Increased Board oversight
- 💧 Organizational interdependencies
- 💧 2-year outlook



2018 Strategic Plan: Strategic Programs

Strategic Programs		Executive Sponsors
1	Driving Performance	Wayne Griffith, Executive Vice-President Performance Salil Kharkar, Senior Vice-President Ops & Engineering
2	The Employee Experience	Roger Brown, Executive Vice-President People & Talent Mustaafa Dozier, Chief of Staff
3	Leveraging Technology	Armon Curd, Executive Vice-President Customer Experience Tom Kuczynski, Vice-President IT
4	Operational Safety	Maureen Holman, Executive Vice-President Administration George Porter, Director, Occupational Safety and Health
5	Resilience, Readiness and Enterprise Risk Management	Biju George, Executive Vice-President Ops & Engineering Len Benson, Senior Vice-President Engineering
6	Customer Engagement	Matt Brown, Executive Vice-President Finance & Procurement & CFO Aklile Tesfaye, Vice President Wastewater Operations



2018 Strategic Plan: Driving Performance

Objective: To operate a high-performing utility that delivers exceptional service to our customers.



Focus Areas

Process Improvement

Fiscal Responsibility

Service Levels



Strategic Program: Driving Performance

To operate a high-performing utility that delivers exceptional service to our customers.

Initiative #1: Create and implement an enterprise-level performance program geared towards execution of the strategic plan and improving line of sight for our employees.

1. Develop, socialize and implement annual enterprise performance planning and reporting.
2. Enhance collaborative data-driven decision making and improve transparency and accountability enterprise-wide.

Initiative #2: Developed optimized model for repeated processes and socialize it throughout the enterprise.

1. Map entire business processes from conceptualization through completion.
2. Work with interfacing departments to identify constraints to an optimized process that result in service levels.
3. Document cost and effort of each step in the process.



Strategic Program: Employee Experience

Objective: To support and engage a workforce that is aligned with our vision to provide superior service to our customers.





Strategic Program: Employee Experience

To support and engage a workforce that is aligned with our vision to provide superior service to our customers.

Initiative #1: Create training profiles for all job categories and establish a schedule for renewal. Job profiles will include three categories of trainings for employees within every job title.

1. Job Mastery - All trainings necessary for successful mastery and continued proficiency in the core competencies of the job. This includes technical skills, safety requirements and continuing education and/or other requirements that may be tied to licensure, certification or other professional credentials.
2. Culture Enhancing – all trainings required, regardless of position, for every DC Water employee. Examples include EEO, Sexual Harassment, Workplace Violence, Ethics, and other trainings.
3. Professional Development – Trainings added to profiles after baseline trainings are established. These training will be individualized to support succession planning and the development aspirations of the employee.
4. Capture three (3) year spend for all training categories (by business unit/total enterprise spend).



Strategic Program: Employee Experience

To support and engage a workforce that is aligned with our vision to provide superior service to our customers.

Initiative #2: Utilize the Blueprint to create individual performance goals anchored to strategic planning and operational priorities.

1. Ensure timely establishment of individual performance goals at the beginning of the non-union and union performance.
2. Create performance audit capability to audit goals across all business units and take timely action to correct goals that are not aligned with the strategic plan and/or operational priorities.

Initiative #3: Identify critical leadership and operational positions, then develop a comprehensive succession plan.

1. Criticality matrix that will identify positions based on the needs of the enterprise.
2. 9-Box Performance – Potential Matrix.
3. Succession plan pilot program that will include 15 identified leadership positions and 15 operational positions. Individual Development Plans (IDPs) will be developed and administered for each candidate.

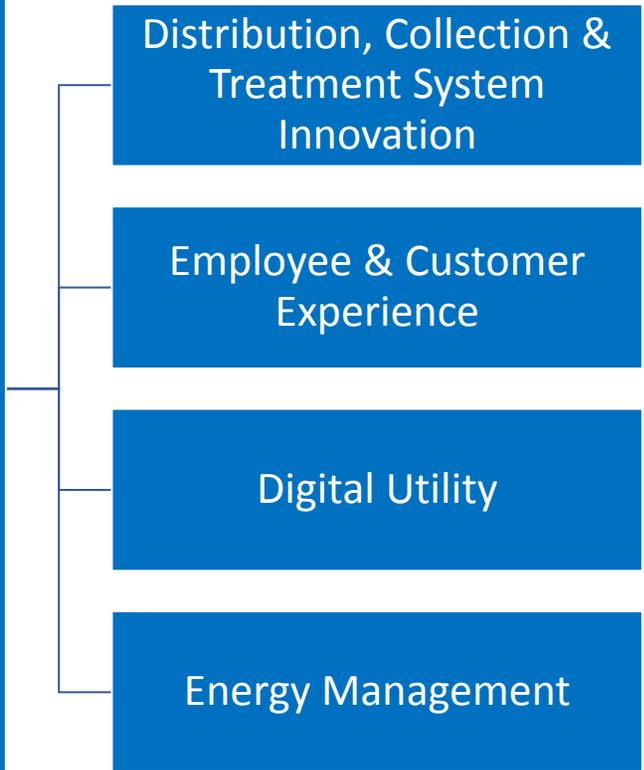


Strategic Program: Leveraging Technology

Objective: To develop an integrated set of solutions that leverages people, process and technology to improve reliability, increase efficiency, reduce cost, drive innovation and improve the customer experience.



Focus Areas





Strategic Program: Leveraging Technology

To develop an integrated set of solutions that leverages people, process and technology to improve reliability, increase efficiency, reduce cost, drive innovation and improve the customer experience.

Initiative #1: Create the Digital Utility Platform that will transform data into information and knowledge.

1. Improved data quality and reduce data latency.
2. Transform data into information for faster and more informed decision making.
3. Increased transparency, support modeling and analytics.
4. Increased resilience and readiness and reduction in operating risks by improving asset and resource management.

Initiative #2: Build analytics and model capabilities across the Authority.

1. Reduced reliance on contractors and consultants to manage and operate critical modeling capabilities.
2. Enhanced staff skills in data science to transform data into information
3. Increased resilience and readiness and reduction in operating risks.
4. Improve and inform Asset Management Capabilities.



Strategic Program: Leveraging Technology

To develop an integrated set of solutions that leverages people, process and technology to improve reliability, increase efficiency, reduce cost, drive innovation and improve the customer experience.

Initiative #3: Build a comprehensive energy portfolio management capability.

1. Reduce energy use.
2. Improved environmental impact.
3. Reduce cost of energy and energy related products.
4. Price risk management.



Strategic Program: Operational Safety

Objective: To ensure a safe workplace that supports the continuity of operations and services to our customers.



Accountability

Policies &
Procedures

Data



Strategic Program: Operational Safety

To ensure a safe workplace that supports the continuity of operations and services to our customers.

Initiative #1: Review and update all safety policies on a regular basis to ensure consistent safety practices across DC Water.

1. Improved employee experience by clearly defining the way in which DC Water operates safely.
2. Continuous improvement of DC Water's safety programs and policies through a biannual review structure.

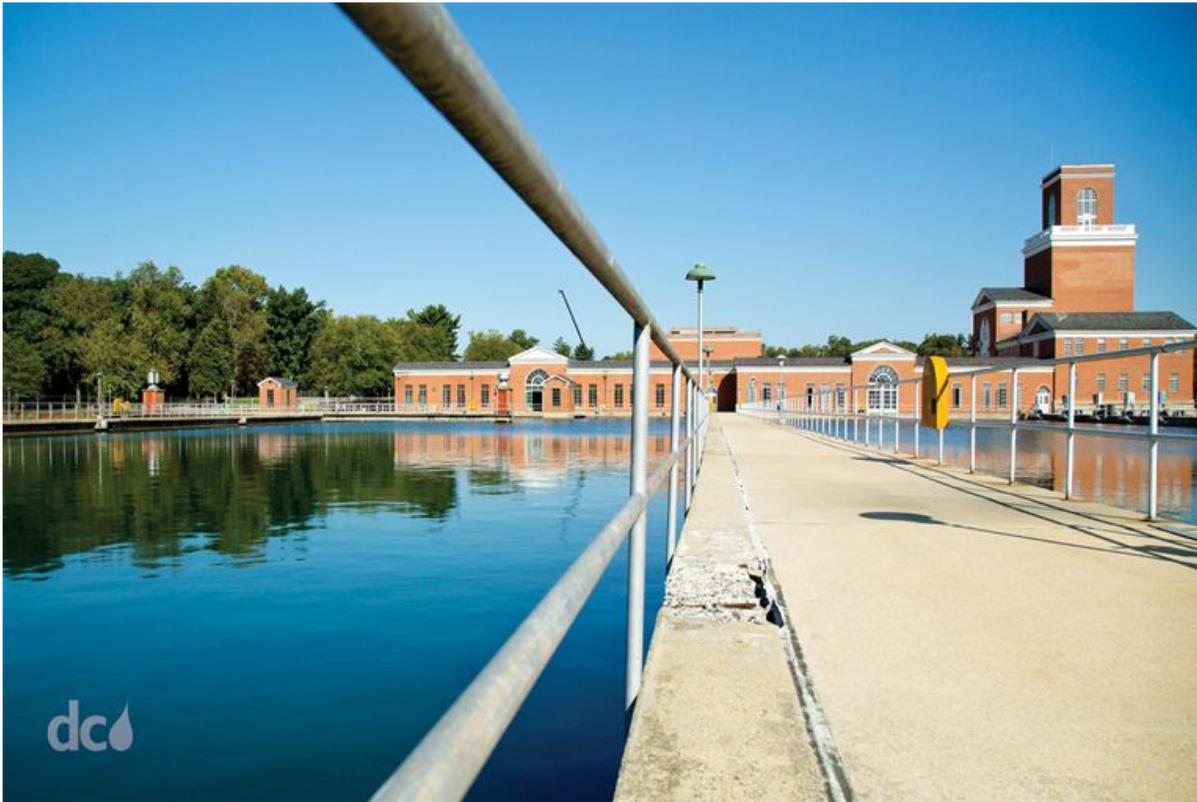
Initiative #2: Develop an environmental health and hygiene program for DC Water facilities and operations.

1. Increased ability to assess and eliminate any health & hygiene issues that could be impacting staff and critical operations.
2. Development of clearly identified occupied spaces that meet all requirements for office space.
3. Increased transparency about the risk associated with different tasks & activities.



Strategic Program: Resilience, Readiness and Enterprise Risk Management

Objective: To protect and maintain the resources, systems and operations necessary to deliver safe and reliable services to our customers.



Focus Areas

Source Water Protection

Climate Change

Asset Management



Strategic Program: Resilience, Readiness and Enterprise Risk Management

To protect and maintain the resources, systems and operations necessary to deliver safe and reliable services to our customers.

Initiative #1: Establish an early warning notification system of contamination threat to drinking water.

1. Develop options for “source to tap” monitoring for early warning of contamination threat, and develop and implement a communication plan for public notification.

Initiative #2: Secure secondary source water.

1. Develop and evaluate a list of alternative water sources.



Strategic Program: Resilience, Readiness and Enterprise Risk Management

To protect and maintain the resources, systems and operations necessary to deliver safe and reliable services to our customers.

Initiative #3: Harden DC Water facilities against climate change impacts.

1. Identify and build climate resiliency requirements into DC Water Capital Programs and design standards.

Initiative #4: Asset management for linear and vertical assets.

1. Standardize asset classification and attributes across DC Water vertical assets.
2. Standardize attribute templates for use in capital projects, and workflows to capture these attributes and incorporate them into Maximo.



Strategic Program: Customer Engagement

Objective: To deliver an exceptional customer experience and communications plan that enhances the value of our services by listening to and engaging with our customers.



Focus Areas

Value of Services

Voice of Customer

Stakeholder Engagement



Strategic Program: Customer Engagement

To deliver an exceptional customer experience and communications plan that enhances the value of our services by listening to and engaging with our customers.

Initiative #1: Design and execute a customer communication plan.

1. Continuous customer feedback.
2. Communication campaign on value of DC Water services, Clean Rivers and other investments.

Initiative #2: Leverage strategic partnerships to voice DC Water priorities and messages.

1. Develop regular, proactive engagement with District and Council officials and others to exchange legislative, regulatory, and other policy considerations prior to release.
2. Increase advocacy from strategic partners on our behalf.





Strategic Program: Implementation

Next Steps

Next Strategic Planning Committee of the Whole Meetings

- **September 5, 2019**
- **December 5, 2019**

Questions?

