



WASHINGTON
SUBURBAN
SANITARY
COMMISSION

ALL MANAGEMENT MEETING QUARTERLY HIGHLIGHTS

Martin's Crosswinds
Thursday, July 6, 2006

AMM was hosted by GM, DGM and SSMO Office
Approximately 200 managers were in attendance
Facilitator: Marcus Jennings

Purpose of AMM Meeting

Shift the WSSC Culture to a *Team and Performance Management Based Culture* as we become the world class provider of water/wastewater services.

Marcus Jennings reported that WSSC completed approximately 80% of the Annual Action Items from last year, which highly exceeded expectations!!!



GM's Fiscal Year Kickoff Message

Excellence

- Expect Excellence
- Proactive Leadership...Get it Done
- Sense of Urgency

In any large Organization undergoing change, leaders/managers are in about three groups

- 1/3: It's Time for Change We know it We are Ready
GM's Challenge: Let's Go!
- 1/3: Wait and See
GM's Challenge: The train is leaving the station... get on-board and Let's Go!
- 1/3: This too will pass
GM's Challenge: The pace of change in the world will not stop... get on-board and Let's Go! For the 2% of leaders/managers not moving forward, you may want to consider doing something else.

Our FY'06 Accomplishments:

1. Core Strategy *Developing People* Carla Joyner (DGM)

- Created an Employee Development Board that keeps people policies consistent throughout WSSC
- Established and implemented Performance Management System (PMS) Best Practices

2. Core Strategy *Caring for Customers* Rudy Chow (Chief of Customer Care)

- Developed new procedures to cut cycle time on permanent paving and restoration
- Designed changes to internet site to allow customer to register complaints
- Hired consultant to develop "customer delight" training for high contact employees
- Created a "Preventing Indoor Water Leaks" brochure for customers

3. Core Strategy *Communications & Community Relationships* Jim Neustadt (Director)

- Combined Communications and Outreach Offices to form a more cohesive approach
- Identified partnerships with local schools & colleges to educate on WSSC products & services
- Prepared a "Request a Speaker" program (formerly AAI #4)

4. Core Strategy *Excellence* Tom Heikkinen (Chief of Plant Operations)

- Completed assessment of Exodus Project and made the decision to "exit from Exodus"
- Developed plan to overhaul GIS
- Published, identified and prioritized functional gaps
- Completed drinking water standard contamination reporting procedure
- Developed rapid response field testing program
- Coordinated response efforts with sister agencies

Most importantly, WSSC produced 168 million gallons of fresh, clean water every day and continues to serve our customers in this world class manner.

5. Core Strategy *Acquisition & SLMBE* Juanita Waller

- Hired new Acquisition Director, Michael Jackson
- Implemented and expanded our SLMBE Outreach Program
- Increased bid bond threshold from \$25K to \$100K on construction projects
- Expanded Small, Local Business Enterprise (SLBE) Program to include goods and services contracts
- Executed a plan to consolidate acquisition functions and policies
- Created acquisition strategy committee

6. Core Strategy *Environmental Stewardship* Tom Heikkinen (Chief of Plant Operations)

- Currently working on a proactive plan of preventing active compounds from getting into our water

Marcus Jennings addressed linking our Strategic Management Plan into our daily work activities. Our Vision is to become the world class provider of water/wastewater services. To achieve this goal, we must identify and document the changes we need to make. These changes are reflected in the Annual Action Items, and the Departmental Action Items. Those action items are assigned to managers, and they are evaluated based on how well they do completing the action items. This is the WSSC Strategic Management System and Performance Management System in action!

New FY'07 Department Work Plan Previews (Green Sheet)

Members of the Change Leadership Team gave presentations on challenges that they face in their departments for Fiscal Year 2007 to help WSSC become the world class provider of water and wastewater services.

1. Yvonne McKinney (Director, Human Resources)

Challenge *Developing a flexible, safe, knowledgeable, innovative and high-performing work force and culture of excellence.*

How are we going to get there?

- Position descriptions (Updates)
- Developing an HR infrastructure, which is business/client focused and results oriented

2. Rudy Chow (Chief of Customer Care)

Challenge *Delighting our customers with our products and services and integrated, best-value delivery of those products and services.*

How are we going to get there?

- Increase competency of our workforce by establishing Smart Start Program for job classification for new employees to be on the right path
- Improve work practices to enhance our delivery of service. Train all employees who have hourly contact with customers
- Consent decree "most of their focus" greatest challenge

3. Tom Heikkinen (Chief of Plant Operations)

Challenge *We achieve the highest level of quality and productivity, demonstrating excellence in providing world class service to everyone.*

How are we going to get there?

- Maintenance on the WSSC plants
- Focusing on maintenance
- Defining roles and responsibilities
- Making modifications to meet our needs

4. Goutam Kundu (Chief Information Officer)

Challenge *Aligning IT with the WSSC business.*

How are we going to get there?

- Defining projects. Forming structure
- Prioritizing projects
- Establishing a protocol
- Examining the variety of applications throughout WSSC

5. Tom Traber (Chief Financial Officer)

Challenge *Balancing the FY'08 Budget.*

How are we going to get there?

- Budgeting for increased costs.
- Developing a work plan for calculating an account maintenance fee.
- Improving direct deposit method
- Improving reports
- Budgeting health insurance/life insurance over long term
- Improving annuity payments for retirees

Challenge *Our need to invest more in our aging infrastructure.*

How are we going to get there?

- A communications plan is essential to communicate and explain infrastructure costs to sustain our business over the next 20-30 years

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 a financially responsible manner.

Our Vision

We will become the world class provider of water/wastewater services.

Our products and services surpass the most innovative utility.

Our customers are delighted with our caring services.

Quality...always!

Core Strategies

...our primary methods and approaches to achieving Our Vision and Our Mission.

Developing People: Develop a flexible, knowledgeable, innovative and high-performing work force and culture of excellence.

Caring for Customers: Delight our customer through quality service and integrated, best-value delivery of products and services.

Communication & Community Relationships: Proactively communicate internally and externally and build relationships and strategic alliances.

Infrastructure Asset Management: Plan and implement cost-effective infrastructure investments to meet current and future service needs.

Acquisition & SLMBE: Improve and integrate our acquisition and Small, Local and Minority Business Enterprise (SLMBE) practices throughout WSSC.

Environmental Stewardship: Operate in an environmentally friendly manner and protect and enhance our natural resources and environment.

Core Values

...our guides for daily behavior and decision making at every level.

Accountability: We are responsible employees who are accountable and take our actions seriously.

Integrity & Respect: We are a diverse organization that encourages equality, trust, openness and respect for all.

Excellence: We achieve the highest level of quality and productivity, demonstrating excellence in providing world class service to everyone.

Individual Initiative: We create and seize opportunities to grow personally and professionally, contributing to the success of our organization.

Environmental Stewardship: We continuously enhance and protect natural resources and the environment for the health of future generations.

Cost Awareness: We balance cost benefit in our daily decision making.

WSSC Rallying Cry

Keeping people and fish healthy and happy