



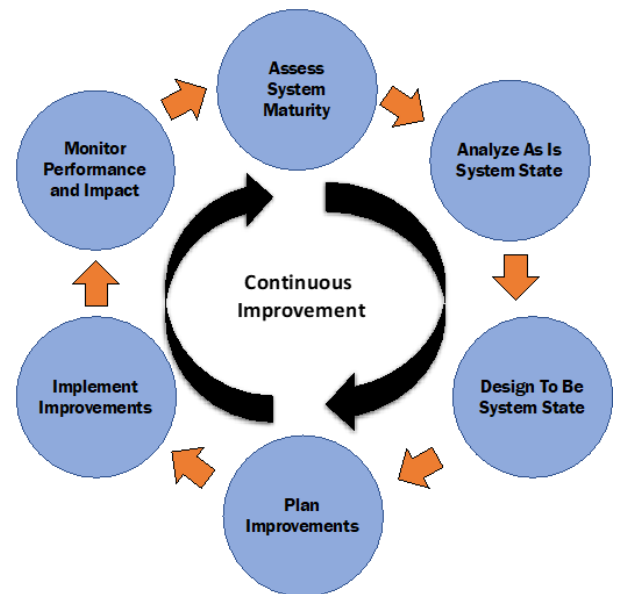
A Collaborative, Value-Based Path to Improved Performance: WEF **WISE (Water Intrapreneurship for Strategic Enterprises)** helps improve utility capabilities and performance through the collaborative development of methods for business process improvement and change management, including a standard modeling framework and model repository. WISE enables utilities to achieve performance goals with repeatable, common-sense techniques tailored to the water sector.

DO THESE STATEMENTS APPLY TO YOUR UTILITY?

If the answer is Yes, you will benefit from joining WISE.

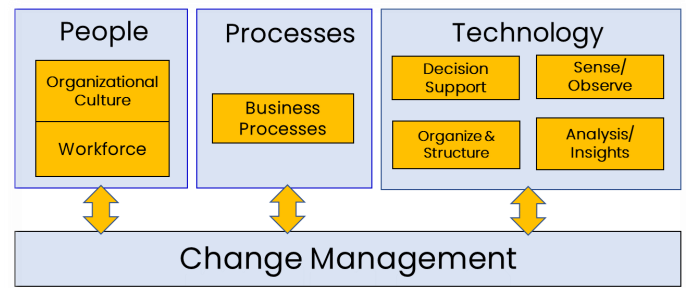
- We get the work done, but knowledge about how the work is done is not well documented and resides mostly in people’s heads.
- Without thorough documentation of how our work is done, it is difficult to discuss, analyze, or implement improvements— or plan for the future.
- When we face challenges, we don’t want to start from scratch or reinvent the wheel; we want to know how others have solved similar problems.
- We often focus on technology, but improvements typically require changes to business processes, staff engagement, and behaviors; we need holistic analysis and improvement methods that consider all these aspects.
- We have “technology silos” that target the needs of specific business units and do not consider the organization as a whole or leading practices.
- We want more effective ways to collaborate internally between business units and externally with peers in the industry.

WISE provides a structured methodology and a holistic approach to improving capabilities in different areas. The improvement methodology uses a *systems thinking* approach to consider different aspects of creating value including people, processes, and technology.



VALUE CREATION

Improvement requires change that needs to be managed in order to maximize the benefits and minimize the challenges to an organization's ability to create value. Utilities participating in this effort have determined that their challenges and barriers to success are in each of the three components of value creation: People, Process, and Technology.



BUSINESS PROCESS MODELS

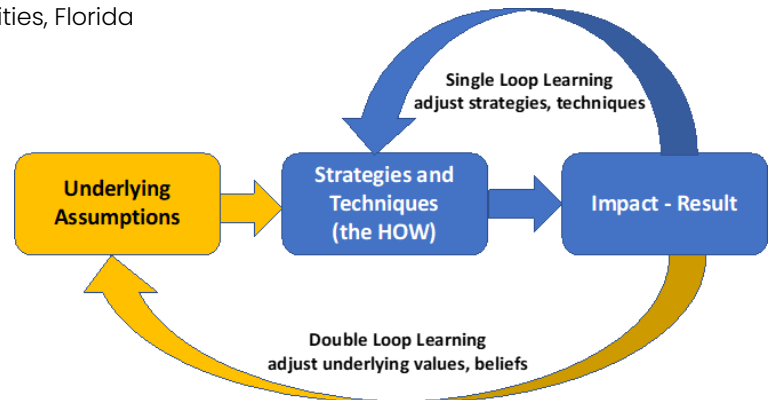
Business process models document key information.

- Roles and responsibilities for organizational functions that are part of the business process,
- End-to-end workflows
- Decision points in the process and who makes them,
- Resources (e.g., time, staff, equipment) needed for this process,
- Metrics used to measure performance, and
- Data, technology, and tools used to implement the process (and make decisions)

< Sample Business Process Model:
< Orange County Utilities, Florida

DOUBLE LOOP LEARNING

The core concept of WISE is that improvement is closely linked with the ability of organizations to learn. Our goal is to make learning continuous to adjust underlying goals, planned outcomes, and behaviors.



CURRENT PARTNERS

UTILITY PARTICIPANTS

Partners collaborate with one another to learn leading practices and lessons learned as they develop and enhance their own business processes, culture and technology. Participating utilities have access to the WISE Knowledge Base:

- Business process models for processes and functional areas that were shared by participating utilities
- Guidelines and educational materials for business process modeling
- Artifacts shared by utilities related to functional areas including asset management, enterprise risk management, business case evaluation, and CIP delivery.
- Maturity models and assessment methods for organizational culture and workforce

Baltimore Department of Public Works (MD)
Charlotte Water (NC)
City of Grand Rapids (MI)
Clean Water Services (OR)
DC Water
Environment Agency, Team 2100 (UK)
Great Lakes Water Authority (MI)
Kansas City Water (MO)
King County Wastewater Division (WA)
Loudoun Water (VA)

Louisville Metropolitan Sewer District (KY)
Metro Vancouver (CAN)
Metropolitan Council Environmental Services (MN)
Orange County (FL)
Portland Bureau of Environmental Services (OR)
Tacoma Water (WA)
Toho Water (FL)
VandCenter Syd (DEN)
Washington Suburban Sanitary Commission (MD)