



Strategic Planning for Local Governments

Yvonne Carney, *Strategic Performance Director*

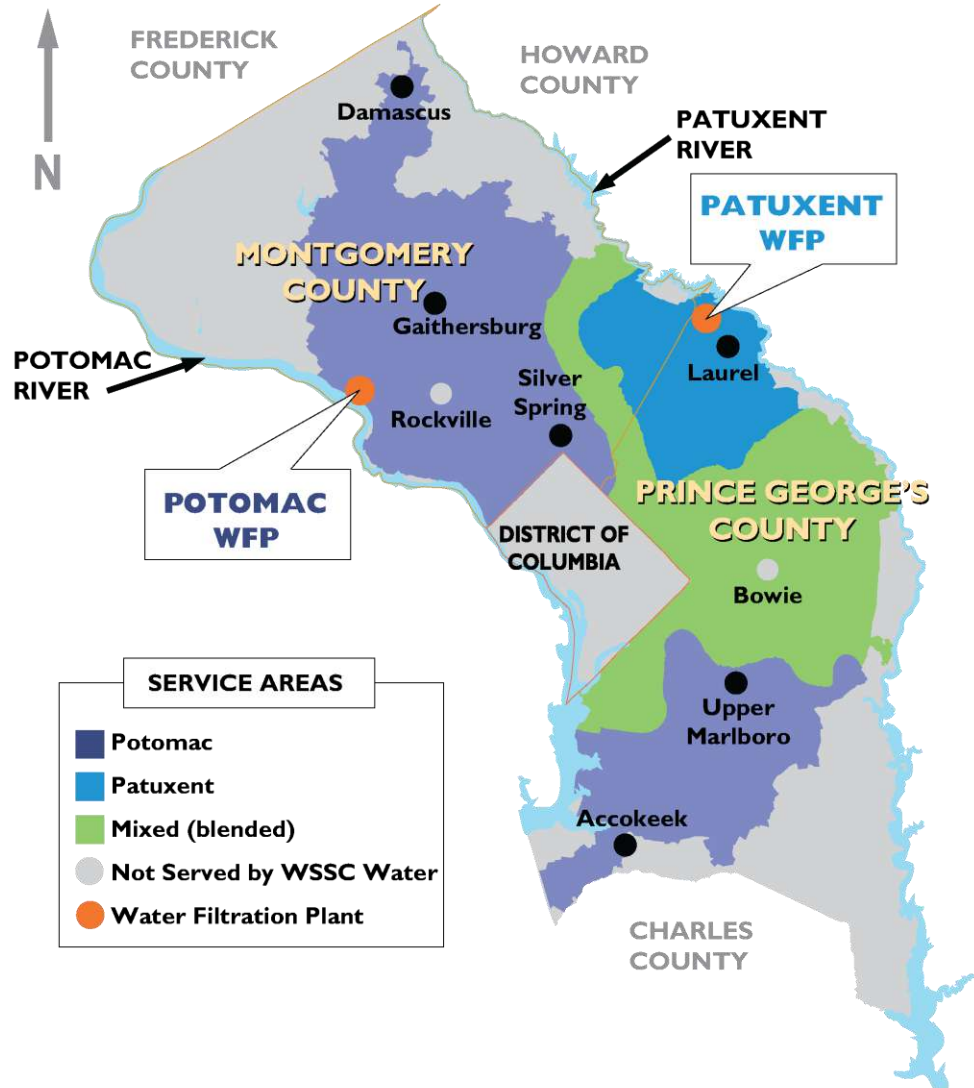
10/28/22

Agenda

- WSSC Water at a Glance
- GFOA Distinguished Budget Presentation Award Criteria
- WSSC Water FY23-25 Strategic Plan
- Takeaways



WSSC Water at a Glance



3 Reservoirs

2 Water Filtration Plants

60 Tanks

4 Depots
2 Support Facilities

6 Water Resource Recovery Facilities

55 pumping stations

Est. 1918
104 years & counting!
No drinking water quality violations...ever.

Our drinking water system spans over **5,800+** miles

163,000,000 gallons per day delivered to **1.9 million** residents

Average daily consumption of **55 gallons** per person per day

Our wastewater system spans over **5,600+** miles

500,000 Laboratory tests per year



GFOA Distinguished Budget Presentation Awards Program Criteria:

Focus on PI. Strategic Goals and Strategies

Mandatory: Provide a coherent statement of organization-wide, strategic goals and strategies that address long-term concerns and issues.

- 1. Are strategic goals included?**
- 2. Is the process for creating the strategic goals explained?**
- 3. Are action plans and/or strategies included to show how these goals will be accomplished?**

Strategic Planning Cycle

- We follow a six-step cycle to revisit and update our Strategic Plan
- Recently published our FY23-25 Strategic Plan
- We are now **Executing the Plan**



WSSC WATER STRATEGIC PLAN

Journey to World Class



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.

CORE VALUES

- Accountability
- Collaboration
- Environmental Stewardship
- Excellence
- Innovation

STRATEGIC PRIORITIES

- Enhance Customer Experience
- Optimize Infrastructure
- Spend Customer Dollars Wisely
- Transform Employee Engagement
- Protect Our Resources

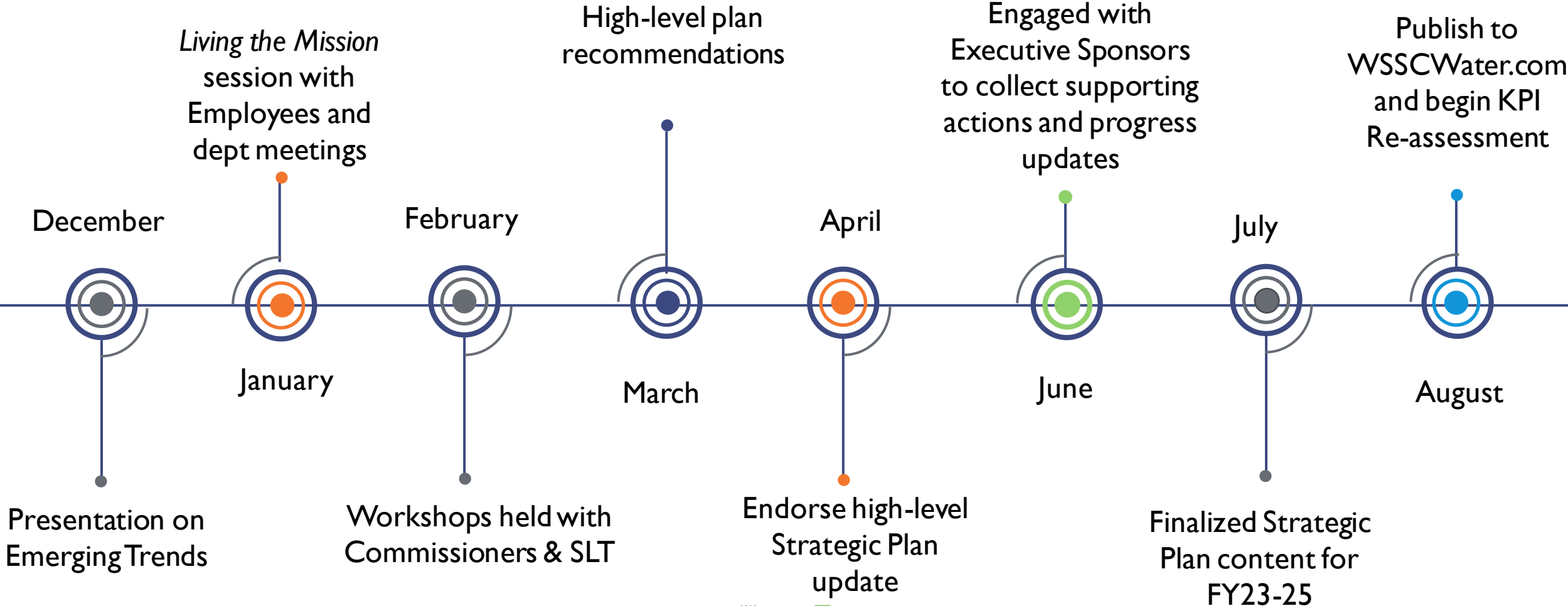
GUIDING PRINCIPLES

- Simplify
- Focus
- Connect

VISION

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


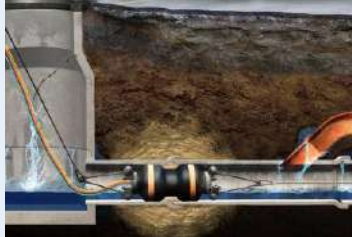

FY23-25 Strategic Plan Update Timeline



Emerging Trends

- New and updated regulations
- Climate change
- Customer's rising expectations
- Addressing aging infrastructure
- Intelligent water
- Recouping the cost of providing high-quality water and wastewater services
- Alternative energy
- Older workforce and anticipated retirements

We'll Need To Optimize Our Infrastructure

Emerging Trends	Piscataway Basin Examples	
<p>Complying with new and updated regulations to improve water quality from U.S. Environmental Protection Agency and Maryland Department of the Environment (MDE)</p>	<p>Biosolids and water residuals master plan evaluating possible high temperature treatments to address Per- and Polyfluoroalkyl Substances</p>	
<p>Climate change leading to a higher intensity rainfall, increasing inflow and infiltration in our already stressed sewer systems and Water Resource Recovery Facilities</p>	<p>Piloting enhanced grouting techniques</p> 	<p>Expanding use of water-tight manhole riser rings</p> 

We'll Need to Meet Customers Rising Expectations

Emerging Trends

- Digital technology to continue to transform customer habits
- Mobile devices and apps allow customers to get the information they need in real-time
- Customer satisfaction improves when we are meeting customer's rising expectations

Piscataway Basin Examples

Project Outreach Event

Piscataway Basin Sewer Rehabilitation Projects Meeting

[Watch Meeting](#)

Dial In: 240-800-7929

Conference ID: 859 193 232#





For more information please visit our [Community Project meetings](#) page.

Time: 06:30 pm (EDT)

Location: Virtual - will be broadcast live for public viewing

Virtual community project meetings



We'll Need to Make Data Informed Decisions

Emerging Trends	Piscataway Basin Examples	
<ul style="list-style-type: none">• Addressing aging infrastructure will require using advanced asset management practices• Adding digital skillsets and technologies• Leveraging advanced analytics and considering assets beyond physical infrastructure	<h3>Drones</h3> 	 <p>Satellite leak detection</p>
<p>Empowering people to work in new ways via intelligent water by gaining new insights through data and digital tools, while ensuring data security</p>	<h3>Sewer Artificial Intelligence</h3> 	<p>WSSC Water received 2021 Smart Cities Award for Pipe Replacement Program</p> 

We'll Need to Maximize Value from Our Infrastructure

Emerging Trends	Piscataway Basin Examples
<p>Recouping the cost of providing high-quality water and wastewater services through a combination of rates, government grants/loans and new revenue sources</p>	<div data-bbox="1294 419 1513 611"> </div> <p data-bbox="1574 415 2410 629">WSSC Water receives low interest loans (MDE Water Quality Administration State Revolving Loan Program) and grant funding (MDE Bay Restoration Fund)</p> <p data-bbox="1314 665 2226 825">Business Plan in development to identify methods to convert Piscataway Bioenergy Facility biosolids from an expense into revenue</p> <div data-bbox="2244 648 2354 815"> </div>
<p>Generating, distributing and consuming alternative energy to traditional, fossil-fuel fired electricity</p>	<p data-bbox="1314 908 2130 1182">Save WSSC Water customers more than \$3 million per year and reduce greenhouse gas emissions by 15% through partnership with Washington Gas at Piscataway Bioenergy Facility</p> <div data-bbox="2193 933 2410 1115"> </div>

Our H₂O People Rising to the Challenge

Emerging Trends	Piscataway Basin Examples
<ul style="list-style-type: none">• Like other water utilities, WSSC Water has an older workforce and anticipated retirements could impact WSSC Water's ability to meet our mission• Requires further developing the workforce pipeline and upskilling throughout the recruitment, retention and retirement process	<p data-bbox="1574 462 1995 568">Established Biosolids Management Division</p>   <p data-bbox="1633 686 2377 853">Capturing the bioenergy team training on video and archiving for the education of future employees</p>

Stakeholder Engagement

Input received through surveys and workshops with:

- WSSC Water Commissioners
- Employees (H₂O People)
- Customer Feedback Community
- Senior Leadership Team

Ongoing Strategic Planning Actions

- Senior Leadership Team (SLT) members have been providing updates monthly during SLT meetings, which have been highlighted on the Intranet for employees
- Quarterly updates to the “What’s our Progress” Appendix to the Strategic Plan have been published both internally and on WSSCwater.com
- Monthly *Living our Mission* livestream series has highlighted departments’ connections to the Strategic Plan

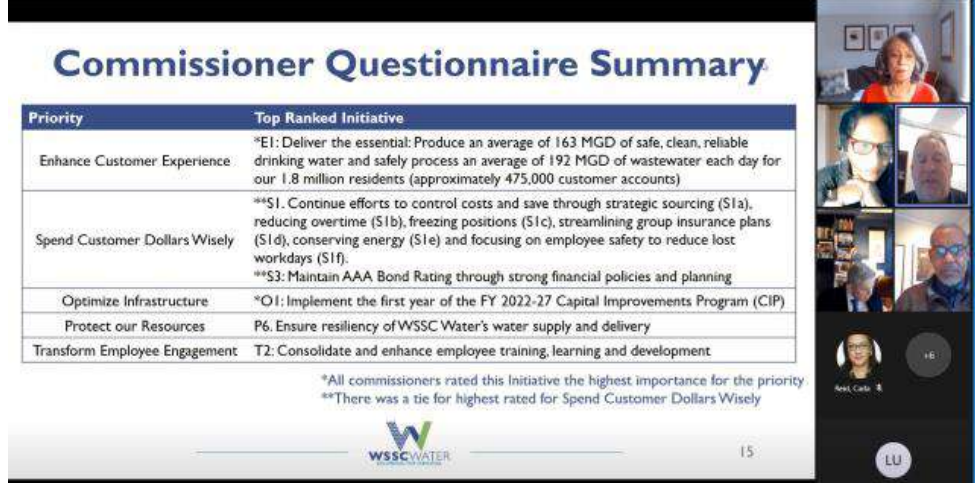


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Commissioner Questionnaire Summary

Priority	Top Ranked Initiative
Enhance Customer Experience	*E1: Deliver the essential: Produce an average of 163 MGD of safe, clean, reliable drinking water and safely process an average of 192 MGD of wastewater each day for our 1.8 million residents (approximately 475,000 customer accounts)
Spend Customer Dollars Wisely	**S1: Continue efforts to control costs and save through strategic sourcing (S1a), reducing overtime (S1b), freezing positions (S1c), streamlining group insurance plans (S1d), conserving energy (S1e) and focusing on employee safety to reduce lost workdays (S1f). **S3: Maintain AAA Bond Rating through strong financial policies and planning
Optimize Infrastructure	*O1: Implement the first year of the FY 2022-27 Capital Improvements Program (CIP)
Protect our Resources	P6: Ensure resiliency of WSSC Water’s water supply and delivery
Transform Employee Engagement	T2: Consolidate and enhance employee training, learning and development

*All commissioners rated this Initiative the highest importance for the priority
**There was a tie for highest rated for Spend Customer Dollars Wisely



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Why is Strategic Planning Relevant to An Employee?

WSSC WATER DIVISION HIGHLIGHT!



Protect our Resources:

- Resolve and Learn from Past Incidents
- Maintain Best-in-Class Operating Environment
- Safety for Employees
- Plan Proactively with Community Stakeholders
- Secure the Commission's Critical Infrastructure

The Occupational Safety and Health Division was nominated by Nadir Al-Salam, the Division Manager of Utilities Services West, for embodying the Strategic Priority to Protect our Resources.

WSSC WATER DIVISION HIGHLIGHT!

Optimize Infrastructure:

Achieve industry-leading reliability and asset integrity, and expand resilience and balance risk.

The Water/Wastewater Systems Assessment Division was nominated by Sara Titus of the Office of Innovation and Research, for exemplifying the strategic priority to optimize infrastructure.



Pictured above: the Pure Robotics

- After last plan update, we asked staff for examples of how departments exemplified Strategic Priorities; here's some examples identified showing how their work connects to the plan!
- Additional Examples:
 - Enhance Customer Experience: Customer Service Department
 - Transform Employee Engagement: Human Resources
 - Spend Customer Dollars Wisely: Finance

Employee Questionnaire Summary

- 248 Employees responded (15% of employees)
- Top 3 Emerging trends:
 - Addressing Aging Infrastructure
 - Changing Workforce and anticipated retirements
 - New and Updated regulations
- Employee comments (almost 300) reflect that employees:
 - Are concerned with staffing levels, retention, and compensation
 - Support infrastructure improvement at facilities and through increased use of innovative technology
 - Think we can improve customer outreach, notification, payment strategies, and self-service opportunities
 - Some examples shown on the next slide

Employee's Impact on the Plan

Employee Concerns	Strategic Initiative(s)
<p>“More emphasis needs to be placed (internally and externally) on the importance of securing the necessary rate increases to address what is now a back-log of aging infrastructure”</p>	<p><i>SI: Maintain AAA Bond Rating through strong financial policies and planning and</i> <i>O1: Continually Implement the Capital Improvements Program (CIP)</i></p>
<p>“Focus specifically on technology and innovation as a way to improve business process and cut costs/save time”</p>	<p><i>O2: Continue to invest in innovative technology, processes and ideas</i></p>
<p>“Address Growing Age Gap and Succession Planning Efforts” and “In current environment we are not competitive and risk losing many people to better benefits in the private sector</p>	<p><i>T1: Develop and implement workforce strategies to plan for current and future workforce needs, including acquiring and developing talent</i></p> <ul style="list-style-type: none"> • Develop and implement a WSSC Water Workforce Planning Program • Continue to review and assess compensation and benefits strategies to support a healthy work-life integration for employees
<p>“Request/receive more input from field staff”</p>	<p><i>T2: Evaluate Human Resource management policies, procedures and practices to retain a high quality and diverse workforce</i></p> <ul style="list-style-type: none"> • Partnering with Strategy and Innovation Office to review and enhance employee survey methods and develop action plans to address employee survey results

Initiatives now Reflect Emerging Trends and Enterprise Risks: Example

- This newly revised Strategic Initiative:
 - Addresses the Emerging Trend of “New and updated regulations”
 - Addresses the Enterprise Risk of “Increased risk of contamination”
 - Distinguishes a measurable action as opposed to a regular operational function

EI. Continue to exceed U.S. Environmental Protection Agency water quality requirements and implement actions to ensure compliance with future regulations such as the Lead and Copper Rule Revisions, Unregulated Contaminant Monitoring Rule and Per- and Polyfluoroalkyl Substances (PFAS) proposed regulations

Executive Sponsor: **J.C. Langley**, *Production Director*

Supporting SLT Members: **Mike Harmer, Jorge Rodriguez, John Curry, and Chuck Brown**

WSSC Water operates and maintains two water filtration plants (WFPs) – Patuxent and Potomac – drawing water from the respective rivers to filter and process drinking water for WSSC Water customers. Since its founding more than 100 years ago, WSSC Water has had no water quality violations - a record of which we are proud. To continue to uphold this standard, we are taking the following actions to maintain our compliance with all current and future regulations:



- Lead and Copper Rule Revision Task Force established and working to ensure compliance with the rules by 2024.
- Continue ongoing efforts to meet regulations set by Unregulated Contaminant Monitoring Rule
- Drinking water PFAS is not regulated, but WSSC Water has done voluntary monitoring since 2020 and will continue to monitor our drinking water for PFAS. In 2023, we will begin to monitor drinking water PFAS according to the UCMR 5 standards. MDE has announced that there will be a PFAS monitoring requirement for discharge permits.

Strategic Initiatives

PI. Assess and adapt to the impacts of climate change on WSSC Water infrastructure and continue to invest in projects that reduce greenhouse gas

Initiative Owner: **Al Roshdiah**, General Services Director

Supporting SLT Member: **JC Langley and Mike Harmer**

Climate change threats to our region and WSSC Water are significant. Looking particularly at water impacts, local and regional flooding from more precipitation and coastal flooding from sea-level rise and storm surges are possible.

To protect WSSC Water's critical facilities and ensure delivery of our mission, we are adapting existing facilities and designing new facilities to protect them from future climate extremes by reducing our carbon footprint. The State of Maryland and Montgomery County have set specific greenhouse gas reduction targets, and Prince George's County is completing a Climate Action Plan. WSSC Water is supporting these plans by reducing our greenhouse gas emissions by 60 percent by 2035.

Key actions for this initiative are:

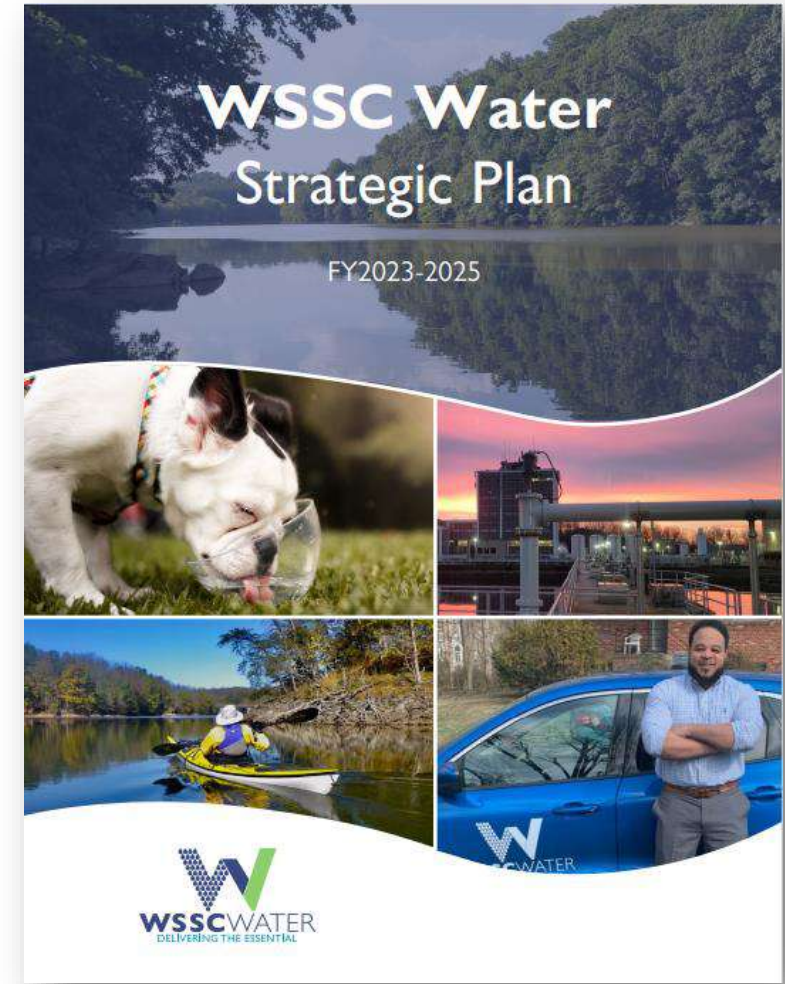
- Procure power output and environmental attributes from a 10-megawatt (MW) wholesale solar plant to be developed in Talbot County.
- Procure power output and environmental attributes from two 2MW landfill gas generating plants in Maryland.
- Adopt vehicle purchase strategy to include the purchase of electric vehicles for WSSC Water's fleet.



Initiatives identify owner, supporting leaders and describe key actions

FY23-25 Strategic Plan

- Strategic Plan is roadmap on our journey to world class
- Mission, vision, core values and strategic priorities remain unchanged from FY21 plan
- Updated Strategic Initiatives to address emerging trends, reflect input from:
 - H₂O People
 - Commissioners
 - Customer Feedback Community
 - Senior Leadership Team (SLT)
- Posted [to wsscwater.com](https://wsscwater.com) 9/7
- Emailed to all employees 9/12



GFOA Distinguished Budget Presentation Awards Program Criteria:

Focus on O6. Performance Measures

Mandatory: Provide objective measures of progress toward accomplishing the government's mission as well as goals and objectives for specific departments and programs.

- 1. Are performance data for individual departments or programs included in the document?**
- 2. Are performance data directly related to the stated goals and objectives of the department or program?**
- 3. Do performance measures focus on results and accomplishments (e.g., output measures, efficiency and effectiveness measures) rather than inputs (e.g., dollars spent)?**

Why Manage Using Data?

Evaluate how well a public agency is performing

Ensure that employees are doing the right thing

Decide what programs or projects an agency should spend the public's money on

Motivate staff and managers to do what's necessary to improve performance

Convince customers and stakeholders that an agency is doing a good job

Celebrate accomplishments

Learn why a program is working or not working

Improve by doing something differently

The Role of Data in the Strategic Planning Cycle



Data is Key to Executing the Plan

T3: Advance achievement of WSSC Water's Strategic Plan by facilitating organizational development activities to enable data and risk-informed decisions that optimize business processes

Executive Sponsor: **Todd Allen**, *Chief Strategy and Innovation Officer*

Supporting SLT Member: **All SLT Members**

Our last Strategic Initiative focuses on how we will act upon our Strategic Plan and monitor progress toward its completion. The Strategy and Innovation Office encourages data-driven decision making and will be taking the following steps to help ensure this plan is fully enacted:

Join our virtual
Data Community
on Teams.

A place to share your ideas, ask questions, and work together.



- Monitor Key Performance Indicators and communicate Strategic Plan progress with employees and stakeholders to provide quantified evidence of achievement.
- Identify business processes that drive Key Performance Indicator results and support departments to identify the technology, process and people changes needed to improve performance.
- Encourage data-driven and risk-informed decision-making to support continual improvement on our journey to world class.

Initiative Status Updates

- Initiative Status Reports to SLT and posted on intranet
- What's Our Progress (also will be used for GM Transition Doc)

What's Our Progress?
FY 2023, Q2 Strategic Plan Implementation Status

Strategic Priority: Enhance Customer Experience

Status Legend
 ✓ Complete
 ▶ Unlabeled
 □ Not Started

Strategic Initiatives & Supporting Actions	Action Owner	A Key Supporting Task	Task Status	Next Steps	Anticipated Completion Timeframe	Overall Status
E1. Continue to exceed Environmental Protection Agency water quality requirements and implement actions to ensure compliance with future regulations such as the Lead and Copper Rule Revisions, Unregulated Contaminant Monitoring Rule and Per- and Polyfluoroalkyl Substances (PFAS) proposed regulations						
Lead and Copper Rule Revision Task Force has been established and will be working to ensure compliance with the rules by 2024.	Jin Shin	Task Force has developed an action plan to address Lead and Copper Rule	▶	Production submitted \$3.4M budget for FY24 to fund LCR program management and replacement of 200 lead service lines. CDM Smith to start a Task Order soon to prepare inventory and replacement plans and to support voluntary proactive sampling program to start in January 2023.	FY24-25	▶
Continue ongoing efforts to meet regulations set by Unregulated Contaminant Monitoring Rule	Jin Shin	Published results of last UCMR cycle in the annual Water Quality Report; most recent quarterly results have been published to WSSCWATER.com and provided to both counties.	✓	Latest round of UCMR4 samples were collected in August. Program ongoing without any issues.	This will remain an ongoing effort	▶
Drinking water PFAS is not regulated but WSSC Water has done voluntary monitoring since 2020 and will continue to monitor our drinking water for PFAS. In 2023, we will begin to monitor drinking water PFAS according to the UCMR 5 standards. MDE has announced that there will be a PFAS monitoring requirement for discharge permits, we have applied for renewals.	Jin Shin	In June 2022, we will be expanding voluntary PFAS monitoring to cover 29 compounds	▶	Expanded monitoring to test 29 PFAS compounds could not be completed as planned in June due to contract lab issue (contract lab lost data). Next round is September and we will continue to pursue expanded monitoring. WSSC Water (WQDS) and MWCOG conducted a regional PFAS survey together to better understand PFAS monitoring being conducted in the area.	This will remain an ongoing effort	▶

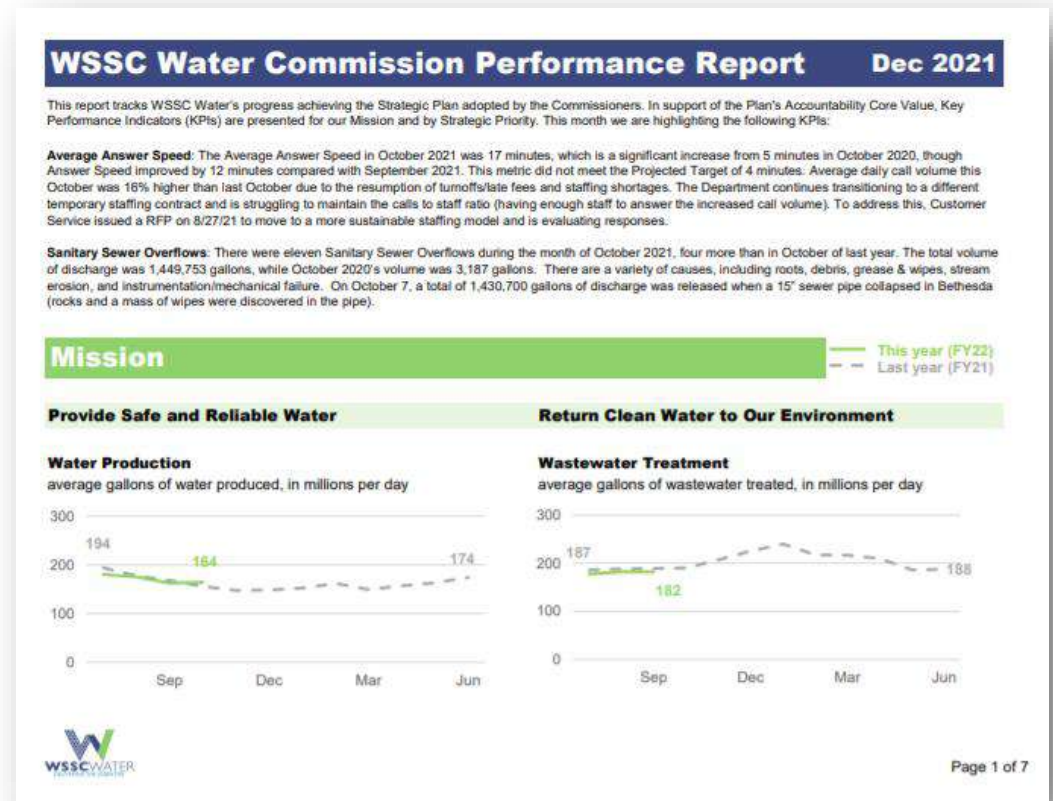
What makes for a good KPI?

While not all of these are required, a good KPI should have at least some of the following qualities:

- Links to a core service
- Clear/easy to understand
- Data is available and reliable
- Can be forecasted
- Something that WSSC Water can influence
- Customer-focused
- Improvement direction is clear

Commission Performance Report

- Tracks our progress achieving the Strategic Plan via Key Performance Indicators (KPIs)
 - Included in monthly General Manager Report, supports Plan's Accountability Core Value
 - Serves as a tool for monitoring results, communicating progress and identifying opportunities for improvement
- As our Strategic Plan has changed, the KPI's we monitor and targets we set will change as well
 - KPI reassessment complete
 - Automating to leverage modern data management



KPI Reassessment Process

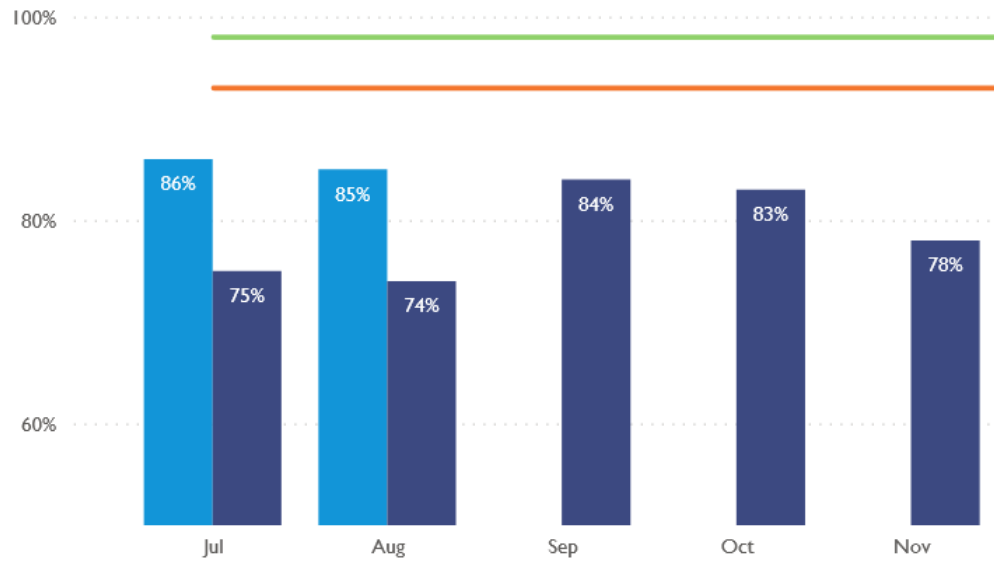
- Reviewed existing Commission Performance Report and compared existing measures to the new FY23-25 Strategic Plan's revised initiatives
- Conducted stakeholder outreach and interviews with executive sponsors to collect new proposed KPIs
- Once data identified, presented new KPIs to senior leaders for feedback and support
- Commission Performance Report with updated KPIs will be published to WSSCWater.com and reported to the Commissioners

What is World Class?

How will we know when we get there?

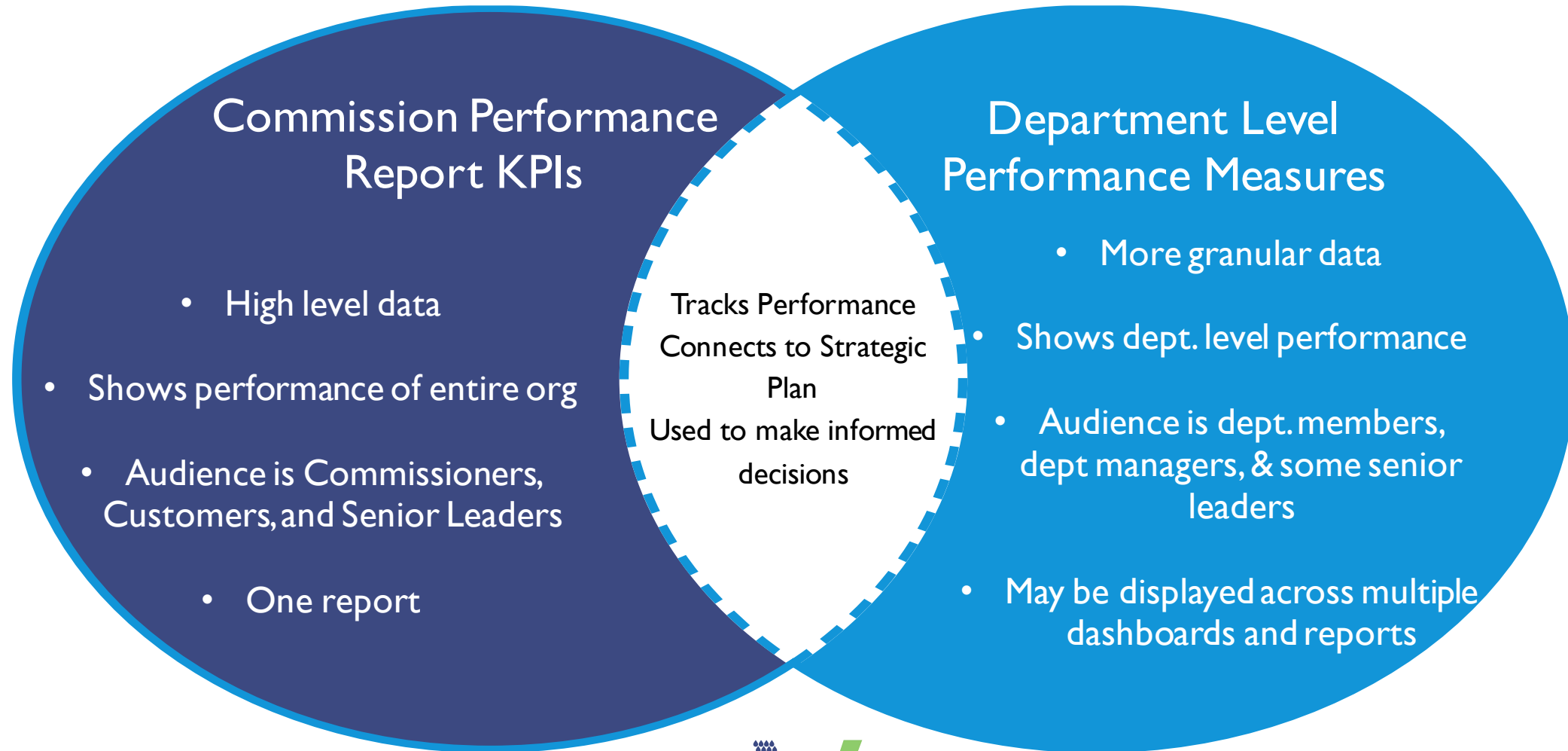
% Reads that Billed Automatically by Month

● Selected Fiscal Year ● Previous Fiscal Year ● Projected Target ● World Class Target



- Aspirational level of service, quality and performance
- Can be quantified for each Key Performance Indicator
- We'll know we have reached this level of service when we are consistently achieving the “world class” targets

Organizational KPIs vs Departmental Performance Measures

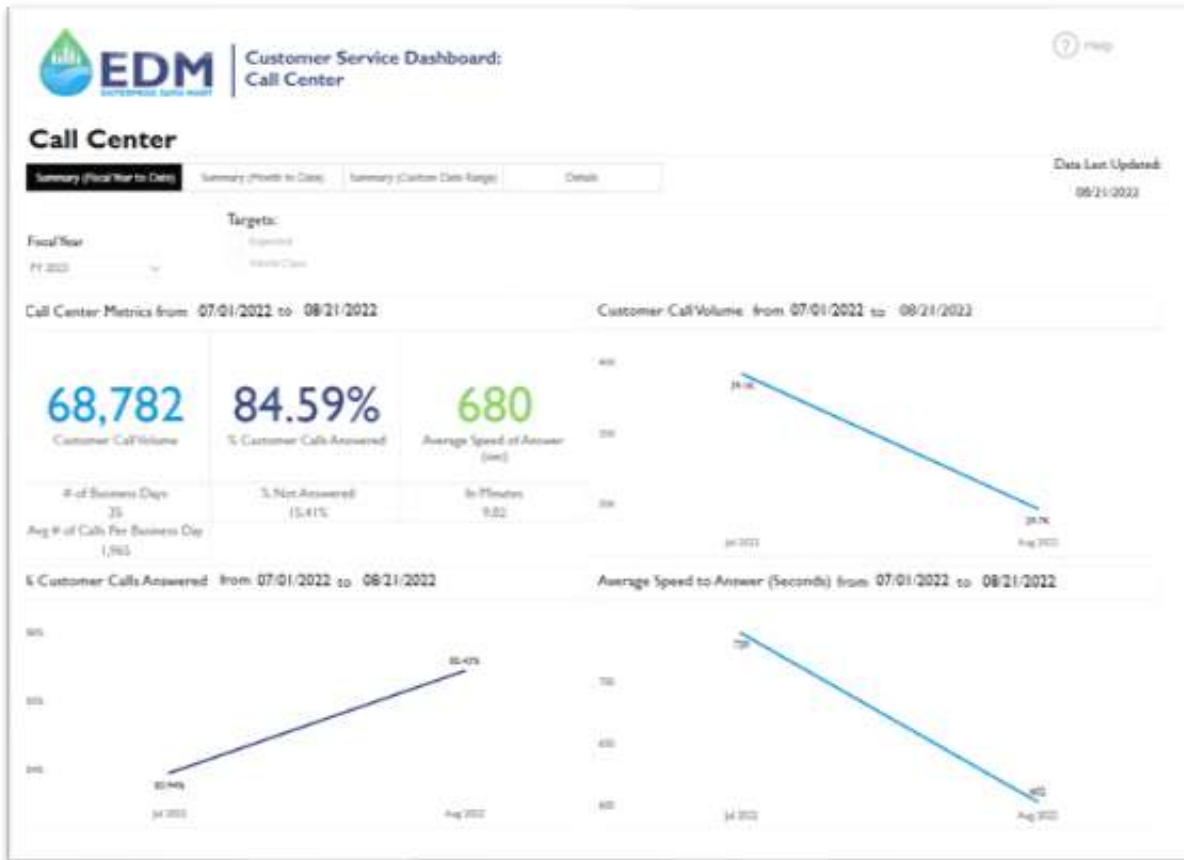


Value of Metrics as an Individual

- For employees with annual performance plans, department performance measures can help track progress towards goal completion
- Data provides additional context during annual performance reviews
- This can also be helpful for individual professional development- noting how employees directly impacted organizational performance can be useful to have for career advancement opportunities!

The Value of Department Performance Measures

- Show how your dept. is meeting its objectives as defined in department plans (business, asset management, and/or budget)
- For example, the Customer Service Dashboard shows:
 - Org KPIs
 - Department measures
 - Individual metrics



Making the connection between planning, budgeting and organizational performance

- Budget and the Strategic Performance collaborated to link Strategic Initiatives to the budget line items to quantify the Strategic Priorities
- A new column is added to the budget “details” tab under each organization

▼ Description	Strategic Initiative
Employee Survey and Consulting Support	T2 FYs23-25-Evaluate Human Resource management policies, procedures and practices
Digital Strategy implementation support	O2 FYs23-25-Continue to invest in innovative technology, processes and ideas

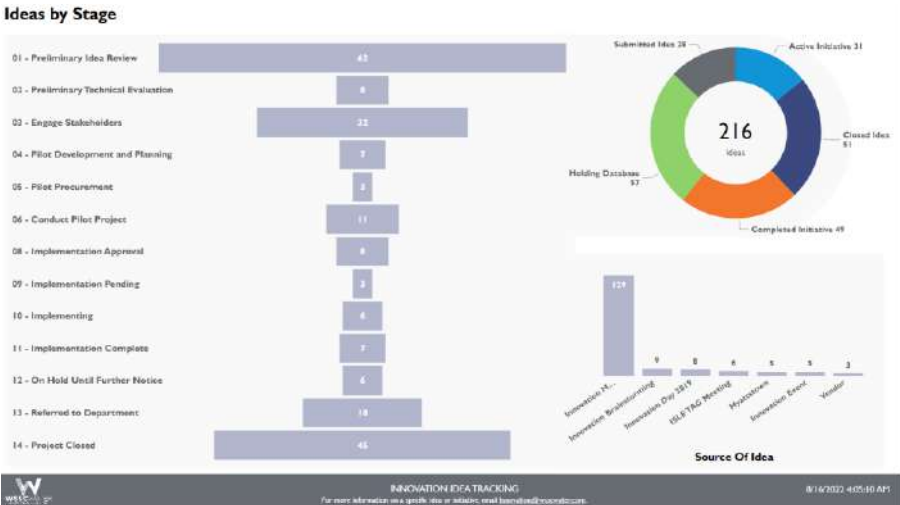
- When completing organizational budgets, employees select the Strategic Initiative related to that particular budget line item from the drop-down

Reinforcing the Use of Data for Decisions in Monthly Data Community

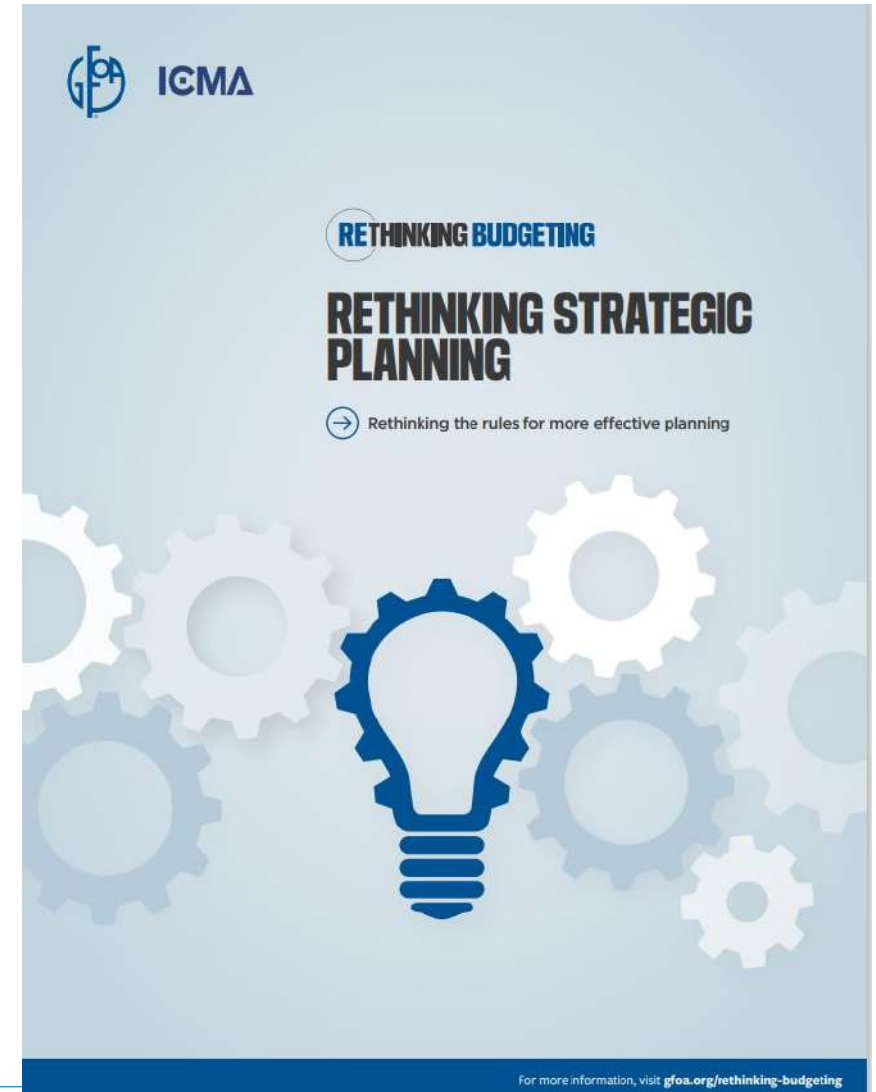
The WSSC Water Data Community helps highlight how we data is used across the organization through monthly meetings



The Innovation Dashboard is one of many can be found at the Power BI Dashboard Directory



GFOA Strategic Planning Resources



Takeaways

- Illustrative example of how to fulfill two GFOA mandatory requirements for Distinguished Presentation Budget Award
- Increase relevance of strategic planning by reflecting emerging trends and increase engagement through stakeholder feedback
- Performance measures allows progress tracking organization-wide and at the department-level
- Explore opportunities to mature strategic planning processes (ex: tie budget submission with Strategic Initiatives)

Questions?

