

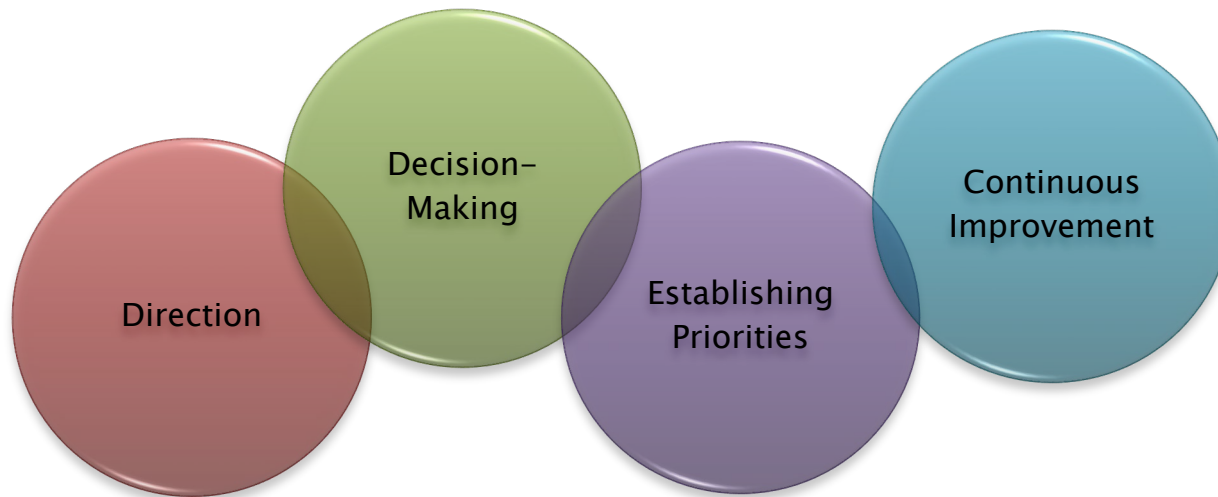
Strategic Planning Work Session with Commissioners

May 15, 2019

Today's Agenda

- ▶ Strategic Planning Importance
- ▶ Themes from SOAR Analysis
 - Employees
 - Commissioners
- ▶ Proposed Updated Strategic Plan
 - Core Values
 - Strategic Priorities
- ▶ Next Steps

Why Strategic Planning Is Important



SOAR Themes – Employees

S STRENGTHS

- Quality product
- Water resources
- Care about customers
- AAA bond rating
- Talented & diverse workforce
- Proactive leadership
- Teamwork

O OPPORTUNITIES

- Technology – paperless, biosolids
- Diversify product portfolio
- Expand area – Bowie/Rockville
- Partner with colleges & utilities
- Make better use of data
- Career growth for staff

A ASPIRATIONS

- Innovation across Commission
- Alternate revenue sources
- Efficient & documented processes
- Better collaboration across depts.
- Proactive asset management
- Environmental champion
- More name recognition
- Smart meters

R RESULTS

- Meeting expectations of customers and stakeholders
- Meeting performance targets
- Employees feel sense of purpose
- Hiring new college grads
- Succession planning implemented
- Utilities seek WSSC for guidance

SOAR Themes – Commissioners

S

STRENGTHS

- No water quality violations
- H2O people – experienced, dedicated, passionate
- Large population in two counties
- Good water supply
- Outreach to customers
- Strong leadership

O

OPPORTUNITIES

- More focus on innovation
- Business development
- Artificial intelligence
- Sustainability/green energy
- Technology
- Partner with academic institutions

A

ASPIRATIONS

- All customers can afford water
- Replaced the oldest/least reliable pipes as budget permits
- Smart meters
- Customers aware bottled water is unregulated
- Protect against cyber threats

R

RESULTS

- Consistently happy customers and stakeholders
- Counties approve budget at rate requested, fully addresses needs
- Reduce rates & affordable for all
- Minimal pipe breaks in winter
- Attract the best & brightest
- Sought after expertise

Check, Change, and Go!

Feedback on Strategic Plan Language

EMPLOYEES

- Innovation needs to pop out more
- The priorities are too wordy
- People in the field don't relate to some of the priorities
- Make all the priorities aspirational (two are status quo)
- Show employees how everyone connects to the Strategic Plan

COMMISSIONERS

- Innovation as a value or strategic priority or both
- Priority too wordy and not relatable – “Protect Our People, Infrastructure, Systems and Resources”
- Make employee safety more prominent

WSSC's Current Strategic Plan

Adopted June 2017



WSSC STRATEGIC PLAN



MISSION

We are entrusted by our community to provide safe and reliable water, life's most precious resource, and return clean water to our environment, all in an ethical, sustainable, and financially responsible manner.

VISION

To be THE world-class water utility, where excellent products and services are always on tap.

STRATEGIC PRIORITIES



CORE VALUES

Accountability

Transparency

Excellence

Environmental Stewardship

Cost Effectiveness

GUIDING PRINCIPLES

Simplify

Focus

Connect



Proposing Changes to Core Values and Strategic Priorities

Mission

Vision

Core
Values

Strategic
Priorities

Guiding
Principles

Core Values (Current)

Our guides for daily behavior and decision making

Core Value

Definition

Accountability	We are responsible employees who are accountable and take our actions seriously
Cost Effectiveness	We balance cost and benefit in our daily actions to achieve optimal value for our customers
Environmental Stewardship	We continuously enhance and protect natural resources and the environment for the health of future generations
Excellence	We achieve the highest level of quality, safety, and productivity, demonstrating excellence and innovation in providing world class service to everyone
Transparency	We conduct ourselves with integrity and transparency

Core Values (Proposed)

Our guides for daily behavior and decision making

Accountability

Now includes
transparency

We are responsible employees who are accountable and **conduct ourselves with integrity and transparency**

Collaboration

New

We work as a team across the Commission to fulfill the needs of our customers

Environmental
Stewardship

We continuously enhance and protect natural resources and the environment for the health of future generations

Excellence

Now includes cost-effectiveness

We achieve the highest level of quality, safety, productivity, and **cost-effectiveness**, demonstrating world class service to everyone

Innovation

New

We promote creativity to improve our products, processes and services

Strategic Priorities (Current)

Our methods for achieving the mission and vision



Strategic Priorities (Current)

Definitions to describe each priority

Strategic Priority	Definition
Enhance Customer Experience and Community Engagement	Deliver an excellent customer experience and enhance community engagement through proactive communication, strategic partnerships and providing exceptional products and services
Improve Infrastructure	Plan, invest in, and renew our infrastructure to provide future generations with a sustainable system through innovative, cost effective technology and world class asset management
Achieve Business Process Excellence and Maintain Financial Stability	Achieve financial stability through an improved rate structure and improved business processes that drive performance and obtain cost-effective business outcomes
Protect our People, Infrastructure, Systems and Resources	Protect our community, employees and business through safe practices, mission-oriented security, proactive planning, emergency preparedness and effective risk management and resilience strategies
Inspire Employee Engagement	Inspire and motivate employees by making WSSC a great place to work, thrive and serve.

Strategic Priorities (Proposed)

Objectives replace definitions

Strategic Priority	Objectives
Enhance Customer Experience and Community Engagement	<ul style="list-style-type: none">• Deliver Safe, Reliable and Consistent Service• Responsiveness to Customer Queries• Be a Good Citizen Within Our Communities
Improve Infrastructure	<ul style="list-style-type: none">• Achieve Industry-Leading Reliability and Asset Integrity
Achieve Business Process Excellence and Maintain Financial Stability	<ul style="list-style-type: none">• Improve Operations and Maintenance Efficiency• Improve Fixed Asset Utilization• Improve Financial Process Efficiency
Protect Our People, Infrastructure, Systems and Resources	<ul style="list-style-type: none">• Resolve and Learn from Past Incidents• Maintain Best-in-Class Operating Environment Safety for Employees• Plan Proactively with Community Stakeholders
Inspire Employee Engagement	<ul style="list-style-type: none">• Acquire the Best People• Retain Top Performers• Develop and Grow Talent

Strategic Priorities (Proposed)

With objectives described, can shorten wordy Priorities

Strategic Priority	Objectives
Enhance Customer Experience	<ul style="list-style-type: none">• Deliver Safe, Reliable and Consistent Service• Responsiveness to Customer Queries• Be a Good Citizen Within Our Communities
Improve Infrastructure	<ul style="list-style-type: none">• Achieve Industry-Leading Reliability and Asset Integrity
Wisely Spend Customer Dollars	<ul style="list-style-type: none">• Improve Operations and Maintenance Efficiency• Improve Fixed Asset Utilization• Improve Financial Process Efficiency
Protect Our Resources	<ul style="list-style-type: none">• Resolve and Learn from Past Incidents• Maintain Best-in-Class Operating Environment Safety for Employees• Plan Proactively with Community Stakeholders
Transform Employee Engagement	<ul style="list-style-type: none">• Acquire the Best People• Retain Top Performers• Develop and Grow Talent

Summary of Proposed Strategic Plan Changes

CORE VALUES

- Introduce Innovation as a core value
- Introduce Collaboration as a core value
- Accountability core value now includes Transparency in definition
- Excellence core value now includes Cost-Effectiveness in definition

STRATEGIC PRIORITIES

- Replace definitions with objectives
- Shorten names to:
 - Enhance Customer Experience
 - Improve Infrastructure
 - Wisely Spend Customer Dollars
 - Protect Our Resources
 - Transform Employee Engagement

WSSC STRATEGIC PLAN (PROPOSED)

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We are entrusted by our community to provide safe and reliable water, life's most precious resource, and return clean water to our environment, all in an ethical, sustainable, and financially responsible manner.

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STRATEGIC PRIORITIES



CORE VALUES

Accountability

Collaboration

Environmental Stewardship

Excellence

Innovation

GUIDING PRINCIPLES

Simplify

Focus

Connect

What Comes Next?

- ▶ Incorporate feedback from today's work session
- ▶ Present revised plan to Commissioners for review and approval (June)
- ▶ Employee communication on Strategic Plan (August)
- ▶ Update Commissioner KPI Dashboard to reflect revised Strategic Plan (September)