



Approved FY 2024 Budgets

Section VII: DEPARTMENTAL SUMMARIES



Leadership
Retreat

Introduction to DC Water’s Operational and Administrative (Support) Departments

DC Water’s organizational structure is a key tool for ensuring that the organizational mission is achieved. The structure consists of twenty-nine departments that are defined primarily along functional roles and further grouped along service lines (Operational or Administrative) or reporting clusters of authority.

Service Lines: Operational departments include: Water Operations, Pumping and Sewer Operations, and Wastewater Treatment services (including maintenance of these facilities). These departments are responsible for the day-to-day operations of the DC Water’s extensive infrastructure and facilities that provide direct services to our customers. Similarly, the Customer Care Department is classified as an operational department due to the integrated nature of their work to operations (i.e., customer care, metering and billing). Provision of first-line customer care to our customers includes 24-hour emergency service. The departments of Engineering and Technical Services, Wastewater Engineering, Clean Rivers, Permit Operations, and Capital Improvement Program (CIP) Infrastructure Management are responsible for ongoing reinvestment in the system infrastructure, compliance with various mandates and provide services to the development community throughout the District of Columbia.

All other departments provide critical administrative and technical support to ensure the safe and reliable continuity of our vital services through short and long-term planning, asset management, leadership and all financial and human capital support requirements.

Reporting Lines: Departments are grouped within clusters to ensure accountability and to enhance efficiency and delivery of various services. A member of the Senior Executive Team (SET) heads each cluster group and is accountable for service delivery and performance metrics of the departments within their cluster.

DC Water continues to make organizational changes and improvements to enhance efficiencies, improve processes and efficiently utilize all assets with the goal of better serving the public and protecting the environment. To this end, during FY 2023, DC Water’s Senior Executive Team implemented series of structural changes aimed at leveraging organizational strengths to produce maximum results, promote high performing team culture across all business units, enhance functional alignment and cross cluster connection, and provide the best employee experience. These structural changes include the shifting of Information Technology, Customer Care, Shared Services, and Strategy & Performance to a newly formed Administration Cluster. It includes the realignment of Enterprise-level Asset Management, Energy Management and Watershed Management programs to be developed under the Enterprise Program Management Office (EPMO).

DC Water’s new organizational chart can be found on page 223 and reflects structural changes for the following departments and cluster groups. Some of these changes were made late in FY 2023 (after the FY 2024 budget was approved) and will be reflected in the FY 2025 budget:

- Independent Offices – This cluster is comprised of the Office of the Chief Executive Officer, Office of Chief Operating Officer, Board Secretary, and Internal Audit.
- Office of the Chief Operating Officer – Oversees the operations and engineering clusters.
- Operations and Engineering – All operational and engineering functions are consolidated into a single cluster. This includes Department of Engineering & Technical Services (DETS), Wastewater Engineering, Permit Operations, Clean Rivers and CIP Infrastructure Management. The operations departments include Water Operations (which includes Water Quality and Technology), Pumping & Sewer Operations, Wastewater Treatment Operations, Process Engineering, Maintenance Services, Resource Recovery and Clean Water & Technology.
- Shared Services (now under Administration Cluster) – This section includes Security, Occupational Safety and Health, Office of Emergency Management, Fleet Management, and Facilities Management departments.
- Customer Care – This department, which was previously part of the Customer Experience Cluster, is now part of the new Administration Cluster.
- Information Technology - This department is also part of the new Administration Cluster and is comprised of Enterprise Solutions and IT Infrastructure functions.
- Finance, Procurement & Compliance – This cluster is comprised of Finance, Procurement and Compliance departments. All goods, services and engineering procurement administration activities are consolidated under the Procurement and Compliance departments. This cluster is also responsible for the oversight of the Non-Ratepayer Revenue Fund.
- People and Talent – Human Capital Management is now the People and Talent department and includes Employee Experience, Total Rewards, Labor Relations and Compliance Programs under this cluster.
- Strategy & Performance – This department oversees the Innovation, Enterprise Program Management Office, Strategic Management and Business Performance Management functions, and is now under the Administration Cluster.
- Legal Affairs – General Counsel is now the Office of Government and Legal Affairs.
- Marketing and Communications – External Affairs is now Marketing and Communications.

Senior Executive Team

RESPONSIBILITY	CLUSTER
Chief Executive Officer & General Manager	DC Water
Chief of Staff	Independent Offices
Chief Operating Officer & Executive Vice President	Operations & Engineering
Chief Administration Officer & Executive Vice President	Strategy & Performance, Internal Audit, Shared Services, Information Technology, Customer Care
Chief Financial Officer & Executive Vice President	Finance, Procurement and Compliance
Chief Communications Officer & Stakeholders Engagement Officer & Executive Vice President	Marketing & Communications
Chief People & Inclusion Officer & Executive Vice President	People & Talent
Chief Legal Officer & Executive Vice President	Government & Legal Affairs

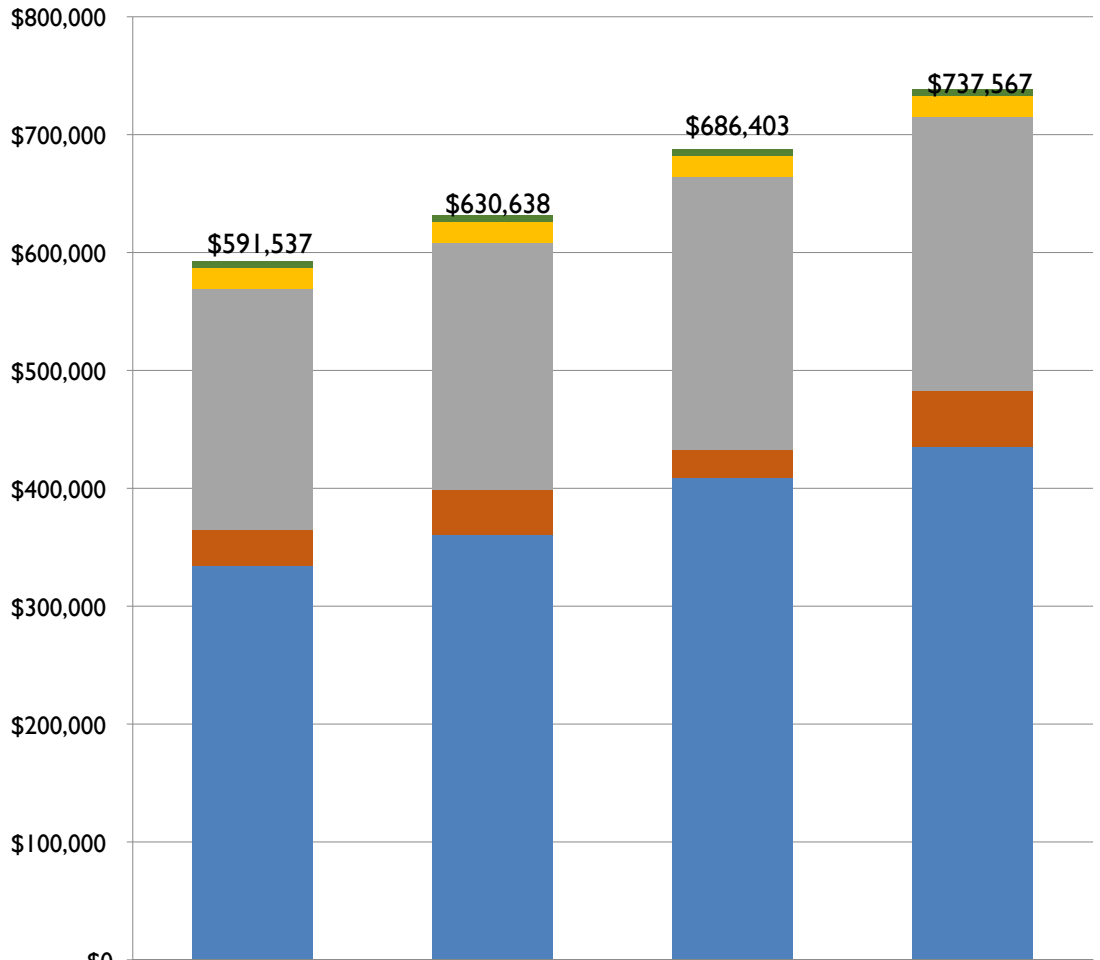


Operating Expenditures Budgets

[summary](#)
[overview](#)
[financial plan](#)
[rates&rev](#)
[capital](#)
[financing](#)
[departmental](#)
[glossary](#)

\$ in thousands

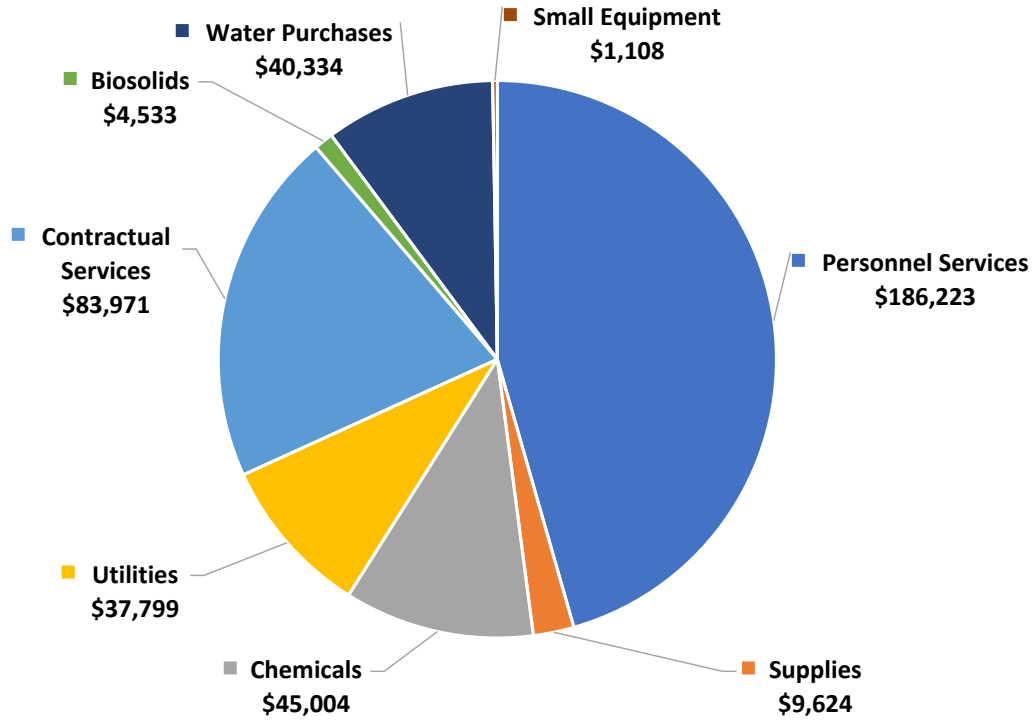
FY 2021 - FY 2024



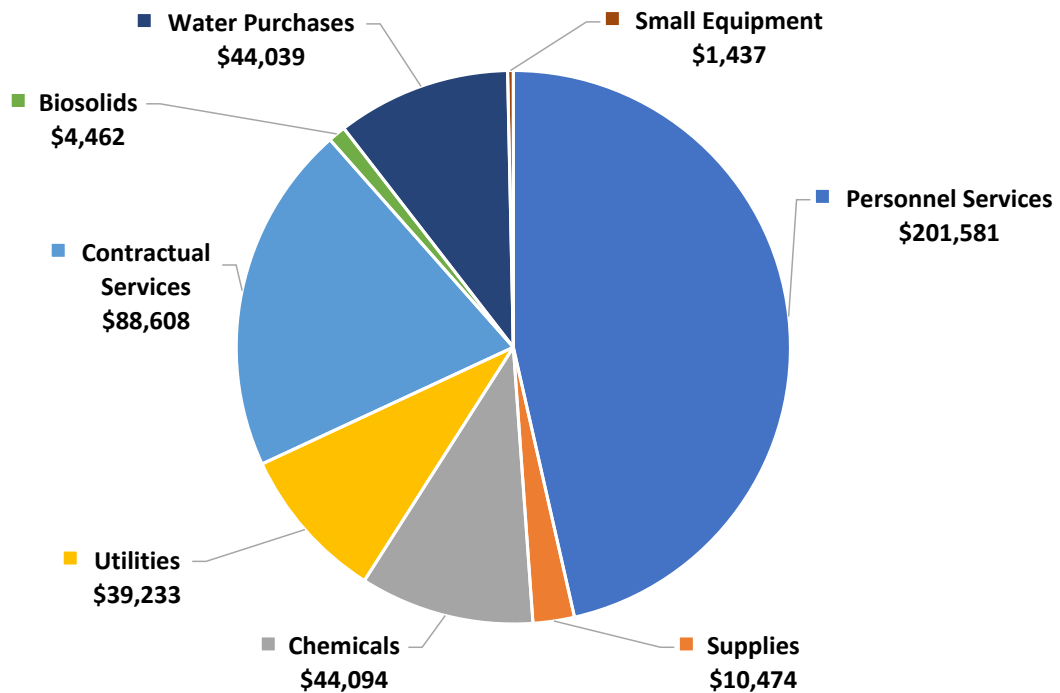
	FY 2021 Actual	FY 2022 Actual	FY 2023 Revised	FY 2024 Approved
■ ROW	\$5,100	\$5,100	\$5,100	\$5,100
■ PILOT	\$17,272	\$17,618	\$17,970	\$18,330
■ Debt Service	\$204,878	\$209,768	\$231,232	\$231,953
■ Cash Financed Capital Improvements	\$30,355	\$37,830	\$23,505	\$48,256
■ Operations & Maintenance	\$333,932	\$360,322	\$408,596	\$433,928
■ Total	\$591,537	\$630,638	\$686,403	\$737,567

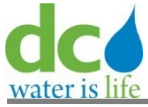
The above chart shows operations and maintenance (O&M) costs needed to maintain appropriate service levels. The overall operating budget is constrained by the increasing debt service costs required to support DC Water’s Capital Improvement Program.

FY 2023 Revised
\$408,596



FY 2024 Approved
\$433,928





Operating Expenditures by Object

\$ in thousands

Object	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 REVISED	FY 2024 APPROVED
Personnel Services	\$ 165,032	\$ 173,229	\$ 186,223	\$ 201,581
Contractual Services	73,575	75,878	88,504	93,070
Water Purchases	33,135	33,345	40,334	44,039
Chemicals and Supplies	34,244	39,189	54,628	54,568
Utilities	27,329	37,820	37,799	39,233
Small Equipment	617	862	1,108	1,437
Subtotal Operations & Maintenance Expenditures	\$ 333,931	\$ 360,322	\$ 408,596	\$ 433,928
Debt Service	204,878	209,768	231,232	231,953
Cash Financed Capital Improvements	30,355	37,830	23,505	48,256
Payment in Lieu of Taxes	17,272	17,618	17,970	18,330
Right of Way Fees	5,100	5,100	5,100	5,100
Total Operating Expenditures	\$ 591,537	\$ 630,638	\$ 686,403	\$ 737,567
Personnel Services charged to Capital Projects	(23,395)	(24,413)	(30,435)	(31,974)
Total Net Operating Expenditures	\$ 568,142	\$ 606,225	\$ 655,968	\$ 705,593

- **Personnel Services** – Covers the salaries, benefits, overtime, on-call and other employee compensation for full time employees, temporary part-time employees, and the DC Water’s internship program.
- **Contractual Services** – Includes the maintenance and repairs for the Authority’s water, sewer and wastewater infrastructure, automotive and various operational facilities. It also covers the legal, insurance and compliance requirements, customer support and community outreach programs, employee training, safety programs, software maintenance, information technology services, pay for success based on performance of the Green Infrastructure project, etc.
- **Water Purchases** – Is for water purchased from the U.S. Army Corps of Engineers (Washington Aqueduct), the entity that sources, treats and produces the tap water distributed by DC Water in the District.
- **Chemicals and Supplies** – Includes the various chemicals used in the treatment processes, office supplies, parts sourced from the warehouse, uniforms for operational and technical employees, etc.
- **Utilities** – Covers the costs for telecommunications (radios, cell and phone lines), electricity, natural gas, water usage, building rentals, etc.
- **Small Equipment** – Include items such as adding machines, cameras, small appliances, etc.
- **Debt Service** – Is for repayment of principal and interest on debt issued for the capital program.
- **Cash Financed Capital Improvements (CFCI)** – The purpose of this fund is two-fold: to serve as an Operations and Maintenance budget contingency and to provide sufficient debt service coverage.
- **Payment in Lieu of Taxes and Right of Way** – These are payments to the District for water and sewer conduits that it occupies within the District of Columbia, consistent with memorandum of understanding (MOU).



Operating Expenditures by Department and Cluster

\$ in thousand

Departments & Clusters	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 REVISED	FY 2024 APPROVED
WASTEWATER OPERATIONS	\$ 94,967	\$ 109,995	\$ 133,862	\$ 139,117
Wastewater Treatment Operations	70,050	83,179	97,013	96,277
Process Engineering	5,870	6,453	6,979	8,065
Maintenance Services	19,047	20,363	20,498	23,147
Clean Water and Technology	-	-	3,728	5,090
Resource Recovery	-	-	5,645	6,538
ENGINEERING	\$ 31,460	\$ 30,499	\$ 36,231	\$ 38,119
Engineering & Technical Services	21,451	19,801	23,337	23,349
CIP Infrastructure Management	3,675	4,289	5,034	5,549
Wastewater Engineering	2,384	2,531	3,432	3,746
Permit Operations	3,949	3,877	4,428	5,475
WATER OPERATIONS	\$ 62,938	\$ 63,576	\$ 72,195	\$ 76,317
Water Operations	62,938	63,576	72,195	76,317
PUMPING AND SEWER OPERATIONS	\$ 35,654	\$ 37,049	\$ 37,350	\$ 42,703
Pumping and Sewer Operations	35,654	37,049	37,350	42,703
WATERSHED MANAGEMENT	\$ 2,602	\$ 3,364	\$ 4,119	\$ 4,219
Clean Rivers	2,602	3,364	4,119	4,219
CUSTOMER CARE	\$ 17,614	\$ 16,951	\$ 21,079	\$ 21,201
Customer Care	17,614	16,951	21,079	21,201
INFORMATION TECHNOLOGY	\$ 10,775	\$ 10,873	\$ 10,252	\$ 11,271
Information Technology	10,775	10,873	10,252	11,271
SHARED SERVICES	\$ 25,246	\$ 28,446	\$ 30,044	\$ 32,619
Office of Emergency Management	990	1,277	1,669	1,659
Fleet Management	6,158	7,014	7,576	7,626
Occupational Safety & Health	2,262	2,323	2,367	3,589
Facilities Management	8,482	9,231	9,781	10,500
Security	7,354	8,600	8,651	9,245
INDEPENDENT OFFICES	\$ 5,462	\$ 5,487	\$ 6,075	\$ 6,107
Secretary to the Board	432	469	635	584
Office of the Chief Executive Officer	4,474	3,092	2,772	2,954
Office of the Chief Operating Officer	-	1,176	1,922	1,764
Internal Audit (outsourced)	556	750	745	805
FINANCE & PROCUREMENT	\$ 26,503	\$ 26,379	\$ 33,013	\$ 35,589
Finance	19,648	18,978	24,592	26,951
Procurement and Compliance	6,855	7,401	7,421	8,138
Non-Ratepayer Revenue Fund	-	0	1,000	500
MARKETING AND COMMUNICATION	\$ 2,778	\$ 3,209	\$ 3,243	\$ 4,793
Marketing and Communication	2,778	3,209	3,243	4,793
STRATEGY AND PERFORMANCE	\$ 902	\$ 2,804	\$ 2,856	\$ 3,609
Strategy and Performance	902	2,804	2,856	3,609
PEOPLE AND TALENT	\$ 6,686	\$ 6,527	\$ 9,928	\$ 9,919
People and Talent	6,686	6,527	9,928	9,919
GOVERNMENT AND LEGAL AFFAIRS	\$ 5,841	\$ 6,968	\$ 8,351	\$ 8,345
Government and Legal Affairs	5,841	6,968	8,351	8,345
Subtotal O & M Expenditures	\$ 329,429	\$ 352,129	\$ 408,596	\$ 433,928
Debt Service	204,878	209,768	231,232	231,953
Cash Financed Capital Improvements	30,355	37,830	23,505	48,256
Payment in Lieu of Taxes	17,272	17,618	17,970	18,330
Right of Way Fees	5,100	5,100	5,100	5,100
Total Operating Expenditures	\$ 587,034	\$ 622,445	\$ 686,403	\$ 737,567
Personnel Services charged to Capital Projects	(23,395)	(24,413)	(30,435)	(31,974)
Total Net Operating Expenditures	\$ 563,639	\$ 598,032	\$ 655,968	\$ 705,593



FY 2023 Revised Budget by Department by Category

summary overview financial plan rates&rev capital financing departmental glossary

(\$ in thousands)

	Auth Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Operating
810ZZZ-Wastewater Treatment Operations	105	10,297	3,139	1,961	15,397	313	44,824	27,724	8,561	-	-	194	81,616	97,013
812ZZZ-Process Engineering	36	3,669	1,152	50	4,872	525	-	37	1,436	-	-	109	2,107	6,979
811ZZZ-Maintenance Services	99	9,189	2,880	600	12,669	3,851	-	143	3,475	-	-	360	7,829	20,498
813ZZZ-Water Operations	221	19,515	6,190	1,780	27,485	1,170	29	387	2,736	-	40,334	54	44,710	72,195
600ZZZ-Customer Care	123	10,905	3,618	405	14,927	76	-	444	5,625	-	-	7	6,152	21,079
801ZZZ-Engineering and Technical Services	136	14,191	4,226	938	19,356	101	-	306	3,514	-	-	60	3,981	23,337
802ZZZ-CIP Infrastructure Management	31	3,694	940	10	4,644	-	-	-	390	-	-	-	390	5,034
803ZZZ-Wastewater Engineering	21	2,075	565	-	2,640	10	-	-	782	-	-	-	792	3,432
800ZZZ-Clean Rivers	11	1,744	439	-	2,183	12	-	89	1,835	-	-	-	1,936	4,119
804ZZZ-Permit Operations	29	2,534	762	45	3,341	37	-	435	615	-	-	-	1,087	4,428
814ZZZ-Pumping and Sewer Operations	178	16,989	5,292	2,068	24,350	1,657	151	6,472	4,616	-	-	104	13,000	37,350
810YYY-Resource Recovery	6	559	172	-	732	-	-	-	380	4,533	-	-	4,913	5,645
810XXX-Clean Water and Technology	12	1,388	423	-	1,812	500	-	-	1,416	-	-	-	1,916	3,728
Subtotal Operations	1,008	\$96,751	\$29,799	\$7,857	\$134,407	\$8,252	\$45,004	\$36,037	\$35,381	\$4,533	\$40,334	\$888	\$170,429	\$304,837
101ZZZ-Office of Chief Executive Officer	6	1,210	296	-	1,506	5	-	24	1,237	-	-	-	1,266	2,772
104ZZZ-Office of Chief Operating Officer	5	988	262	-	1,250	-	-	0	672	-	-	-	672	1,922
100ZZZ-Secretary to the Board	2	302	61	-	363	17	-	3	252	-	-	0	273	635
102ZZZ-Internal Audit	-	-	-	-	-	-	-	2	743	-	-	-	745	745
700ZZZ-Government and Legal Affairs	14	2,201	550	3	2,754	3	-	27	5,567	0	-	-	5,597	8,351
103ZZZ-Marketing and Communications	14	2,043	549	2	2,594	10	-	21	606	-	-	12	649	3,243
400ZZZ-Strategy and Performance	10	1,669	443	-	2,112	6	-	0	738	-	-	-	744	2,856
500ZZZ-People and Talent	34	4,622	1,158	-	5,779	28	-	28	4,093	-	-	-	4,148	9,928
601ZZZ-Information Technology	37	4,847	1,371	10	6,229	4	-	193	3,760	-	-	67	4,024	10,252
301ZZZ-Procurement and Compliance	42	5,102	1,486	45	6,633	25	-	53	707	-	-	3	788	7,421
300ZZZ-Finance	60	8,027	2,295	40	10,362	15	-	64	14,151	-	-	-	14,230	24,592
302ZZZ-Non-Ratepayer Revenue Fund	-	-	-	-	-	-	-	-	1,000	-	-	-	1,000	1,000
201ZZZ-Office of Emergency Management	6	821	218	5	1,044	5	-	10	584	-	-	25	625	1,669
204ZZZ-Facilities Management	53	4,791	1,544	250	6,585	363	-	155	2,674	-	-	3	3,196	9,781
205ZZZ-Security	7	732	157	1	890	40	-	331	7,360	-	-	30	7,762	8,651
203ZZZ-Occupational Safety	17	1,758	422	-	2,180	1	-	27	159	-	-	-	187	2,367
202ZZZ-Fleet Management	10	1,182	347	6	1,535	850	-	824	4,287	-	-	80	6,041	7,576
Subtotal Administration	317	\$40,293	\$11,161	\$362	\$51,816	\$1,373	\$0	\$1,763	\$48,591	\$0	\$0	\$220	\$51,947	\$103,761
Subtotal O & M Expenditures	1,325	\$ 137,044	\$ 40,960	\$ 8,218	\$ 186,223	\$ 9,625	\$ 45,004	\$ 37,800	\$ 83,972	\$ 4,533	\$ 40,334	\$ 1,108	\$ 222,376	\$ 408,596
Debt Service														231,232
Cash Financed Capital Improvements														23,505
Payment in Lieu of Taxes														17,970
Right of Way														5,100
Total OPERATING EXPENDITURES														686,403
Personnel Services charged to Capital Projects														(30,435)
TOTAL NET OPERATING EXPENDITURES														\$655,968

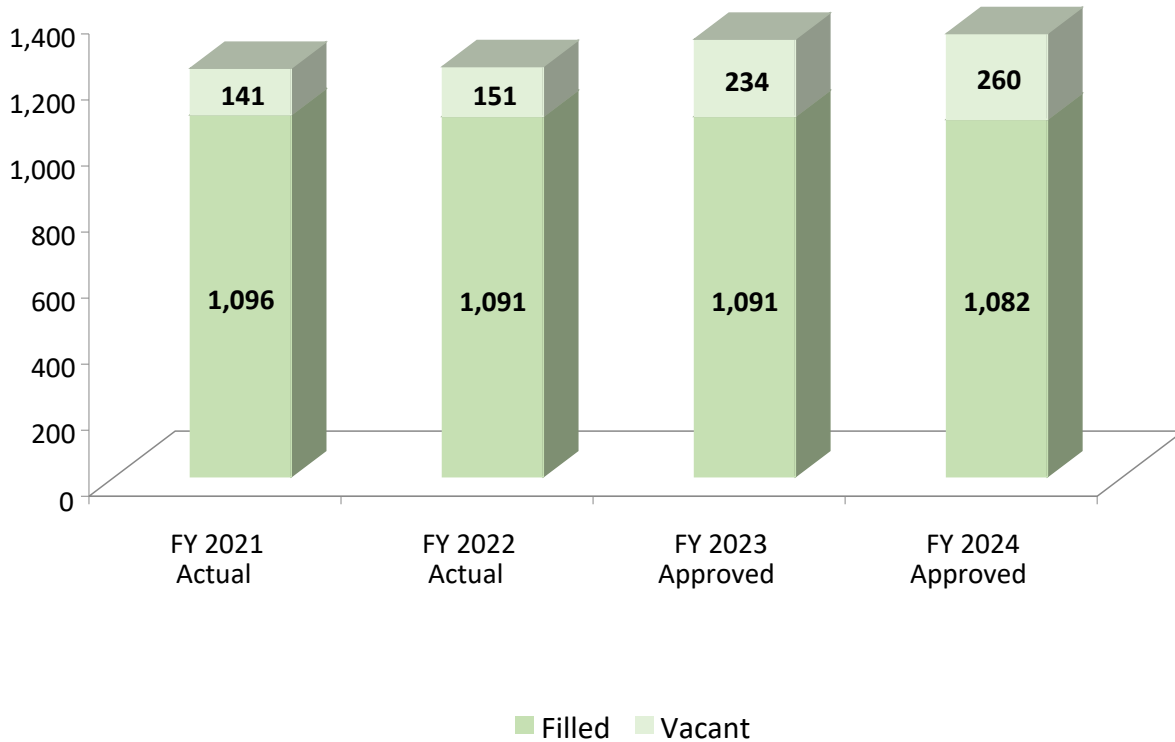


FY 2024 Approved Budget by Department by Category

(\$ in thousands)

	Auth Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Operating
810ZZZ-Wastewater Treatment Operations	101	9,799	3,234	1,763	14,795	231	43,978	27,544	9,335	-	-	393	81,482	96,277
812ZZZ-Process Engineering	36	4,352	1,556	50	5,957	67	-	31	1,874	-	-	136	2,108	8,065
811ZZZ-Maintenance Services	104	10,470	3,571	600	14,640	4,332	-	134	3,561	-	-	480	8,507	23,147
813ZZZ-Water Operations	214	19,738	6,659	1,897	28,294	1,104	36	367	2,430	-	44,039	47	48,022	76,317
600ZZZ-Customer Care	122	11,066	3,976	405	15,447	72	-	384	5,291	-	-	8	5,754	21,201
801ZZZ-Engineering and Technical Services	141	15,634	3,530	938	20,102	123	-	289	2,835	-	-	-	3,247	23,349
802ZZZ-CIP Infrastructure Management	32	3,982	1,160	10	5,153	-	-	-	397	-	-	-	397	5,549
803ZZZ-Wastewater Engineering	21	2,271	684	9	2,963	5	-	-	778	-	-	-	783	3,746
800ZZZ-Clean Rivers	12	1,906	417	-	2,324	12	-	74	1,809	-	-	-	1,895	4,219
804ZZZ-Permit Operations	29	3,329	1,101	45	4,475	36	-	438	526	-	-	-	1,000	5,475
810XXX- Clean Water and Technology	15	1,877	621	158	2,656	537	-	-	1,897	-	-	-	2,434	5,090
810YYY-Resource Recovery	10	1,172	387	41	1,599	-	-	-	477	4,462	-	-	4,938	6,538
814ZZZ-Pumping and Sewer Operations	183	18,721	6,427	2,068	27,216	1,677	80	8,043	5,547	-	-	140	15,486	42,703
Subtotal Operations	1,020	\$104,317	\$33,323	\$7,982	\$145,622	\$8,197	\$44,094	\$37,303	\$36,756	\$4,462	\$44,039	\$1,203	\$176,053	\$321,675
100ZZZ-Secretary to the Board	2	318	66	-	384	8	-	3	189	-	-	-	200	584
101ZZZ-Office of Chief Executive Officer	6	1,358	329	0	1,688	8	-	25	1,233	-	-	-	1,266	2,954
102ZZZ-Internal Audit	-	-	-	-	-	-	-	-	805	-	-	-	805	805
103ZZZ-Marketing and Communication	18	2,833	810	-	3,643	11	-	18	1,109	-	-	12	1,150	4,793
104ZZZ-Office of Chief Operating Officer	4	894	198	-	1,092	2	-	4	666	-	-	-	672	1,764
201ZZZ-Office of Emergency Management	6	799	230	5	1,034	4	-	13	592	-	-	15	625	1,659
202ZZZ-Fleet Management	9	1,161	335	6	1,502	1,424	-	1,006	3,576	-	-	117	6,124	7,626
203ZZZ-Occupational Safety	19	2,353	722	-	3,076	5	-	37	472	-	-	-	513	3,589
204ZZZ-Facilities Management	53	4,864	1,552	366	6,782	727	-	157	2,823	-	-	11	3,718	10,500
205ZZZ-Security	7	885	202	-	1,087	41	-	332	7,755	-	-	30	8,158	9,245
300ZZZ-Finance	60	8,232	2,464	52	10,748	6	-	60	16,137	-	-	-	16,203	26,951
301ZZZ-Procurement and Compliance	42	5,276	1,697	80	7,053	24	-	48	1,010	-	-	3	1,085	8,138
302ZZZ-Non-Ratepayer Revenue Fund	-	-	-	-	-	-	-	-	500	-	-	-	500	500
400ZZZ-Strategy and Performance	11	1,871	503	-	2,374	6	-	-	1,229	-	-	-	1,235	3,609
500ZZZ-People and Talent	34	4,511	1,209	5	5,724	3	-	27	4,165	-	-	-	4,194	9,919
601ZZZ-Information Technology	37	5,154	1,559	10	6,723	5	-	175	4,323	-	-	46	4,548	11,271
700ZZZ-Government and Legal Affairs	14	2,375	669	3	3,047	3	0	25	5,269	0	0	0	5,297	8,345
Subtotal Administration	322	\$42,885	\$12,546	\$527	\$55,959	\$2,277	\$0	\$1,930	\$51,853	\$0	\$0	\$234	\$56,294	\$112,252
Subtotal O & M Expenditures	1,342	\$ 147,203	\$ 45,869	\$ 8,509	\$ 201,581	\$ 10,474	\$ 44,094	\$ 39,233	\$ 88,609	\$ 4,462	\$ 44,039	\$ 1,437	\$ 232,347	\$ 433,928
Debt Service														231,953
Cash Financed Capital Improvements														48,256
Payment in Lieu of Taxes														18,330
Right of Way														5,100
Total OPERATING EXPENDITURES														737,567
Personnel Services charged to Capital Projects														(31,974)
TOTAL NET OPERATING EXPENDITURES														\$705,593

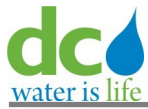
FY 2021 - FY 2024



DC Water is committed to a strategic goal to achieve a lower vacancy rate. The approach entails a closer look and assessment of staffing requirements needed to maintain service levels, coupled with increased hiring efforts in areas of need and criticality throughout the Authority. In previous years, aged and hard to fill vacant positions were deactivated and several new positions added to better align with the needs of the Authority. The new positions added were for in-house support of various operational requirements for water quality compliance, automotive parts, permits, and other strategic programs.

In FY 2021, 5 new positions were added to the overall headcount for DC Water Consumer Protection Amendment. In FY 2022, 10 new positions were added to advance the Lead-Free DC initiatives for inspection work and reduce continued reliance on consultants for support of various operational and day-to-day activities. In FY 2023, 73 new positions were added to provide in-house support of new operational and strategic programs and decrease continued reliance on consultants for day-to-day functions in the areas of engineering, information technology and budgeting functions, 13 fee generating positions were added in Permit Operations and Water Quality and Technology, and 3 positions were deactivated Authority-wide.

For the FY 2024 budget cycle, 17 new positions were added in the areas of greatest need to the Authority such as Safety, People and Talent, Maintenance, Pumping and Sewer Operations, and Biosolids Management. The authorized headcount reflects management’s commitment to drive efficiency, fill critical positions and achieve a single-digit vacancy rate in the future.



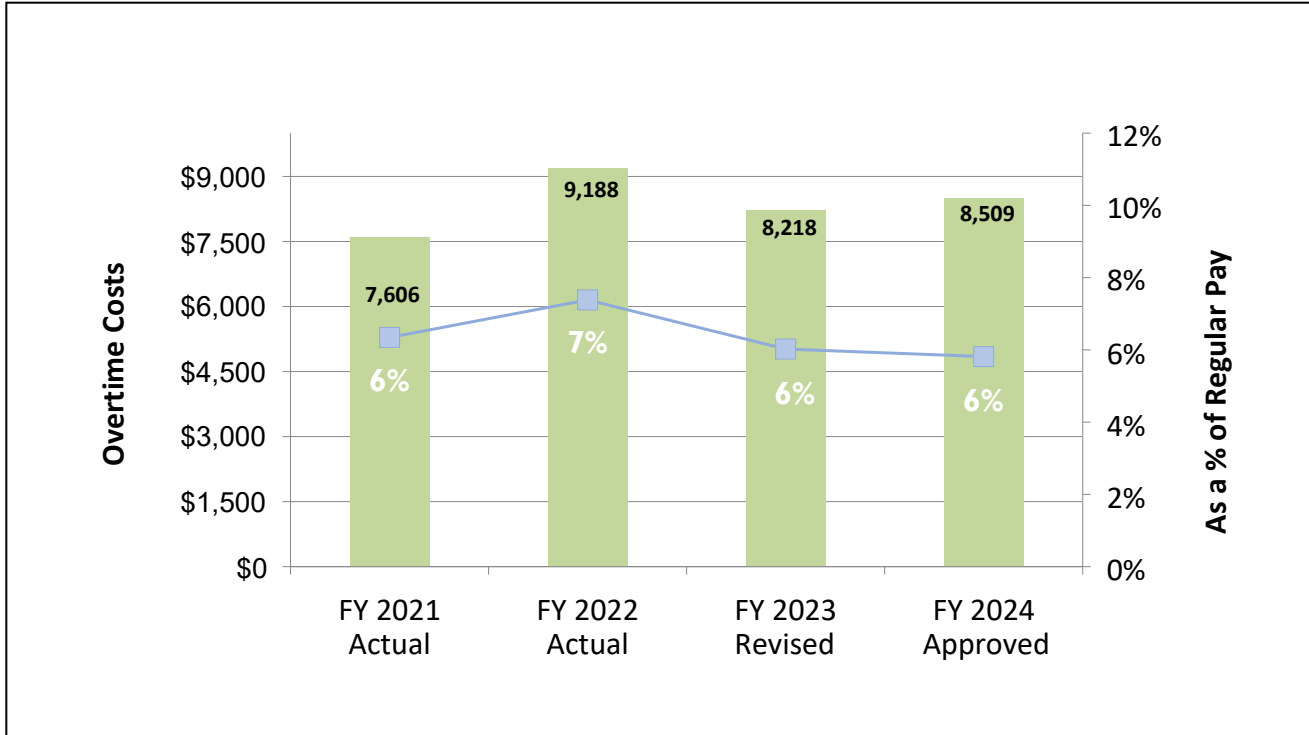
Authorized Positions

		FY 2021		FY 2022		FY 2023	FY 2024
		Authorized	Year -End Filled	Authorized	Year -End Filled	Authorized	Authorized
O	Wastewater Treatment Operations	126	112	126	111	125	101
p	Process Engineering	35	28	35	33	36	36
e	Maintenance Services	100	90	99	90	99	104
r	Water Operations	200	182	202	179	221	214
a	Customer Care	123	107	123	102	123	122
t	Pumping and Sewer Operations	177	160	176	167	178	183
i	Engineering and Technical Services	129	94	110	100	136	141
o	Wastewater Engineering	17	10	15	9	21	21
n	CIP Infrastructure Management	6	24	25	24	31	32
s	Clean Rivers	11	9	9	8	11	12
	Permit Operations	21	21	21	20	29	29
	Resource Recovery	-	-	-	-	-	10
	Clean Water and Technology	-	-	-	-	-	15
Subtotal		945	837	941	843	1,010	1,020
A	Office of the Chief Executive Officer	18	3	4	4	6	6
d	Office of the Chief Operating Officer	-	3	4	4	3	4
m	Strategy and Performance	-	8	9	8	10	11
i	Office of the Secretary	2	2	2	2	2	2
n	Internal Audit (outsourced)	-	-	-	-	-	-
i	Government and Legal Affairs	17	13	18	14	14	14
s	Marketing and Communication	13	12	13	10	14	18
t	People and Talent	30	28	31	25	34	34
r	Information Technology	28	28	31	27	37	37
a	Procurement and Compliance	36	37	42	38	42	42
t	Finance	53	52	57	46	60	60
i	Office of Emergency Management	6	5	6	5	6	6
o	Facilities Management	51	44	52	41	53	53
n	Security	8	6	7	6	7	7
	Occupational Safety and Health	14	10	15	10	17	19
	Fleet Management	10	8	9	8	10	9
Subtotal		286	259	300	248	315	322
Total Positions		1,231	1,096	1,241	1,091	1,325	1,342

Year-round interns, short-term temps, summer temps and apprentices are not included in the filled count.

\$ in thousands

FY 2021—FY 2024



The Authority’s overtime target is 6 percent of regular pay. Overtime costs in FY 2021 were below historical trends despite work associated with the ERP implementation and water main repairs during the winter months. The increases in FY 2022 were to cover responses to emergencies during the winter season and maintenance work due to aging water and sewer infrastructure. The revised FY 2023 and approved FY 2024 overtime budgets both align with historical spending trends.



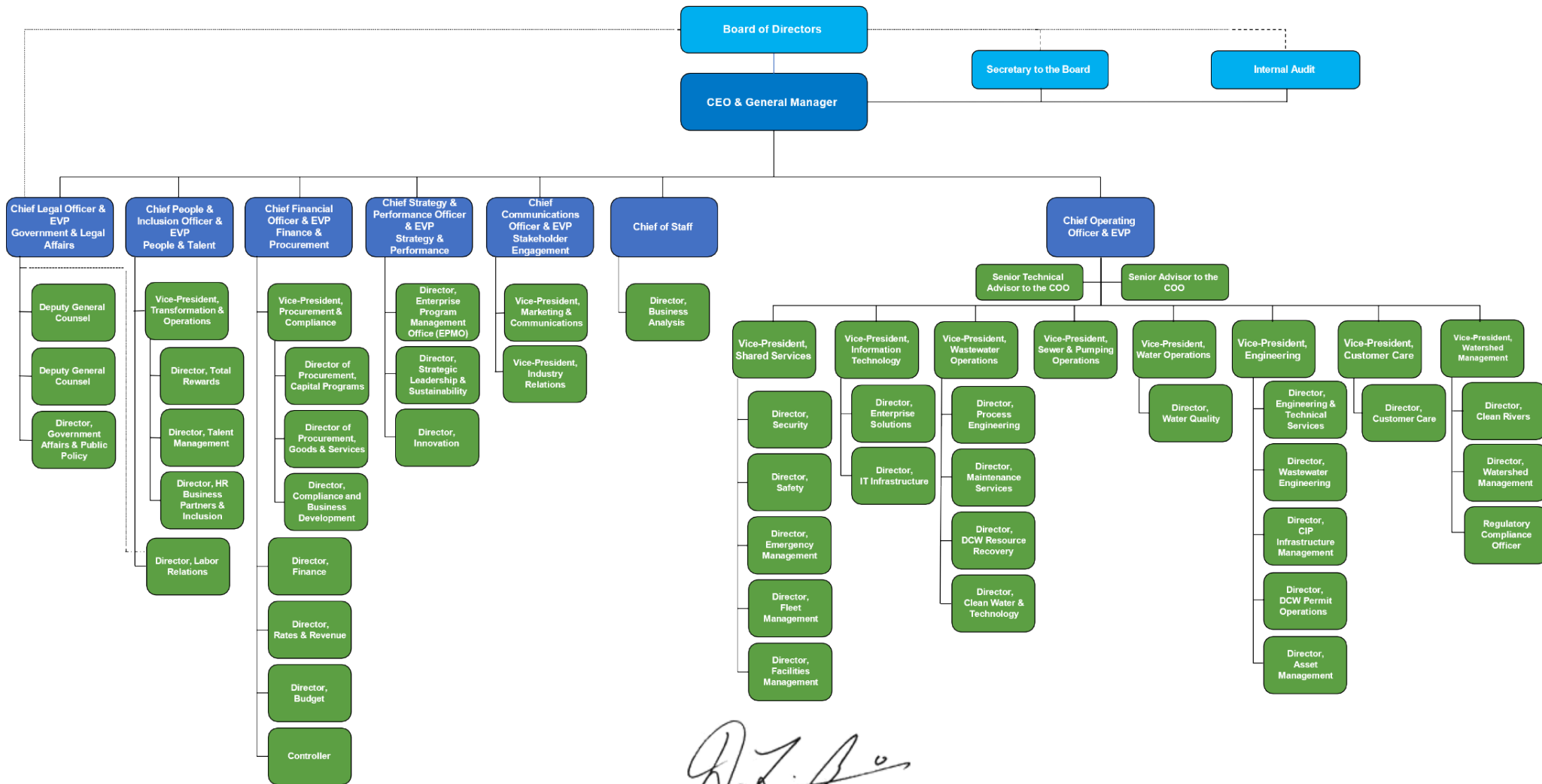
Overtime Budget by Department

[summary](#)
[overview](#)
[financial plan](#)
[rates&rev](#)
[capital](#)
[financing](#)
[departmental](#)
[glossary](#)

\$ in thousands

Department	FY 2021 Actual	FY 2022 Actual	FY 2023 Revised	FY 2024 Approved
Wastewater Treatment Operations	\$ 1,734	\$ 1,900	\$ 1,961	\$ 1,763
Resource Recovery	-	-	-	41
Clean Water and Technology	-	-	-	158
Process Engineering	26	46	50	50
Maintenance Services	535	680	600	600
Engineering and Technical Services	1,025	955	938	938
CIP Infrastructure Management	1	0	10	10
Wastewater Engineering	17	4	-	9
Permit Operations	30	50	45	45
Water Operations	1,438	2,334	1,780	1,897
Pumping and Sewer Operations	2,134	2,348	2,068	2,068
Clean Rivers	-	-	-	-
Customer Care	330	328	405	405
Information Technology	8	29	10	10
Office of Emergency Management	-	-	5	5
Fleet Management	8	9	6	6
Occupational Safety and Health	-	0	-	-
Facilities Management	220	322	250	366
Security	0	0	1	-
Secretary for the Board	-	-	-	-
Office of the Chief Executive Officer	-	-	-	-
Internal Audit	-	-	-	-
Finance	36	98	40	52
Procurement and Compliance	58	76	45	80
Marketing and Communication	1	2	2	-
People and Talent	4	6	-	5
Government and Legal Affairs	0	1	3	3
Total	\$ 7,606	\$ 9,188	\$ 8,218	\$ 8,509

DC Water Organizational Leadership



David L. Gadis, CEO & General Manager

CLUSTER: WASTEWATER OPERATIONS

DEPARTMENT: Wastewater Treatment Operations

PURPOSE: Operate the Advanced Wastewater Treatment Plant at Blue Plains to produce treated effluent that meets stringent Federal Clean Water Act and local water quality requirements

MISSION: To treat wastewater delivered to Blue Plains from the collection system of the District of Columbia and surrounding jurisdictions in Maryland and Virginia, and ensure that effluent is in compliance with the Clean Water Act



FUNCTIONS

Plant Operations
Treat influent wastewater to remove pollutants and meet National Pollutant Discharge Elimination System (NPDES) Permit requirements
Condition, thicken, dewater, and stabilize biosolids for beneficial use
Manage 4 shift crews – round the clock and manage the use of resources – chemicals, energy, and contracts, including the Combined Heat and Power (CHP) facility
Implement Asset Management goals and administer effective use of DC Water’s Work Order system

DEPARTMENT: Wastewater Treatment Operations

BUDGET

The \$0.7 million decrease in FY 2024 compared to FY 2023 revised budget is due to decreases in Personnel Services, Chemicals, and Utilities, offset in part by increases in contractual services and small equipment

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	103	107	108	101	7	6%
Headcount: Filled	92	97	97	93	4	4%
Personnel Services	\$ 17,840	\$ 16,564	\$ 15,397	\$ 14,795	\$ 602	4%
Supplies	150	298	313	231	82	26%
Chemicals	25,174	29,858	44,824	43,978	846	2%
Utilities and Rent	17,143	27,693	27,724	27,544	180	1%
Contractual Services	9,683	8,757	8,561	9,335	(774)	(9)%
Water Purchases	-	-	-	-	0	-
Biosolid	-	-	-	-	0	-
Small Equipment	60	10	194	393	(199)	(103)%
Non Personnel Services ALL	52,210	66,615	81,616	81,482	134	0%
Department Total	\$ 70,050	\$ 83,179	\$ 97,013	\$ 96,277	\$ 736	1%
Capital Equipment	-	\$ 38	\$ 0	\$ 0	\$ 0	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Achieve NACWA Award Status	Platinum	Platinum	Platinum	Platinum	Equitable
Discharge monitoring report quality assurance samples: 90% acceptable results	greater than 90%	greater than 90%	greater than 90%	greater than 90%	Healthy, Safe, and Well

Note: EPA 503 (i.e. Title 40 of the Code of Federal Regulations, Part 503) regulates the use or disposal of sewage sludge or biosolids EPA DMR QA (i.e. Discharge Monitoring Report Quality Assurance) is conducted on wastewater samples used for permit compliance reports. Achieving acceptable results for at least 90% of samples will minimize the potential for EPA to audit the laboratory

DEPARTMENT: Wastewater Treatment Operations

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program, and implementation of Operator Driven Reliability
- Continue implementation of Career Advancement Framework
- Continue optimization of new capital projects (this includes Gravity Thickening Upgrades, Filtration Influent Pumps Upgrades, and Process Service Water (PSW) Pumps)
- Implement workforce development to enhance skills and create a learning environment for staff
- Continue to support implementation of other CIP projects in progress, including Long Term Control Plan (LTCP), Gravity Thickener, Primary Scum Screening Degritting Building (PSSDB) upgrades, and Filter Update Design (this includes installation of new Filter Influent Pumps)
- Continue implementation of Safety and Operator Cross-Training
- Continue to improve the structure and use of Maximo (this includes the roll-out of mobile tablets for creation of work orders and field inspections)

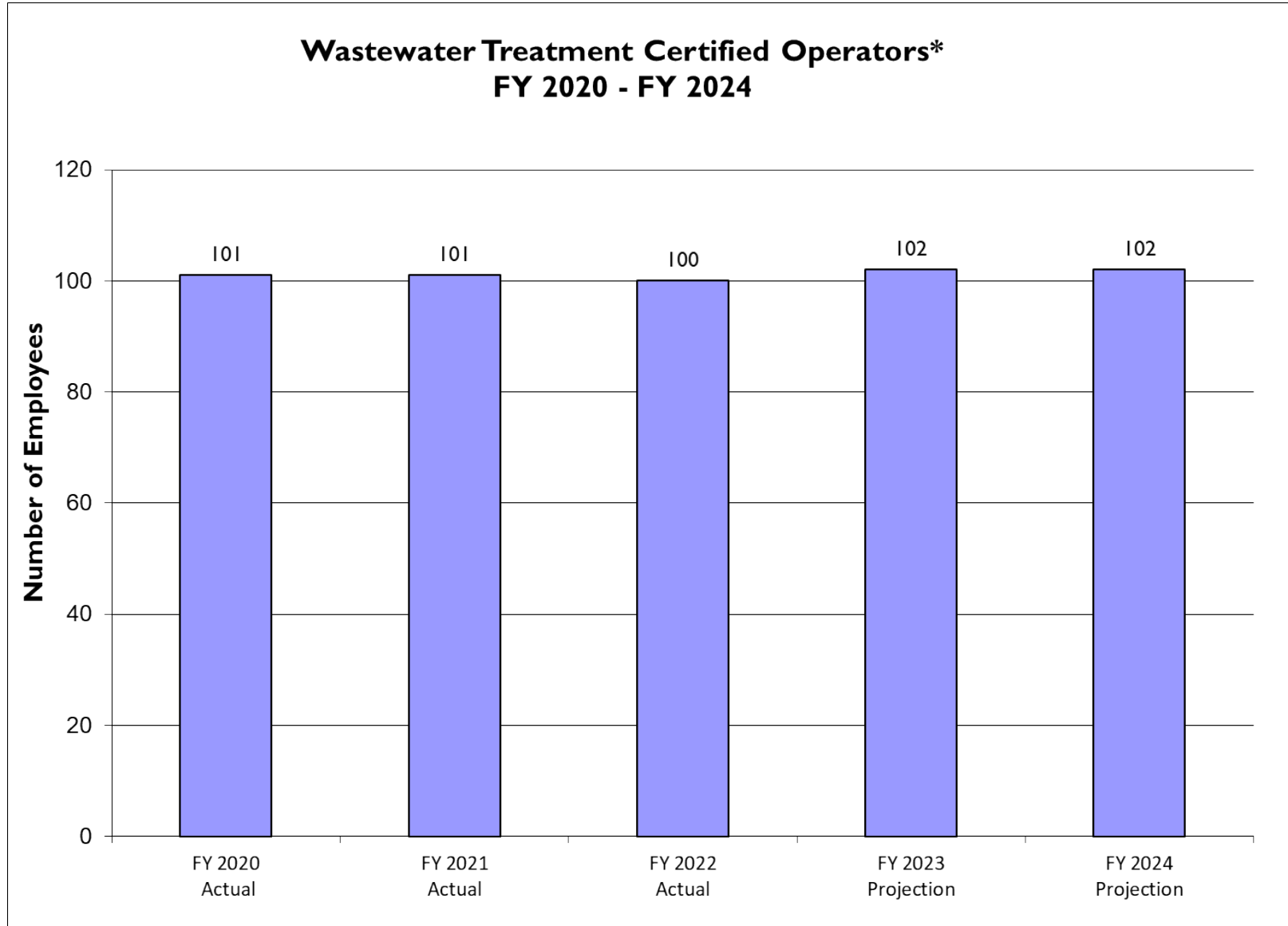
FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program
- Continue Operator Driven Reliability (ODR) and mobile device utilization
- Continue optimization of all CIP projects
- Continue Career Advancement Framework

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Increased use of city water as a result of improved influent screening
- Operation of the Tunnel Dewatering and Enhanced Clarification Facilities will increase electricity usage, chemicals, and other associated operation and maintenance costs with increased volumes due to additional tunnel

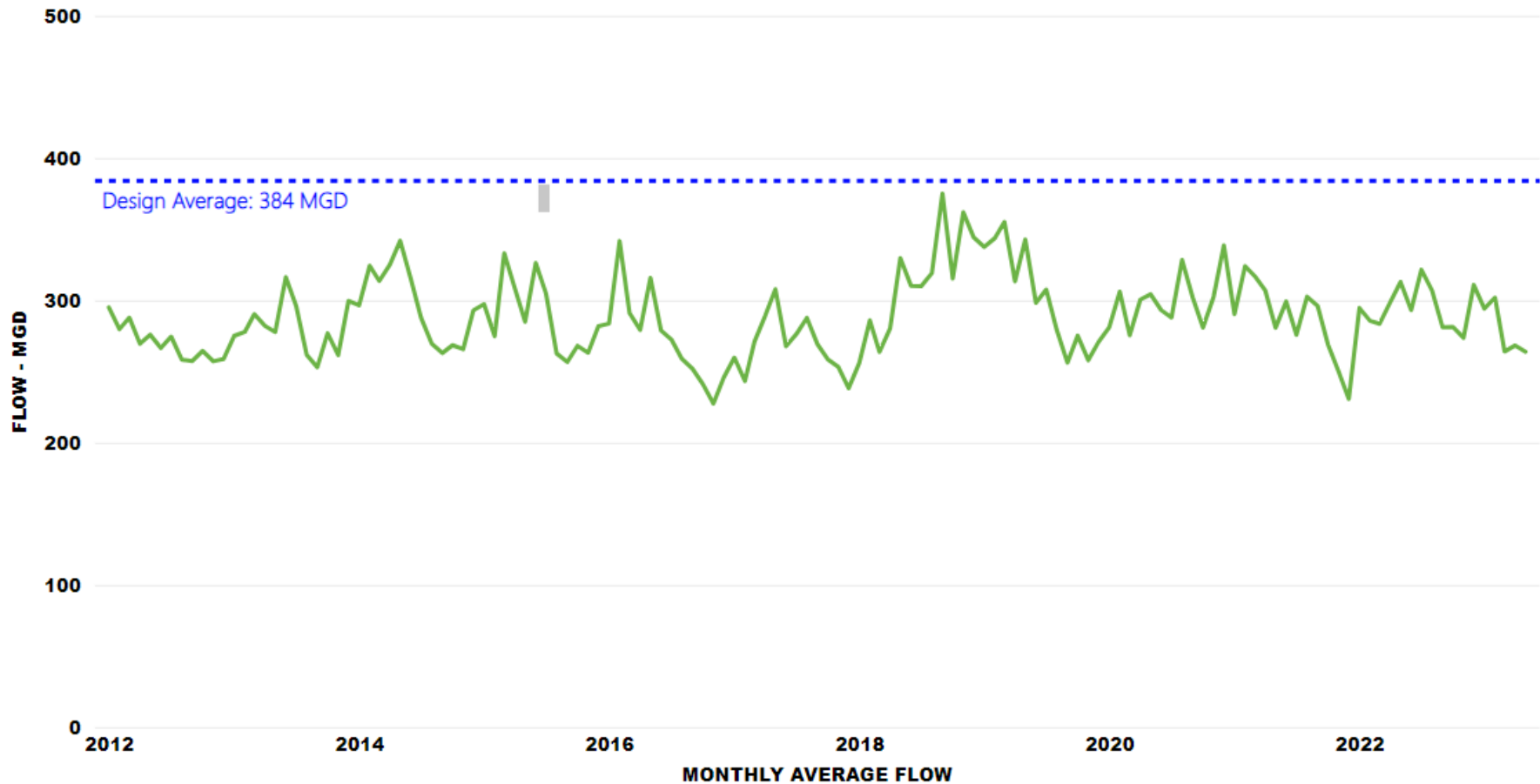
Strategic Plan - Blueprint 2.0 Imperatives Legend:				
Healthy, Safe and Well	Reliable	Resilient	Equitable	Sustainable



* Includes all positions with Certified Wastewater Plant Operator License

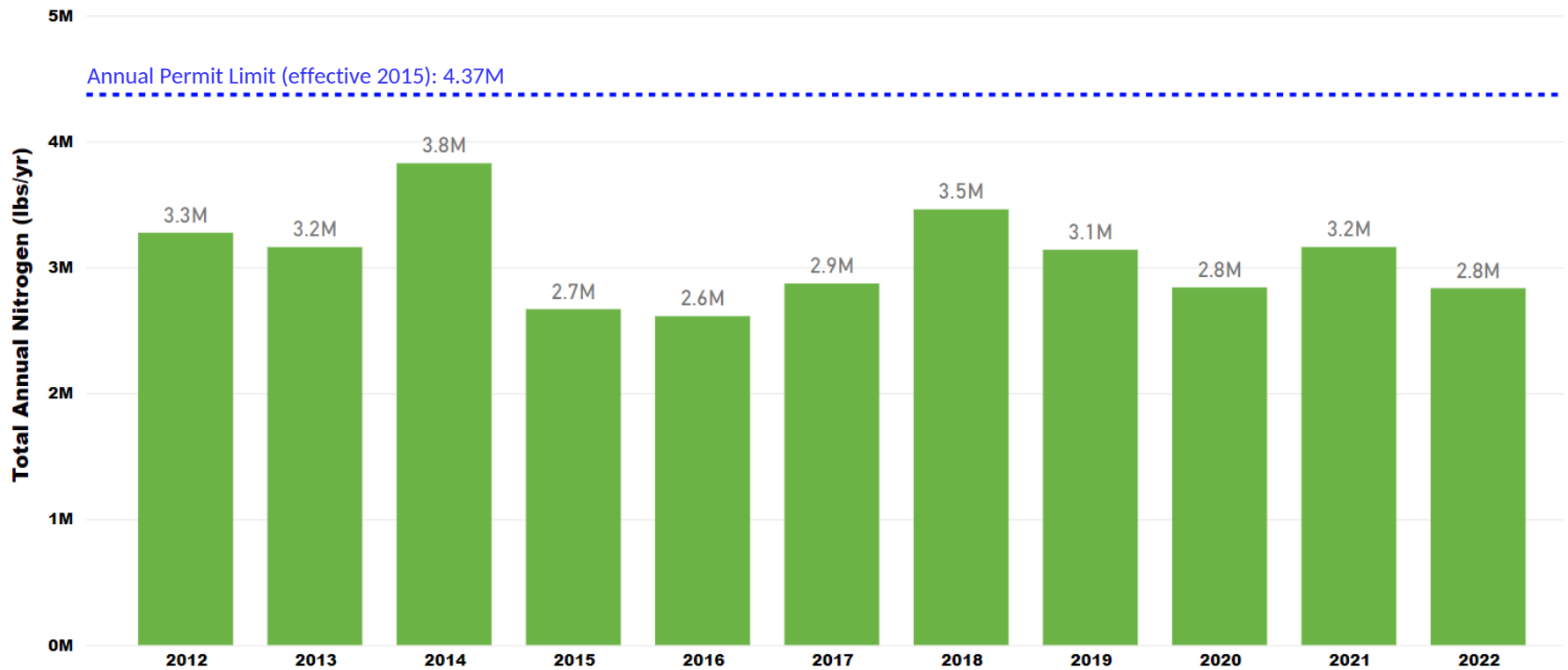
BLUE PLAINS WASTEWATER TREATMENT PLANT EFFLUENT FLOW January 2012 – December 2022

Complete Treatment Flow – Outfall 002 (MGD)



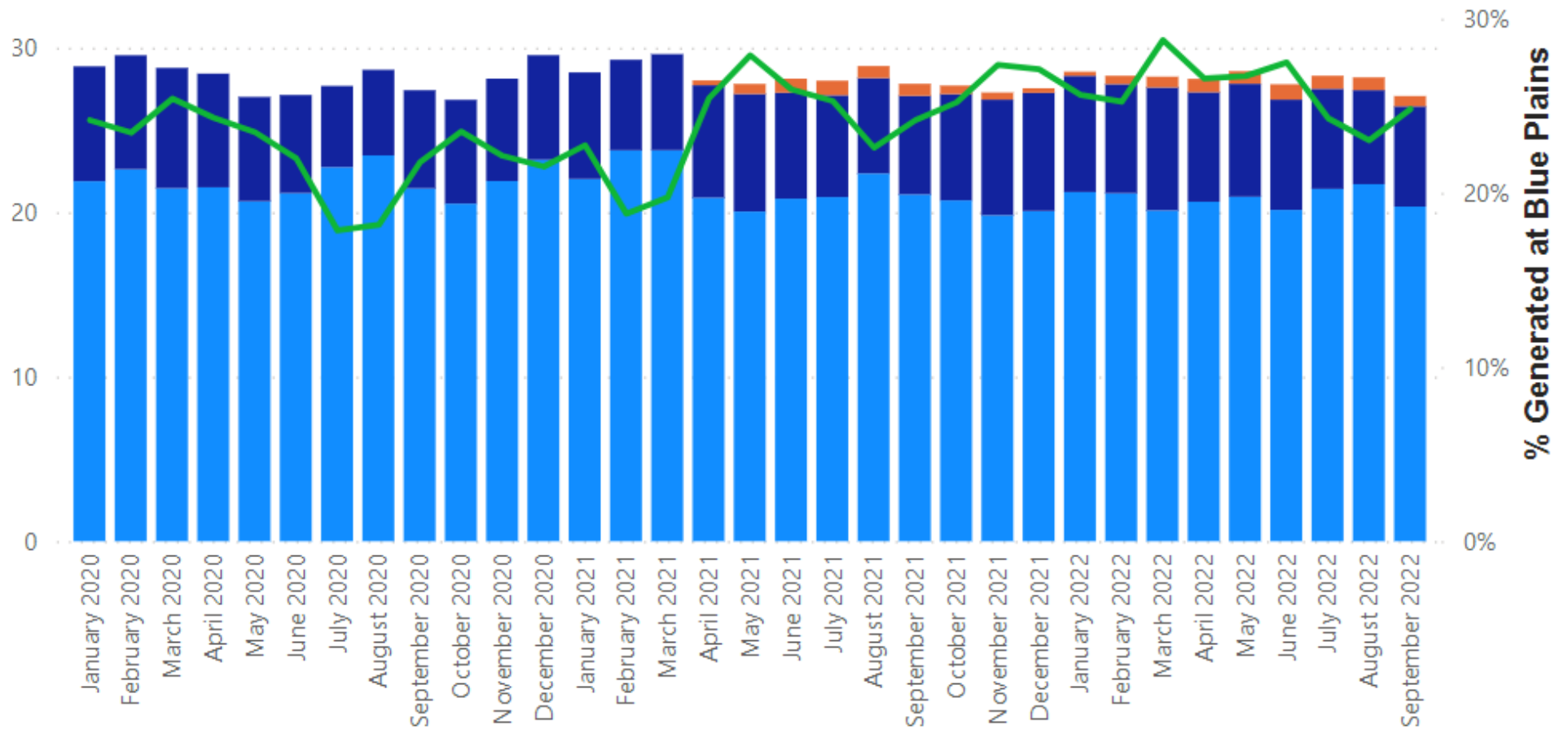
BLUE PLAINS WASTEWATER TREATMENT PLANT ANNUAL TOTAL NITROGEN LOAD 2012 - 2022

Annual Total Nitrogen (Million LBS/YR)



BLUE PLAINS ELECTRICITY REPORT January 2020 – September 2022

● Purchased from Power Grid
 ● CHP Onsite Generation
 ● Solar Onsite Generation
 ● % Generated at Blue Plains

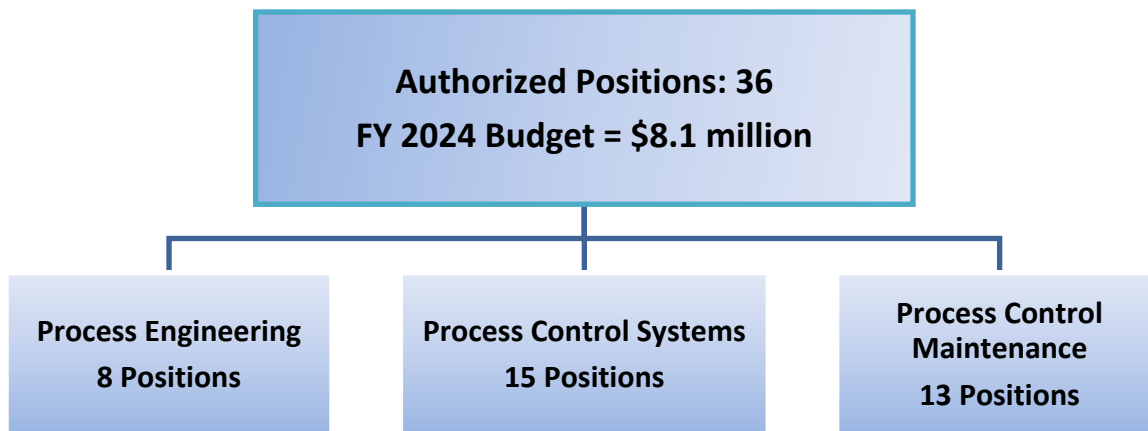


CLUSTER: WASTEWATER OPERATIONS

DEPARTMENT: Process Engineering

PURPOSE: To assist in the operation of the Advanced Wastewater Treatment Plant at Blue Plains, and produce treated effluent and Class A Biosolids that meet stringent Federal Clean Water Act and local water quality requirements

MISSION: To economically maintain DC Water's process equipment and facilities at the Blue Plains Advanced Wastewater Treatment Plant, and ensure that the operational and customer service objectives of the Authority are achieved



FUNCTIONS

Process Engineering	Process Control Systems	Process Control Maintenance
Establish Process Control operating targets for Blue Plains	Maintain Process Control System (PCS) for Blue Plains Advanced Wastewater Treatment Plant	Plan and coordinate all activities for corrective, preventive, and predictive maintenance
Optimize process, chemical, and power use at the Plant Provide design comments and support during construction of capital projects	Provide Design and Construction interface to PCS Manage PCS hardware, software, maintenance, and support services	Maintain electronic process control systems, I&C (Instrumentation and Control) Systems flow measurement, metering and recording equipment for the Plant
Troubleshoot process performance problems	Troubleshoot PCS issues and train Process and Instrumentation staff	

DEPARTMENT: Process Engineering

BUDGET

The \$1.1 million increase in FY 2024 compared to the FY 2023 budget is mainly for personnel services cost adjustments and contractual services, offset in part by decrease in supplies

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	36	37	36	36	0	0%
Headcount: Filled	28	33	26	29	(3)	(12)%
Personnel Services	\$ 4,499	\$ 4,822	\$ 4,872	\$ 5,957	\$ (1,086)	(22)%
Supplies	389	470	525	67	458	87%
Chemicals	-	-	-	-	-	-
Utilities and Rent	25	25	37	31	6	16%
Contractual Services	957	1,114	1,436	1,874	(438)	(30)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	22	109	136	(27)	(24)%
Non Personnel Services ALL	1,370	1,631	2,107	2,108	(1)	0%
Department Total	\$ 5,870	\$ 6,453	\$ 6,978	\$ 8,065	\$ (1,087)	(16)%
Capital Equipment	\$ 453	\$ 605	\$ 400	\$ 625	\$ (225)	(56)%

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Critical Equipment Availability 97%	greater than 97%	greater than 97%	greater than 97%	greater than 97%	Reliable

DEPARTMENT: Process Engineering

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Maintain full compliance with the National Pollutant Discharge Elimination Systems (NPDES) permit
- Continue to train staff on new processes such as Filtrate Treatment Facilities (FTF), Wet Weather Facility and training on CIP/commissioning projects as they come on-line; Raw Wastewater Pump Station 2 (RWWPS2), Gravity Thickener (GT) and Primary Scum Screening Degrating Building (PSSDB) Upgrades and Filter Influent Pump (FIP) Replacement
- Continue to support the implementation of other CIP projects in progress, including Long Term Control Plan (LTCP), Raw Wastewater Pump Station 2 (RWWPS2), Gravity Thickener and Primary Scum Screening Degrating Building (PSSDB) upgrades, Filter Influent Pump (FIP) Replacement, Reclaimed Final Effluent Pumping Upgrades and Multimedia Filter Upgrades
- Conduct process design reviews for capital projects (i.e., Headworks Upgrades, Multi-Media Filtration Upgrades, etc.)
- Continue support of an Asset Management Program in tandem with an Asset Reliability Program to ensure availability of critical process equipment
- Continue to improve the structure and use of Maximo (including the rollout of mobile tablets for completion of work orders)
- Continued optimization of the Plant Processes for improved permit compliance reliability and treatment performance, including Class A Biosolids Facilities
- Fine-tune and monitor key performance indicators in Process Engineering, Control Systems, and Control Maintenance groups
- Conduct aggressive training program to support reduction in contracted workforce

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program
- Continue improvements to cyber security and recovery procedures that directly impact the Process Control System (PCS)

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Increased preventive maintenance costs for new equipment and facilities
- Increased effort for training and commissioning of new facilities—RWWPS2, GT Upgrade, FIP Replacement, and Tunnel Facilities

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



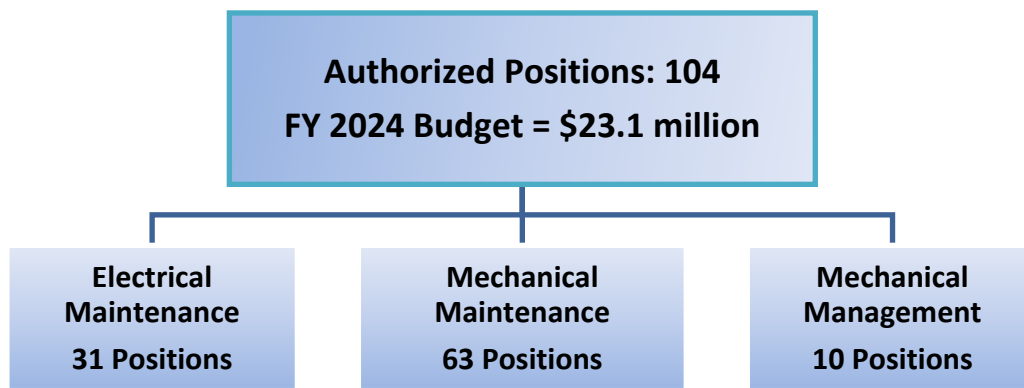
Sustainable

CLUSTER: WASTEWATER OPERATIONS

DEPARTMENT: Maintenance Services

PURPOSE: Maintain all mechanical and electrical equipment at the Blue Plains Advanced Wastewater Treatment Plant

MISSION: To economically maintain DC Water's process equipment and facilities at the Blue Plains Advanced Wastewater Treatment Plant, ensuring that the operational and customer service objectives of the Authority are achieved



FUNCTIONS

Electrical Maintenance	Mechanical Maintenance	Mechanical Management
Maintain electrical process control systems, equipment, and components for the Plant	Maintain all mechanical process systems and equipment for the Plant	Plan and coordinate all activities for corrective, preventive, and predictive maintenance
Operate and maintain electrical power distribution system from 5kv to 69kv, electrical control systems for all process equipment, and all DC Water facilities	Plan, schedule, and perform condition monitoring for all process equipment at the Plant	Plan and operational support systems to manage maintenance by planning, estimating, inspecting, and scheduling maintenance activities
Maintain electrical systems for all non-process facilities (including offices) at the Blue Plains campus	Inspect and maintain cranes at Blue Plains Advanced Wastewater Treatment Plant	Coordinate work through operations and engineering and provide administrative support

DEPARTMENT: Maintenance Services

BUDGET

The \$2.7 million increase in FY 2024 above the FY 2023 budget is mainly due to personnel cost adjustments for five new positions, with anticipated increases in warehouse supplies, contractual services and small equipment

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	98	98	99	104	(5)	(5)%
Headcount: Filled	90	90	88	90	(2)	(2)%
Personnel Services	\$ 11,431	\$ 12,147	\$ 12,669	\$ 14,640	\$ (1,972)	(16)%
Supplies	3,376	3,605	3,851	4,332	(482)	(13)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	119	100	143	134	9	6%
Contractual Services	3,899	4,023	3,475	3,561	(86)	(2)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	223	489	360	480	(120)	(33)%
Non Personnel Services ALL	7,616	8,217	7,828	8,507	(679)	(9)%
Department Total	\$ 19,047	\$ 20,363	\$ 20,497	\$ 23,147	\$ (2,650)	(13)%
Capital Equipment	\$ 3,210	\$ 4,262	\$ 4,000	\$ 4,000	\$ 0	0%

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Critical Equipment Availability 97%	97%	97%	95%	95%	Reliable

DEPARTMENT: Maintenance Services

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue training initiatives to provide skills that support best maintenance practices and, improved effectiveness and efficiency
- Continue to perform Failure Mode and Effects Analysis (FMEAs) and/or Preventive Maintenance Optimization (PMOs) activities
- Continue to expand culture of Reliability in the department
- Continue to increase the level of data-driven decision making at all levels of the organization

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to maintain a culture of Reliability in the department and across the Authority
- Continue to perform Failure Mode and Effects Analysis (FMEAs) along with Preventive Maintenance Optimization (PMOs)
- Continue training initiatives to provide skills that support best maintenance practices and, improve effectiveness and efficiency

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Increase maintenance activities for Tunnel Dewatering Pump Station (TDPS), Enhanced Clarification Facility (ECF), and aging of the biosolids facilities (Cambi, Digesters, Belt Filter Presses)

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



Sustainable

CLUSTER: WASTEWATER OPERATIONS

DEPARTMENT: Clean Water Quality & Technology

PURPOSE: To assist in sampling, operation, and optimization of the Advanced Wastewater Treatment Plant at Blue Plains to produce treated effluent and class A biosolids that meet stringent Federal Clean Water Act and local water quality requirements, and to provide process technology solutions for future challenges that the Authority will face through collaborative research while opening opportunity for commercialization of such solutions

MISSION: To reliably sample and monitor industrial sources, wastewater and biosolids to meet compliance with the Clean Water Act and to ensure operational and customer objectives of the Authority are achieved. To provide novel and cost-effective solutions for upcoming process and treatment needs for Blue Plains through collaborative research and testing



FUNCTIONS

Clean Water Quality & Technology
Laboratory: Physical, chemical, and biological analysis of wastewater and biosolids used for process control and permit reporting
Pretreatment group: Industrial pretreatment discharge monitoring
Research group: Treatment process innovation through collaborative research, Research and Development administration of the DC Water Advanced Research & Testing (ART) Program

DEPARTMENT: Clean Water Quality & Technology

BUDGET

The \$1.4 million increase in FY 2024 compared to FY 2023 budget is for personnel cost adjustments, and contractual services related to Per- and polyfluoroalkyl substances (PFAS) monitoring













\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	12	12	12	15	(3)	(25)%
Headcount: Filled	12	9	12	11	1	8%
Personnel Services	-	\$ 1,119	\$ 1,812	\$ 2,656	\$ (844)	(47)%
Supplies	486	415	500	537	(37)	(7)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	-	-	-
Contractual Services	672	895	1,416	1,897	(481)	(34)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	2	-	-	-	-
Non Personnel Services ALL	1,158	1,312	1,916	2,434	(518)	(27)%
Department Total	\$ 1,158	\$ 2,431	\$ 3,728	\$ 5,090	\$ (1,362)	(37)%
Capital Equipment	-	\$ 0	\$ 50	\$ 50	\$ 0	0%

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Inspection and Sampling of Pretreatment Permittees 100%*	100%	100%	100%	100%	Healthy, Safe, and Well









* Note: EPA 503 (i.e. Title 40 of the Code of Federal Regulations, Part 503) regulates the use or disposal of sewage sludge or biosolids EPA DMR QA (i.e. Discharge Monitoring Report Quality Assurance) is conducted on wastewater samples used for permit compliance reports. Achieving acceptable results for at least 90% of samples will minimize the potential for EPA to audit the laboratory

DEPARTMENT: Clean Water Quality & Technology




FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implementation of Career Advancement Framework  
- Continue training initiatives to provide skills that support best practices and, improved effectiveness and efficiency 
- Continue to expand culture of learning and cross training between groups through knowledge transfer workshops and collaborative projects to develop high performing teams  
- Continue to take a lead in conducting cutting-edge research to advance technology development for Blue Plains to decrease cost and increase reliability  
- Continue to identify opportunities to expand innovative research strategies such as Advanced Research Technology (ART) initiatives and technology patenting 
- Continue to identify future research needs for Blue Plains within CIP planning, coming from operational needs, or from regulatory driven drivers, and develop research programs for those identified needs   
- Continue to work on identifying upcoming regulatory changes and develop needed sampling efforts and/or treatment needs 

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to work towards certification of our laboratory 
- Continue to advance viable research concepts into value for Blue Plains by providing piloting or demonstrations within existing infrastructure 
- Continue training initiatives to improve skills and provide cross training opportunities  
- Continue to enhance preparedness for tackling contaminants of emerging concern through research and (regulatory driven) monitoring  
- Continue to identify upcoming regulatory-driven research needs that impact pretreatment needs, process needs and wastewater or biosolids compliance  

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Improve the reliability and quality of laboratory measurements through maintaining state-of-the-art lab equipment 
- Increase in-house capability for monitoring and testing through investments in pilot systems and equipment  

Strategic Plan - Blueprint 2.0 Imperatives Legend:

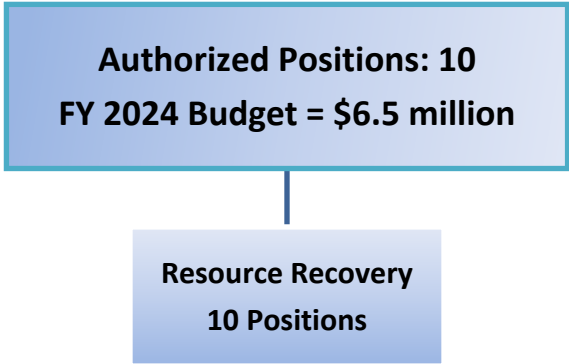
 **Healthy, Safe and Well**
  **Reliable**
  **Resilient**
  **Equitable**
  **Sustainable**

CLUSTER: WASTEWATER OPERATIONS

DEPARTMENT: Resource Recovery

PURPOSE: Maximize the available resources generated and assets owned by DC Water. Recycle the generated biosolids in a manner which generates savings and revenue. Capture energy from biosolids, wastewater, and open space and monetize the renewable energy credits (RECs). Maintain the DC Water carbon footprint model

MISSION: Maximize the wastewater assets generated and owned by DC Water to generate revenue and savings and reduce our carbon footprint



FUNCTIONS

Resource Recovery
Biosolids storage, loading, hauling, and utilization/beneficial use
Certification and marketing of Class A Biosolids
Outreach and partnership with surrounding jurisdictions on regulatory requests for biosolids applications
Generate and monetize renewable energy credits (RECs)
Maintain the DC Water carbon footprint model
Identify, prioritize, study, and implement energy generation and optimization options

DEPARTMENT: Resource Recovery

BUDGET

The \$0.9 million increase in FY 2024 compared to FY 2023 budget is for personnel cost adjustments that include one new position

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	5	5	6	10	(4)	(67)%
Headcount: Filled	5	5	5	7	(2)	(40)%
Personnel Services	-	\$ 467	\$ 732	\$ 1,599	\$ (868)	(119)%
Supplies	7	30	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	-	-	-
Contractual Services	3,318	5,264	4,913	4,938	(25)	(1)%
Water Purchases	-	-	-	-	-	-
Biosolids	35	202	3,290	3,127	163	5%
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	3,324	5,294	4,913	4,938	(25)	(1)%
Department Total	\$ 3,324	\$ 5,762	\$ 5,645	\$ 6,538	\$ (893)	(16)%
Capital Equipment	-	-	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Compliance with disposal of biosolids regulations 100%	100%	100%	100%	100%	Sustainable

Note: EPA 503 (i.e. Title 40 of the Code of Federal Regulations, Part 503) regulates the use or disposal of sewage sludge or biosolids EPA DMR QA (i.e. Discharge Monitoring Report Quality Assurance) is conducted on wastewater samples used for permit compliance reports. Achieving acceptable results for at least 90% of samples will minimize the potential for EPA to audit the laboratory

DEPARTMENT: Resource Recovery

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Begin construction on the curing pad with solar panels
- Continue implementation of safety measures at the Dewatered Sludge Loading Facility (DSLFL) crane loading area
- Continue to work with surrounding jurisdictions (Maryland and Virginia) on regulatory requirements for biosolids and land applications
- Continue to increase the use of biosolids products (Bloom), in the service area, for restoration projects, tree planting, and land applications
- Implement the marketing plan for Class A exceptional quality Bloom - sell 58,000 tons of Bloom
- Continue to take a lead in conducting cutting-edge research in wastewater treatment and biosolids management

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of DC Water solar projects
- Continue optimization of all energy projects
- Work on evaluating of new initiatives such as food codigestion, sewer heat recovery, etc.

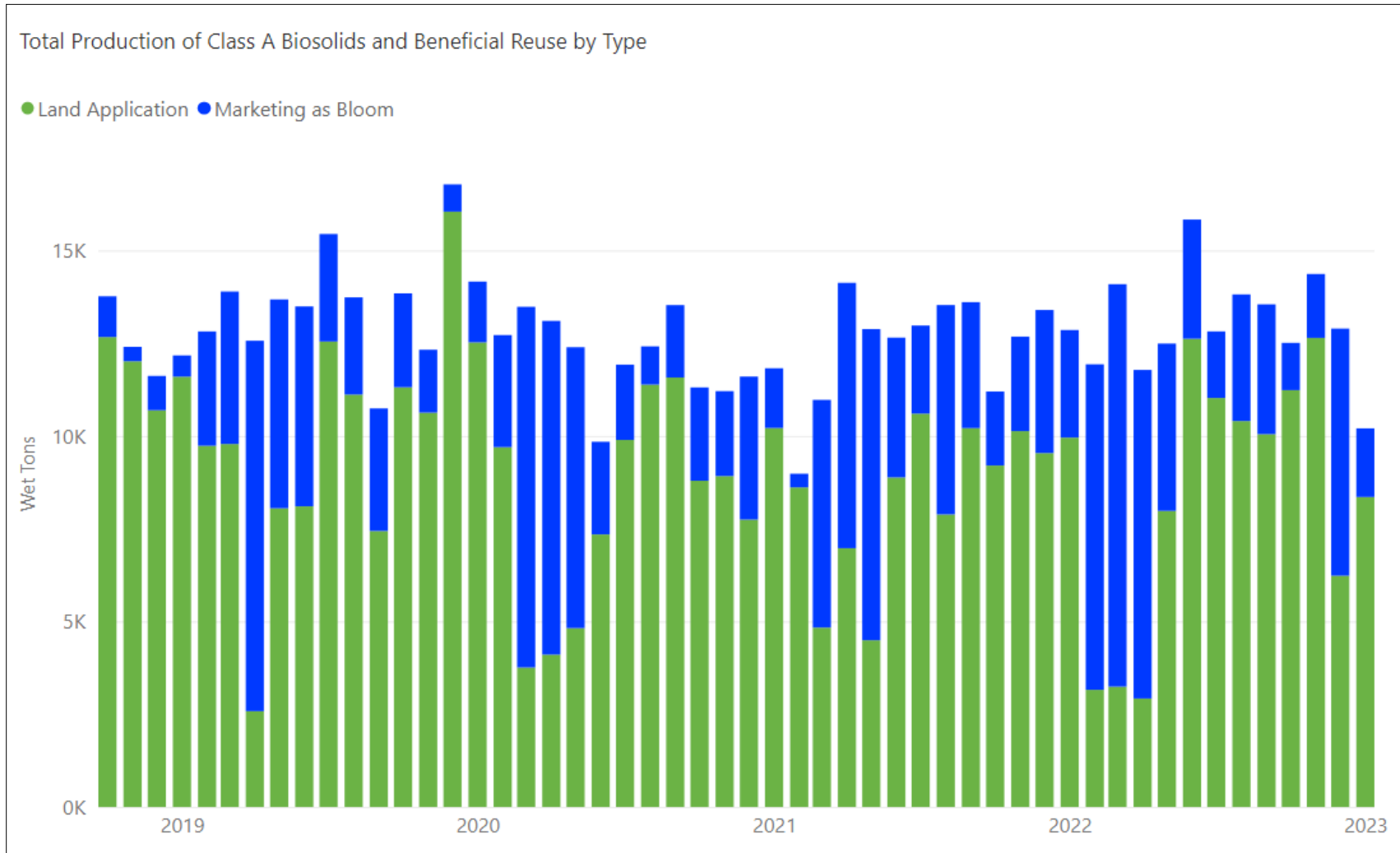
IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Work on the curing pad will allow for production of a higher value product for greater revenue and savings

Strategic Plan - Blueprint 2.0 Imperatives Legend:

- | | | | | |
|-------------------------------|-----------------|------------------|------------------|--------------------|
| Healthy, Safe and Well | Reliable | Resilient | Equitable | Sustainable |
|-------------------------------|-----------------|------------------|------------------|--------------------|

BLUE PLAINS WASTEWATER TREATMENT PLANT BIOSOLIDS PRODUCTION October 2019 - October 2023



CLUSTER: ENGINEERING

DEPARTMENT: Engineering and Technical Services

PURPOSE: To perform engineering planning, design, and construction management necessary to execute DC Water's Capital Improvement Program (CIP)

MISSION: To provide assistance and advice to operating departments and management on engineering aspects of the Authority's operation and facilities. To develop and maintain engineering documentation of the Authority's facilities and systems, and to assist the Authority with environmental policy



FUNCTIONS

Design	Planning	Water & Sewer Construction
Design linear capital projects (water and sewer) and support construction efforts	Develop and maintain the water and sewer hydraulic models	Manage and inspect new construction, major repair, and modifications to water & sewer systems and facilities
Provide design support to Operations	Prioritize linear assets for assessment and rehabilitation	Monitor and inspect third party construction impacting DC Water infrastructure
	Develop the 10-year CIP for all water and sewer system infrastructure improvements	Conduct Quality Assurance/ Quality Control (QA/QC) inspection of precast structures used on DC Water projects
	Prepare concept design reports for capital projects	
	Perform studies and analyses to evaluate asset condition and performance	
	Oversee interagency coordination and permitting support for capital projects	
	Manage large-diameter condition assessment program for the water & sewer systems and inspection of local sewers	

DEPARTMENT: Engineering and Technical Services

BUDGET

The \$1.9 million increase in FY 2023 compared to FY 2022 budget is for personnel cost adjustments for twenty-six new positions, partially offset by reductions in utilities and contractual services

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	108	114	136	141	(5)	(4)%
Headcount: Filled	93	100	96	99	(3)	(3)%
Personnel Services	\$ 17,078	\$ 15,998	\$ 19,356	\$ 20,102	\$ (746)	(4)%
Supplies	48	78	101	123	(23)	(22)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	477	446	306	289	16	5%
Contractual Services	3,848	3,279	3,514	2,835	680	19%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	1	60	-	60	100%
Non Personnel Services ALL	4,373	3,803	3,981	3,247	733	18%
Department Total	\$ 21,451	\$ 19,801	\$ 23,336	\$ 23,349	\$ (13)	0%
Capital Equipment	\$ 0	\$ 150	\$ 25	\$ 25	\$ 0	0%

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Percentage of KPI's Completed	80%	80%	80%	80%	Sustainable
Use 100% of Clean Water Act grant funds	100%	100%	100%	100%	Equitable
Use 100% of Safe Drinking Water Act grant funds	100%	100%	100%	100%	Equitable

DEPARTMENT: Engineering and Technical Services

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue with condition assessment of major sewers including Upper Potomac Relief Sewer, Little Falls Trunk Sewer, and several sewers under buildings
- Inspection of local sewers (~15 miles/year)
- Identify rehabilitation needs for water and sewer linear assets
- Advertise projects with at least 11 miles of small diameter watermains. Continue to meet small diameter water main renewal goal of 1% (or 11 mi) per year
- Continue with the planning, design, and construction of capital projects
- Obtain IMA (Inter-Municipal Agreement) approval for upcoming joint-use project cost shares
- Complete digitizing of DC Water’s document archive of over 11 million records
- Validate and prioritize CIP projects using the Enterprise Asset Management Framework
- Monitor and inspect third party projects impacting DC Water assets
- Continue advancement of the Lead Free DC (LFDC) program to replace all lead service lines in the District by 2030

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue with the timely and on-budget delivery of all approved water and sewer CIP projects
- Continue to validate and prioritize CIP projects using the Enterprise Asset Management Framework and Info Asset Planner
- Implement Water and Sewer Facility Plans and corresponding Asset Management Plans
- Improve program management, project development, and implementation across the service areas
- Maintain and use water and sewer hydraulic models
- Provide engineering support to other departments within DC Water
- Acquire permits and approvals needed to execute various CIP projects
- Continue condition assessments of large diameter water mains
- Inspect and assess the condition of major and critical trunk sewers and interceptors
- Inspection of local sewers (~40 miles/year)
- Monitor and inspect third-party projects impacting DC Water assets
- Continue advancement of the Lead Free DC (LFDC) program to replace all lead service lines in the District by 2030

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Increase in operating costs due to ramping up of CIP projects. Examples include support for isolating water mains for condition assessment
- Increase in Capital Projects will require additional staff and/or consultant support

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



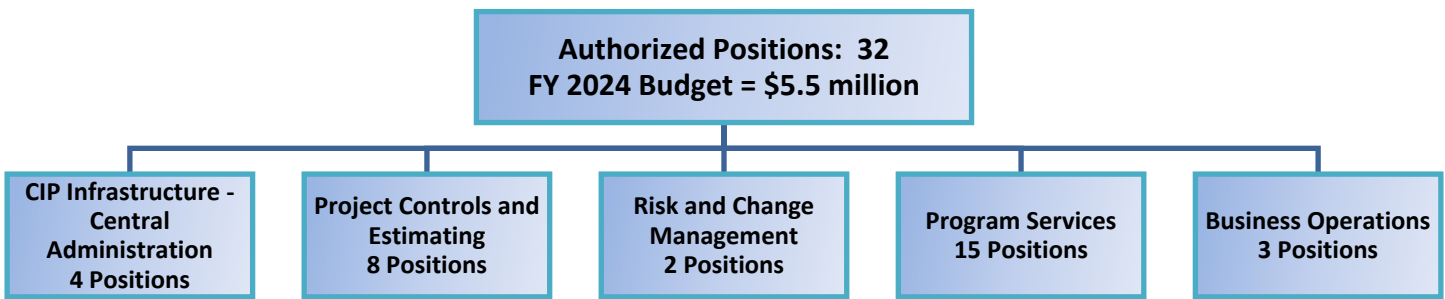
Sustainable

CLUSTER: ENGINEERING

DEPARTMENT: CIP Infrastructure Management

PURPOSE: To improve Capital Improvement Program (CIP) project delivery efficiency and outcomes; centralize key support functions to improve service by aligning current staff and functions and provide enhanced project execution tools and standards to drive CIP execution performance improvements

MISSION: To provide the CIP management tools, analysis, oversight, and leadership to ensure DC Water Capital and Operating Program goals and objectives are consistently met while ensuring compliance with the required fiscal boundaries through a transparent and collaborative process



FUNCTIONS

Project Controls and Estimating	Risk and Change Management	Program Services	Business Operations
Provide CIP scheduling, tracking tools, standards, and expertise	Develop and maintain risk and change management standards, procedures, and tools	Develop and Maintain engineering specifications, standards, and project design manual Manage CIP pay application process and ensure compliance	Manage all business operations for the Engineering cluster including management of the operating budget, new employee onboarding, and distribution of Personal Protective Equipment (PPE) and uniforms
10- year CIP forecasting and tracking	Oversee approach to risk and change management	Facilitate contract instrument processing, including developing and administering the automated approval processes	Manage IT needs for Engineering cluster
CIP Project Management Information System implementation and administration	Develop and maintain stage gating process	Coordination with risk management for the Rolling Owner-Controlled Insurance Program (ROCIP) program Oversee biochemical oxygen demand	
Develop and track metrics and KPIs for improved CIP Execution	Oversee U.S. Environmental Protection Agency (EPA) and Water Infrastructure Finance and Innovation Act (WIFIA), oversee the approach and external funding compliance, and pursue new sources of funding	Management of DC Water’s physical and electronic historical document archive Retrieve records from document archive for CIP planning and execution Provide quality control and assurance for design and construction	



DEPARTMENT: CIP Infrastructure Management

BUDGET





The \$0.5 million increase in FY 2024 compared to FY 2023 budget is for personnel cost adjustments including one new FTE

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	26	27	31	32	(1)	(3)%
Headcount: Filled	24	24	20	23	(3)	(15)%
Personnel Services	\$ 3,666	\$ 4,268	\$ 4,644	\$ 5,153	\$ (509)	(11)%
Supplies	4	4	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	-	-	-
Contractual Services	6	18	390	397	(7)	(2)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	0	-	-	-	-
Non Personnel Services ALL	9	21	390	397	(7)	(2)%
Department Total	\$ 3,675	\$ 4,289	\$ 5,034	\$ 5,549	\$ (515)	(10)%
Capital Equipment	\$ 70	\$ 42	-	-	-	-





	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Percentage of KPI's Completed	80%	80%	80%	80%	Sustainable
Use 100% of Clean Water Act grant funds	100%	100%	100%	100%	Equitable
Use 100% of Safe Drinking Water Act grant funds	100%	100%	100%	100%	Equitable

DEPARTMENT: CIP Infrastructure Management

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue administration of Water Infrastructure and Finance and Innovation Act (WIFIA) loan including compliance and reporting 
- Continue digitizing of DC Water’s document archive of over 11 million records 
- Continue implementation of Oracle Primavera Unifier Project Management tool (CM14 replacement) Phase 3 
- Maximize infrastructure external funding by pursuing the Bipartisan Infrastructure Law and other opportunities 

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Establishment of cost estimating center of excellence 
- Establishing standards and procedures to consistently control and mitigate risk 
- Continue to maximize external funding opportunities 
- Track and control CIP Project Execution through established metrics and Key Performance Indicators (KPI) 

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Continue to build and strengthen the department to align required resources with core functions. Areas of focus are Project Management Information Systems, Cost Estimating, Contract Management Services, Document Management, Quality, and administrative functions. These activities will result in reduction in consultant staff and corresponding cost savings

Strategic Plan - Blueprint 2.0 Imperatives Legend:

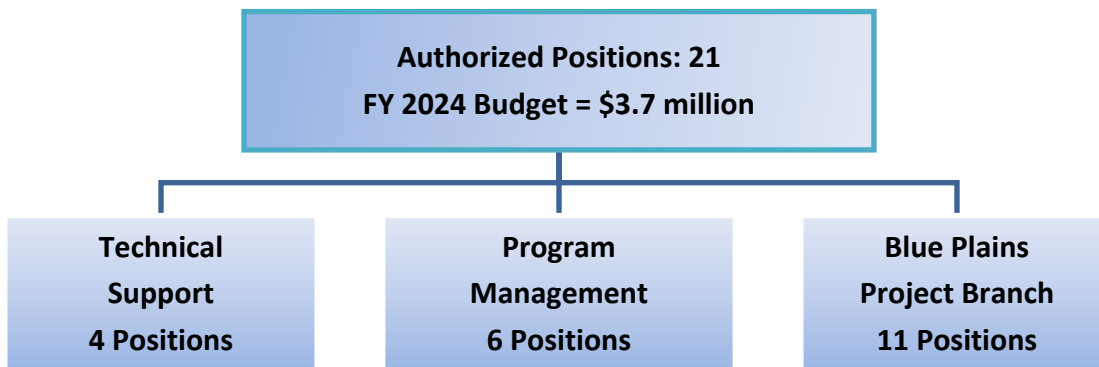
 Healthy, Safe and Well	 Reliable	 Resilient	 Equitable	 Sustainable
---	---	--	--	--

CLUSTER: ENGINEERING

DEPARTMENT: Wastewater Engineering

PURPOSE: Oversee the construction and rehabilitation of wastewater treatment, water, and sewer pumping facilities to meet all required National Pollutant Discharge Elimination System (NPDES) and consent decree requirements, and continued performance for critical functionality of assets

MISSION: Plan and execute a Capital Improvement Program (CIP) that supports DC Water in effectively and efficiently meeting the NPDES standards



FUNCTIONS

Technical Support	Program Management	Blue Plains Project
Review and approve PCS, SCADA, and Instrumentation and Control (I&C) engineering documents for compliance with established guidelines and standards	Develop and maintain long-term facility planning Provide staff support for environmental policy affecting DC Water	Perform construction management of new construction, major repairs, and modifications to process and non-process facilities
Manage the engineering responsibilities for all PCS and SCADA related projects from planning, design, construction, commissioning, and operational support	Provide engineering data for development and maintenance of the Capital Improvement Plan	Administer contracts for construction management, new construction, major upgrades, modifications, and start-up to the Blue Plains Advanced Wastewater Treatment Plant, pump stations, and facilities that serve the water distribution and wastewater collection systems
Coordinate with all DC Water user and customer groups/ departments on all SCADA, PCS, and I&C matters	Generate bid documents for construction and rehabilitation projects	Perform design reviews and coordinate construction work with other departments at Blue Plains

DEPARTMENT: Wastewater Engineering

BUDGET

The \$0.3 million increase in FY 2024 compared to FY 2023 budget is for personnel cost adjustments

\$000's Description	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	15	14	21	21	0	0%
Headcount: Filled	10	9	9	9	0	0%
Personnel Services	\$ 1,789	\$ 1,844	\$ 2,640	\$ 2,963	\$ (323)	(12)%
Supplies	-	-	10	5	5	51%
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	-	-	-
Contractual Services	596	687	782	778	3	0%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	596	687	792	783	9	1%
Department Total	\$ 2,384	\$ 2,531	\$ 3,432	\$ 3,746	\$ (314)	(9)%
Capital Equipment	\$ 0	-	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Design Lock-In and Stag-gating with comment closure	2	2	2	2	Reliable
Construction Contracts Awarded	2	3	2	2	Reliable
Construction Contracts Closed	3	2	3	2	Reliable

DEPARTMENT: Wastewater Engineering

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue planning, design, construction, and commissioning of upgrades to Stormwater Pump Stations and Sewage Pump Stations through Basic Ordering Agreement contracts
- Continue construction of ongoing projects at the Advanced Wastewater Treatment Plant at Blue Plains, including the Gravity Thickener Upgrades, Reclaimed Final Effluent Pump Station, and Filter Influent Pump Station projects
- Continue to execute high priority and urgent rehabilitation, repair, and upgrade projects through the Miscellaneous Facility Upgrades construction contracts
- Begin design of the Filter Underdrains and Backwash Systems Upgrades at Blue Plains
- Begin design for a Biosolids Curing Pad at Blue Plains, including solar arrays on the roof of the structure
- Solicit proposals for engineering services for a Microgrid and Power Monitoring and Control System at Blue Plains
- Solicit engineering consultant for Basic Ordering Agreement to perform planning studies and designs for water, sewer, stormwater, and combined sewer facilities
- Closeout the Tunnel Dewatering Pump Station/Enhanced Clarification Facility Project

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Recruit, hire and integrate into the department, key staff to incorporate construction management and program management functions in-house for cost savings and better knowledge retention
- Complete design for Filter Underdrain and Backwash System Upgrades
- Complete concept planning for Microgrid/Power Monitoring and Control System at Blue Plains, including feasibility studies for microgrid and energy storage
- Solicit contractor for construction of Headworks Electrical Upgrades, Headworks Influent Structures Rehabilitation, and Central Operations Facility Electrical Upgrades
- Complete concept plan for Floodwall completion for mitigation of 500-year flood at Blue Plains
- Complete SCADA upgrades for Stormwater Pump Stations

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Installation of Solar Arrays has decreased power purchase costs at Blue Plains
- Construction of Biosolids Curing Pad will increase revenue for Biosolids production and further reduce power purchase costs with solar arrays on the roof structure
- Completion of other rehabilitation and replacement projects such as the Filter Underdrains and Backwash Systems Upgrades project will reduce O&M costs on aging equipment and increase reliability for continued operation and regulatory compliance

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



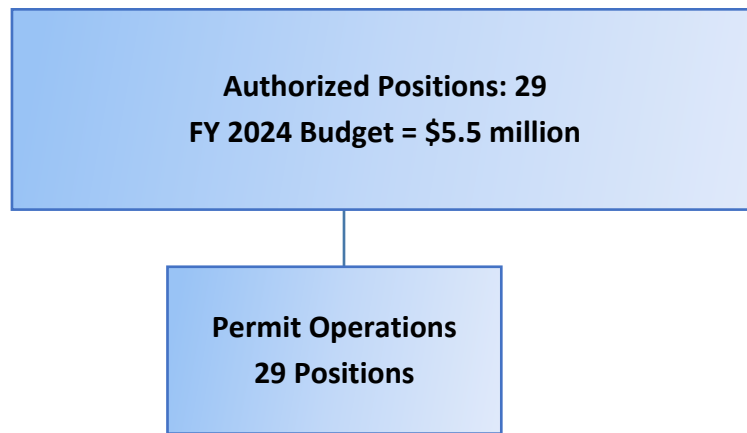
Sustainable

CLUSTER: ENGINEERING

DEPARTMENT: Permit Operations

PURPOSE: Support the District of Columbia’s construction permit process through coordinated effort with the Department of Consumer and Regulatory Affairs (DCRA), the District Department of Transportation (DDOT), and the Department of Environment and Energy (DOEE). This is done through the review and approval of plans for new construction and for renovations that impact the water or sewer system

MISSION: To manage DC Water’s development and permit services



FUNCTIONS

Permit Operations - Central Administration
Review and approve permit applications, issue work orders for the inspection of proposed work
Ensure development community compliance with DC Water design standards, criteria, and specifications
Assess and collect fees for permit review, fixed fee services, inspection services, System Availability Fees, and manage the fee collection process
Create accounts for collected fees and manage return of unused reimbursable fees
Evaluate impact of proposed development on water and sewer infrastructure for capacity and hydraulic grade
Ensure compliance with combined sewer system/DC Clean Rivers program initiatives; current CIP, and proposed improvements
Coordinate with various DC agencies (DCRA, DDOT, and DDOE) in support of the District’s permit procedures
Update and/or create customer service records (Premises) and the GIS database

DEPARTMENT: Permit Operations

BUDGET







The \$1.1 million increase in FY 2024 compared to FY 2023 budget is for personnel cost adjustments, which includes full funding for 8 new FTEs which are supported by increased permit fees

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	21	21	21	29	(8)	(38)%
Headcount: Filled	21	20	21	20	1	5%
Personnel Services	\$ 3,163	\$ 3,237	\$ 3,341	\$ 4,475	\$ (1,134)	(34)%
Supplies	1	1	37	36	0	1%
Chemicals	-	-	-	-	-	-
Utilities and Rent	400	70	435	438	(3)	(1)%
Contractual Services	386	569	615	526	90	15%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	786	640	1,087	1,000	87	8%
Department Total	\$ 3,949	\$ 3,877	\$ 4,428	\$ 5,475	\$ (1,047)	(24)%
Capital Equipment	-	-	-	-	-	-





	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Process permit applications within service level agreement timeframe of 85%	85%	92%	90%	90%	Sustainable

DEPARTMENT: Permit Operations

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Review and propose new permit review fees adjusted as needed to meet future budgetary needs 
- Complete an email permit application and electronic review and plan signature to accommodate working remotely 
- Continue the development of Oracle ERP Permits solution to integrate Maximo and Customer Information system to streamline receipt and deposit of fees, plan review, and construction inspection requests 
- Initiate the construction inspection account refund and forfeiture policy 
- Decrease the response time on Developer Request For Information (RFI) from 30 days to 5 days in order to meet customer service expectations and need 
- Implement a DCRA/DC Water Memorandum of Agreement (MOA) for permit review support in the amount of \$300,000 

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Final development and implementation of Oracle Permit Integrated Enterprise Resource Planning (ERP) system that combines online payments, with Permit Processing, and work order tracking 
- Increase the in-field participation of the Permits Operations' staff to include an as-built field validation and meter sets 
- Reduce the residence time of customer accounts and process refunds within 2 years of project initiation approximately 50% of the time and within 5 years 100% of the time 
- Renew the DCRA/DC Water Permit Review MOA 

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- None

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



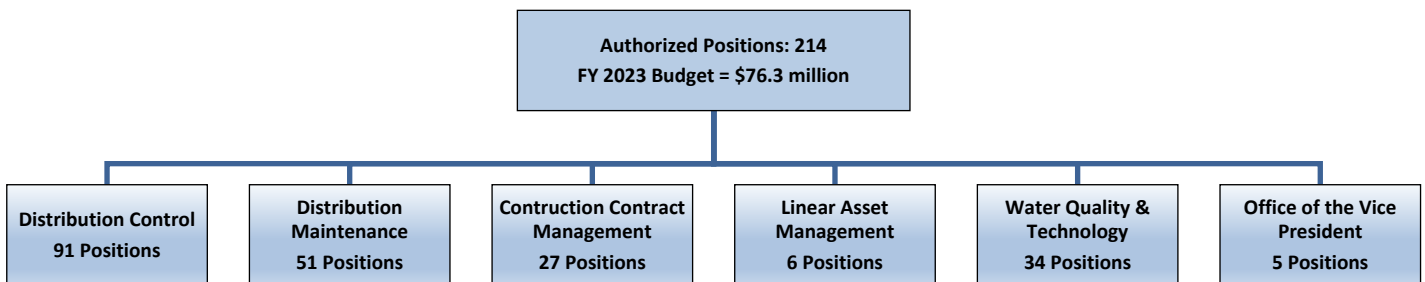
Sustainable

CLUSTER: OPERATIONS

DEPARTMENT: Water Operations

PURPOSE: The Department of Water Operations (DWO) is charged with operating and maintaining the water distribution system, delivering potable water to the citizens and visitors to the District of Columbia. DWO ensures compliance with the applicable regulations promulgated by the Safe Drinking Water Act

MISSION: To support the Authority’s mission as defined by the strategic plan and exceed expectations by providing high quality water services in a safe, environmentally friendly, and efficient manner



FUNCTIONS

Distribution Control	Distribution Maintenance	Construction Contract Management	Linear Asset Management	Water Quality & Technology	Office of the Vice President
Preventative maintenance on the 43,000 system valves	Repair and replace water mains, service lines, valves, hydrants, and other linear assets Coordinate emergency response for distribution system repairs	Manage ongoing multifaceted contracts to support water and sewer infrastructure rehabilitation and replacement programs	Manage ongoing multifaceted contracts to support water and sewer infrastructure rehabilitation and replacement programs	Environmental Protection Agency (EPA) drinking water compliance, monitoring, and reporting	Provide oversight and ensure operational compliance with various MOUs
Inspect, maintain, and replace 9,500 fire hydrants, in accordance with the Memorandum of Understanding (MOU)	Perform all water services tap, and abandonments 2" and smaller, in the District of Columbia	Administer Public Space Restoration Program	Optimize and prioritize capital program projects using condition assessment and analysis of Computerized Maintenance Software (CMMS) Provide technical support to design and construction of CIP	Ensure water quality within the distribution system. Collaborate with District agencies to mitigate adverse health effects from drinking water contaminants fees	Manage departments operating and capital budgets and perform budget monitoring functions
First responders to Investigate water system leaks emergencies	Plan and execute small capital improvement projects using in-house resources to support Water Quality, Lead Free DC (LFDC), and operational initiatives	Manage the acquisition of District Department of Transportation (DDOT) permits to facilitate emergency repairs and scheduled projects	Support Voluntary Lead Service Program. Manage service line data in Maximo and Geographic Information Systems GIS databases and provide data analytics	Assess online water quality data and models and enforce fire hydrant usage policies and regulations	

DEPARTMENT: Water Operations

BUDGET

The \$4.1 million increase in FY 2024 compared to FY 2023 budget is mainly for personnel services adjustments and water purchases, offset in part by decreases in contractual services

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	204	200	216	214	2	1%
Headcount: Filled	182	179	184	170	14	8%
Personnel Services	\$ 25,324	\$ 26,203	\$ 27,485	\$ 28,294	\$ (809)	(3)%
Supplies	887	1,016	1,170	1,104	66	6%
Chemicals	201	41	29	36	(7)	(25)%
Utilities and Rent	458	379	387	367	20	5%
Contractual Services	2,926	2,546	2,736	2,430	306	11%
Water Purchases	33,135	33,345	40,334	44,039	(3,705)	(9)%
Biosolids	-	-	-	-	-	-
Small Equipment	7	45	54	47	7	13%
Non Personnel Services ALL	37,614	37,373	44,710	48,022	(3,312)	(7)%
Department Total	\$ 62,938	\$ 63,576	\$ 72,195	\$ 76,317	\$ (4,122)	(6)%
Capital Equipment	\$ 419	\$ 659	\$ 1,050	\$ 1,195	\$ (145)	(14)%

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Maintain Safe Drinking Water Act standards. Coliform results less than 5%	2%	2%	2%	2%	Healthy, Safe, and Well
Maintain a 99% fire hydrant operational rate	99%	99%	99%	99%	Reliable
Respond to 95% of all emergency service orders in less than 45 minutes	98%	97%	97%	97%	Reliable
Number of water main breaks per 100 miles of pipe	35	36	31	31	Resilient

DEPARTMENT: Water Operations

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to develop the transmission and distribution valve assessment and rehabilitation program to extend the full life expectancy of the assets
- Continue to replace, repair, and maintain fire hydrants in accordance with the existing MOU
- Correct 90% of fire hydrants that are out of service within 30 days
- Enhance the fire flow testing program, expand fire flow tests to be in line with the MOU
- Support the CIP, Developer, DDOT, Automated Meter Infrastructure, condition assessment, and private plumbing projects with distribution system isolations
- Expand water system distribution pressure monitoring
- Continue to pilot new technologies for leak detection
- Execute system wide assessment and location confirmation of pressure boundary valves
- Coordinate with Information Technology (IT) Department to improve and deploy Distribution Control Branch Valve Application Software and Hydrant Application Software
- Coordinate with IT to develop a Water Operations Application for communicating, monitoring, and analyzing water distribution system operation and performance
- Develop customer notification system using Everbridge for water distribution system isolations
- Plan and execute flushing operations to achieve target chlorine residual in all areas
- Work with Information Technology (IT) to develop and implement a new customer water quality complaint tracking system within the Event Management System
- Develop, plan, and execute strategies and actions for compliance to new EPA regulations (Lead and Copper Rule and possibly Per- and Polyfluorinated Substances (PFAS))
- Increase customer usage of the Third-Party Portal (3PP) online reporting system and app modules for Cross-Connection Control/Backflow Preventers, Fire Hydrant Use, Permitting & Equipment Rental and Fats, Rags, Oils and Grease (FROG) Abatement System Cleaning and Maintenance
- Increase customer compliance with Cross-Connection /Backflow Preventers and Fats, Rags, Oils, and Grease (FROG) regulations from FY 2022 ratios of 64% and 20%, respectively
- Continue to coordinate with Government & Legal Affairs, Wastewater Treatment, and Pumping & Sewer Operations departments to propose new regulations and codes on Cross-Connection Control/Backflow Preventer & Fats, Oils & Grease
- Coordinate with DOH for Cross-Connection Control training of DOH personnel
- Facilitate backflow prevention inspection and repair certification of DC Water employees
- Revise Cross-Connection Control Manual with Water Management Team and contractor

Strategic Plan - Blueprint 2.0 Imperatives Legend:

- | | | | | |
|-------------------------------|-----------------|------------------|------------------|--------------------|
| Healthy, Safe and Well | Reliable | Resilient | Equitable | Sustainable |
|-------------------------------|-----------------|------------------|------------------|--------------------|

DEPARTMENT: Water Operations

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of mobile computing solutions for operational activities
- Continue to improve Customer Compliance Applications based on customer feedback
- Continue to ensure industry best practices for safety, technology implementation, and equipment
- Continue to coordinate with Department of Engineering & Technical Services to transition /consolidate the Voluntary Lead Service Replacement contract and related activities under the overarching Lead-Free DC Program
- Expand cathodic protection testing, inspection, and maintenance program
- Expand mobile computing solution in support of all operational activities
- Develop Pipeline and Soil Testing and Analysis Pilot Program
- Implement the newly developed strategies and actions for compliance with the Lead and Copper Rule revisions
- Expand operational dashboard to visualize data and provide meaningful insight
- Streamline asset commissioning and coordination program

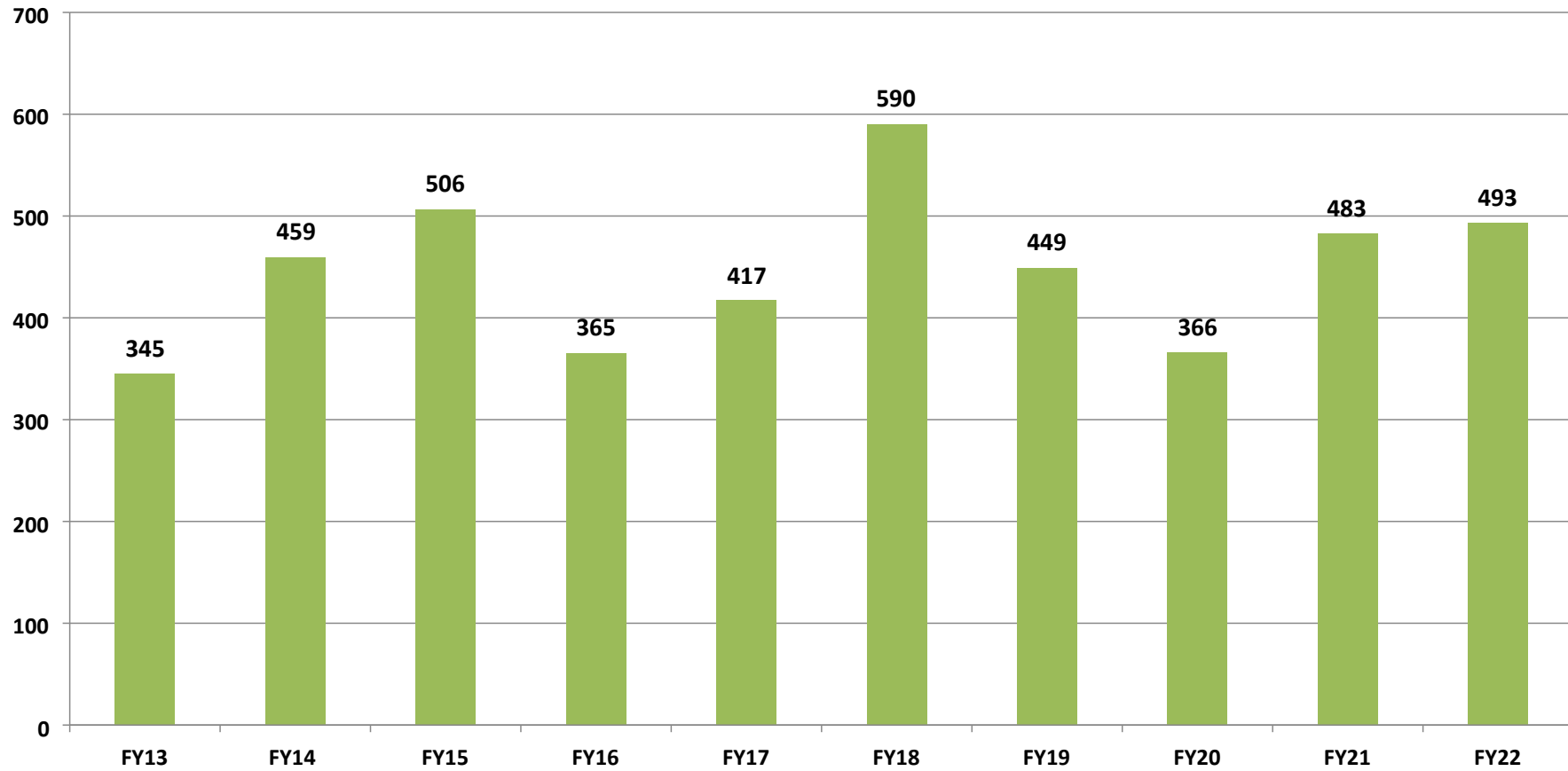
IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Software and hardware needs will expand as part of mobile computing solutions for operational activities
- Potential for additional overtime if capital projects ramp up in FY 2024 from FY 2023 levels
- Additional requirements may come because of addressing potential system issues due to deferred replacements having direct impact on operational spending in the form of overtime and capital equipment requests
- Additional labor, materials, and miscellaneous operating expenses may be associated with the completion of capital improvement projects in support of Water Quality issue resolution and the Lead-Free DC program
- Renovation costs to move Fire Hydrant Use Permit & Equipment Program to Blue Plains
- Additional labor, materials, software enhancements, and miscellaneous operating expenses will be associated with improving customer compliance with FROG, Cross-Connection Control/Backflow Preventer, and Fire Hydrant Use regulations and codes

Strategic Plan - Blueprint 2.0 Imperatives Legend:

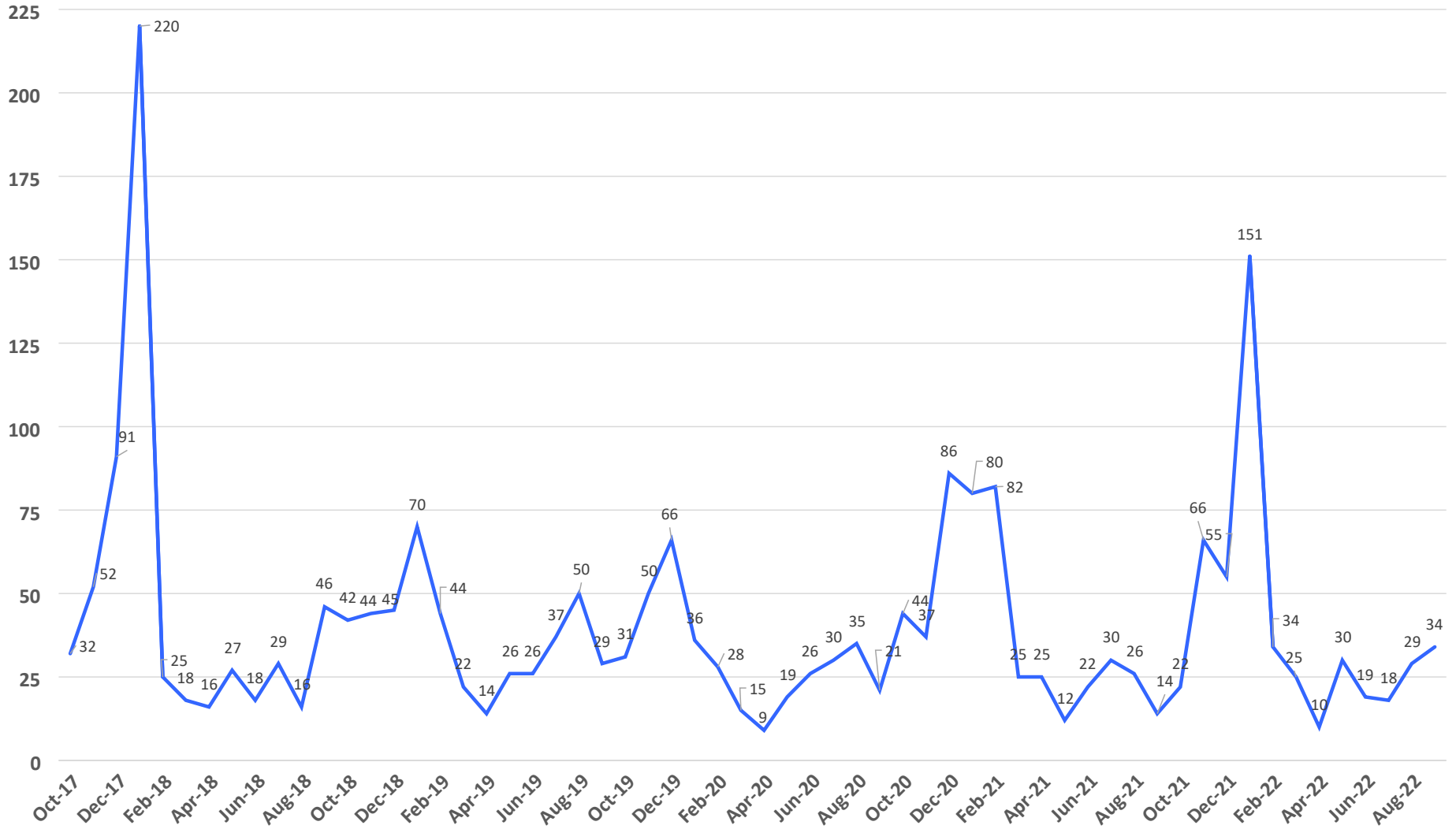
- | | | | | |
|-------------------------------|-----------------|------------------|------------------|--------------------|
| Healthy, Safe and Well | Reliable | Resilient | Equitable | Sustainable |
|-------------------------------|-----------------|------------------|------------------|--------------------|

Historical Water Main Breaks FY 2013 thru FY 2022



Number of Water Main Breaks Reported FY 2013- FY 2022

HISTORICAL MONTHLY MAIN BREAKS FY 2017 thru FY 2022

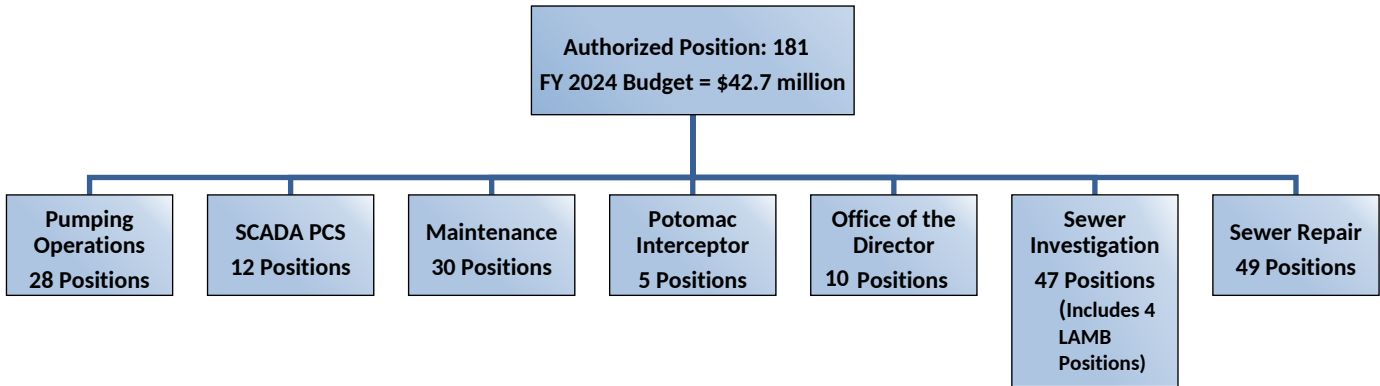


CLUSTER: Operations

DEPARTMENT: Pumping and Sewer Operations

PURPOSE: Delivery of safe, reliable, and efficient operations.

MISSION: To provide resilient delivery of water and sewer system services every minute of the day.



Pumping Operations	SCADA PCS	Maintenance	Potomac Interceptor	Office of the Vice President	Sewer Investigation	Sewer Repair
Operate Water, Sewer, and Stormwater Pumping Stations, Water Storage Facilities and Water Towers	Operate and maintain Supervisory Control and Data Acquisition (SCADA) computer system, Applications, Hardware, and Network Support	Plan and coordinate corrective, emergency, preventive, and predictive maintenance for pump stations	Manage risk, and Operation and maintenance of Potomac Interceptor (PI) Sewer, and the Clean River Tunnel Ventilation Control Vault (VCV)	Directs Department of Pumping Operations	Inspect public sewers and sewers laterals. Respond to customer complaints Clean sewers and inlet outlet structures	Install and repair sewer mains and sewer laterals. Install and repair catch basins
Remove screenings and debris from pump stations and prepare work order for equipment in need of repair	Operate and maintain all process instrumentation and controls, including completion of all related preventative and corrective maintenance	Maintain, troubleshoot, and repair mechanical and electrical process systems and equipment	Operate and maintain PI Flow Meters and odor control facilities and manholes	Plans and manages the capital equipment and operating funds	Operate and maintain sanitary, storm, and combined sewers, manholes, and siphon structures. Removal of floatable debris from Anacostia River	Responsible for the cleaning and maintenance operations of regular catch basins, stormceptors, and grate ponds
Perform Stormwater Pollution Prevention Plan inspections and reports Inspect inflatable dams to maintain proper function during rain events	Ensure integrity of SCADA, disaster Recovery Planning, Implementation and Testing Administer and manage service contracts and special projects for department	Plan, schedule, and perform condition monitoring for process equipment, including vibration, infra-red, and oil analysis	Manage Miss Utility service in Virginia and Montgomery County in Maryland; Monitor Right-of-Way to maintain integrity and prevent encroachment	Manage Maximo operations and perform reviews to evaluate effectiveness of methods in relation to asset management, uptime, Mean Time to Repair (MTTR), and Mean Time Between Failures (MTBF) metrics	Enforcement of Fats, Rags, Oils and Grease (FROG) removal program Operate and maintain Combined Sewer Outfalls, Regulator Structures, and Tidegates in accordance with NPDES Permit	Oversees maintenance program for storm water structures, filter bio-retention and water quality catch basins cleaning

DEPARTMENT: Pumping and Sewer Operations

BUDGET

The FY 2024 budget increased by \$5.4 million compared to the FY 2023 budget mainly for personnel service cost adjustments and increases in contractual services and utilities.

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	175	175	178	183	(5)	(3)%
Headcount: Filled	160	167	162	172	(10)	(6)%
Personnel Services	\$ 22,548	\$ 25,189	\$ 24,350	\$ 27,216	\$ (2,867)	(12)%
Supplies	1,201	1,428	1,657	1,677	(20)	(1)%
Chemicals	1	33	151	80	72	47%
Utilities and Rent	6,846	6,905	6,472	8,043	(1,571)	(24)%
Contractual Services	4,846	3,461	4,616	5,547	(931)	(20)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	213	33	104	140	(36)	(34)%
Non Personnel Services ALL	13,106	11,860	12,999	15,486	(2,487)	(19)%
Department Total	\$ 35,654	\$ 37,049	\$ 37,349	\$ 42,703	\$ (5,353)	(14)%
Capital Equipment	\$ 1,251	\$ 1,430	\$ 1,975	\$ 1,830	\$ 145	7%

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Availability % of our critical assets	97.6%	98%	95%	98%	Reliable
Odor Complaints Sewer Overflows for the entire District of Columbia	189	180	0	0	Healthy, Safe, and Well
Odor Complaints Sewer Overflows for Potomac Interceptor Area	0	0	0	0	Healthy, Safe, and Well

DEPARTMENT: Pumping and Sewer Operations

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

PUMPING

- Document all work management processes and maintain safety awareness highlighting best practice daily among our department, internal, external customers, and stakeholders
- Operate Sewer Pump Stations, Stormwater Pump Stations, Inflatable Dams, within the requirements of the National Pollution Discharge Elimination System (NPDES) Permit, the Municipal Separate Storm Water Sewer System (MS4) Permit, DC Water Standard Operating Procedures
- Work with the Department of Wastewater Engineering to design and implement improvements to Sewer Pump Stations, Stormwater Pump Stations, Bryant St Pump Station Spill Header, Flow Meters and replace equipment at Fabridam Structures
- Replace Variable Frequency Drives (VFDs), Valves, Programmable Logic Controllers (PLCs), Operator Interface Terminals (OITs) and other critical equipment in need of upgrades, add all Ventilation Control Vault (VCV), Pump Station odor control facilities to SCADA
- Manage relocation of Potomac Interceptor at I-495 crossing and replace all manholes with lockable composite material
- Leverage the Capacity Management Operations and Maintenance Manual (CMOM) document to help minimize/eliminate Sanitary Sewer Overflow (SSO's)
- Continue Operational and SCADA Drills - Emergency response training and Emergency response - Water tabletop exercise
- Continue to develop a system wide hydraulic model that includes Fairfax/Arlington, etc (Sustainable)
- Continue implementation of Light Detection and Ranging (LIDAR) scans of the Potable Water, Stormwater and Sewer Pump Stations
- Assess meters upgrades – billing meters, Anacostia Pump Station flow meters, gas monitoring at Poplar Point Pump Station, Secondary level transmitters at fabridams, Upper Anacostia Pump Station and Potomac Pump Station flow meters
- Upgrade SCADA servers and software
- Work with Washington Aqueduct and the Department of Engineering and Technical Services to complete the SCADA communications upgrade between the 2 entities
- Work with the Department of Engineering and Technical Services and Manufacturer to develop SCADA Master Plan and Life cycle management

SEWER

- Manage application of chemical root foaming at locations previously affected by roots
- Implementation of the Small Local Sewer Inspection Program
- Maintain combined sewer overflow technology
- Expand installation of level sensors throughout the collection system
- Coordinate with Compliance team to address Fats, Rags, Oils and Grease (FROG)
- Expand installation of point patch repair of mainline sewer and manage the replacement of sewer laterals using Trenchless Technologies
- Manage catch basin data to determine frequency of cleaning

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



Sustainable

DEPARTMENT: Pumping and Sewer Operations

- Work with IT on the testing and deployment of an updated catch basin application
- Develop plans with Facilities to replace the building structure and dock facility for the floatable debris removal program
- Manage inspection of MS4 Sewer Outfalls

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

PUMPING

- Install emergency connection for portable pumps at Fort Reno Pump Station
- Prepare and submit Multi-Jurisdictional Use Facility FY 2023 Bill
- Implementation of Long-Term Corrosion Prevention Program
- Update MJUF Operation and Maintenance (O&M) Cost Share Procedure
- Repair Potomac Interceptor Access Road
- Maintain and Repair Potomac Interceptor linear and vertical assets
- Install Battery at Odor Control Site # 31
- Upgrade Pumps at Anacostia Pumping Station

SEWER

- Continue Small Local Sewer Inspection Program (Red Zone Robotics)
- Deploy update to catch basin app
- Deploy Local and Small Sewer Inspection and Maintenance Program
- Update the Sewer Emergency Operations Response Documents – Major Assets (Sewer)
- Implement Root cause analysis training
- Work with DETS on the design phase of rehabilitation to Oxon Run Sewers
- Coordinate with DETS in Creek Bed Sewer Rehab Projects
- Continue coordination with DETS on condition assessment for Outfall Sewer Rehab
- Coordinate with DETS to complete design phase for Spring Place Sewer Rehabilitation

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

PUMPING

- If CIP projects are deferred, there is potential for more failures and emergencies, i.e., at Main Pump Station, Stormwater Pump Stations, Inflatable Dams, etc. This impacts overtime and material costs, public confidence, environmental risks, etc.
- Upcoming major CIP projects would have impact on Potomac Interceptor workload in addition to all the new Ventilation Control Vaults (VCV's) responsibility
- Maintenance of old/obsolete equipment

SEWER

- If CIP projects are deferred, there is potential for more failures and emergencies, i.e. in the sewer system, outfalls, and catch basins, SSO's and dry weather overflows, etc. This will impact overtime and material costs, public confidence, environmental risks, etc.

Strategic Plan - Blueprint 2.0 Imperatives Legend:

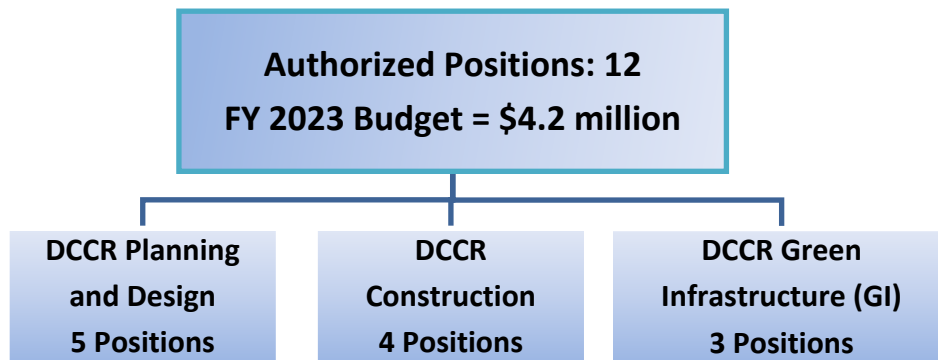


CLUSTER: WATERSHED MANAGEMENT

DEPARTMENT: Clean Rivers

PURPOSE: To oversee the Authority’s DC Clean Rivers Project, a twenty-five-year Consent Decree and Long-Term Control Plan, to reduce combined sewer overflows and bring them into compliance with District water quality standards, while also providing flood mitigation to neighborhoods in the Northeast Boundary section of the City. The project is a combination of tunnel systems and green infrastructure

MISSION: To develop, design, construct and implement the Authority’s 25-year DC Clean Rivers Program (aka Combined Sewer Overflow Long-Term Control Plan) that includes federally enforceable consent decree driven milestones



FUNCTIONS

DCCR Planning and Design	DCCR Construction	DCCR Green Infrastructure (GI)
Manage and oversee the planning and design phase of the \$2.99 billion, 25-year Clean Rivers Program	Manage and oversee the construction phase of the 25-year Clean Rivers Program	Manage and oversee the completion of the Green Infrastructure (GI) Program, planning, design, construction, and maintenance for GI projects
Oversee the program consultant’s management of design contracts; and guide value engineering efforts to improve quality and design cost-effectiveness	Ensure adherence to all construction related Consent Decree requirements and guide constructability review efforts	Manage collaboration with external stakeholders including memorandum of understanding development and negotiation with District
Develop risk mitigation strategies for all Clean Rivers projects and ensure adherence to all design performance related consent decree milestones	Develop risk mitigation strategies for all Clean Rivers projects, inspect tunnel construction and other CSO abatement facilities	Develop risk mitigation strategies related to GI implementation, maintenance, and permit compliance
Provide assistance in creating an accurate DC Clean Rivers’ engineering asset inventory and lead integration of Clean Rivers assets into DC Water’s asset management system. At completion and commissioning of assets facilitate transition of assets to DC Water Operations	Identify and mitigate potential project delay and scope growth	Ensure adherence to all GI consent decree milestones

DEPARTMENT: Clean Rivers

BUDGET

The FY 2024 budget increased by \$0.1 million over the FY 2023 budget due to personnel cost adjustments including the addition of one FTE offset in part by reductions in utilities and contractual services.

Description	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	10	10	11	12	(1)	(9)%
Headcount: Filled	9	8	9	8	1	11%
Personnel Services	\$ 1,899	\$ 1,866	\$ 2,183	\$ 2,324	\$ (141)	(6)%
Supplies	5	0	12	12	0	3%
Chemicals	-	-	-	-	-	-
Utilities and Rent	102	96	89	74	15	17%
Contractual Services	596	1,402	1,835	1,809	25	1%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	703	1,499	1,935	1,895	40	2%
Department Total	\$ 2,602	\$ 3,364	\$ 4,118	\$ 4,219	\$ (100)	(2)%
Capital Equipment	-	-	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Meet all CSO LTCP consent decree milestones	100%	-	100%	100%	Reliable

DEPARTMENT: Clean Rivers

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue construction of Northeast Boundary Tunnel (NEBT) and place facilities in operation
- Advance the procurement of Potomac River Tunnel (PRT), Contract B – Tunnel System Construction (TSC) by receiving and evaluating technical and cost proposals from design-build teams
- Complete construction for CSO-025/026 Sewer Separation
- Continue construction for Potomac River Tunnel (PRT), Contract A - Advanced Utility Construction (AUC)
- Continue application of the National Green Infrastructure Certification Program (NGICP) on relevant green infrastructure projects
- Advance construction of Rock Creek Project B Green Infrastructure (GI) and start construction
- Continue deployment of Clean Rivers’ assets into DC Water’s enterprise asset management system
- Continue the coordination of preventive maintenance of Clean Rivers assets
- Continue the maintenance of GI facilities
- Advance National Environmental Policy Act (NEPA) Studies for Rock Creek control facilities
- Regulatory requirements compliance

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Complete construction of Northeast Boundary Tunnel (NEBT)
- Award Design-Build contract for PRT, Contract B -TSC and begin construction
- Complete construction of PRT Contract A - AUC Contract
- Complete construction of Rock Creek GI Project B (RC-B)
- Continue deployment of Clean Rivers assets into DC Water’s enterprise asset management system
- Continue the coordination of preventive maintenance of Clean Rivers assets
- Continue the maintenance of GI facilities
- Complete NEPA Studies for Rock Creek Storage/Tunnel
- Regulatory requirements compliance

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Operations and Maintenance costs of Green Infrastructure in Rock Creek sewershed will increase as additional facilities are brought online. Clean Rivers is in the process of rehiring a Program Manager, Green Infrastructure to oversee program management, development and execution of contract documents, bid support, design support during construction, and construction oversight management. Clean Rivers is also seeking to fill a GI Steward position to oversee and expand maintenance capabilities while engaging with the public and other stakeholders to expand awareness of GI functions. Finally, a Program Manager for Tunnel Construction is also needed with upcoming tunnel work on the Potomac and grey storage at the Piney Branch Outfall

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient

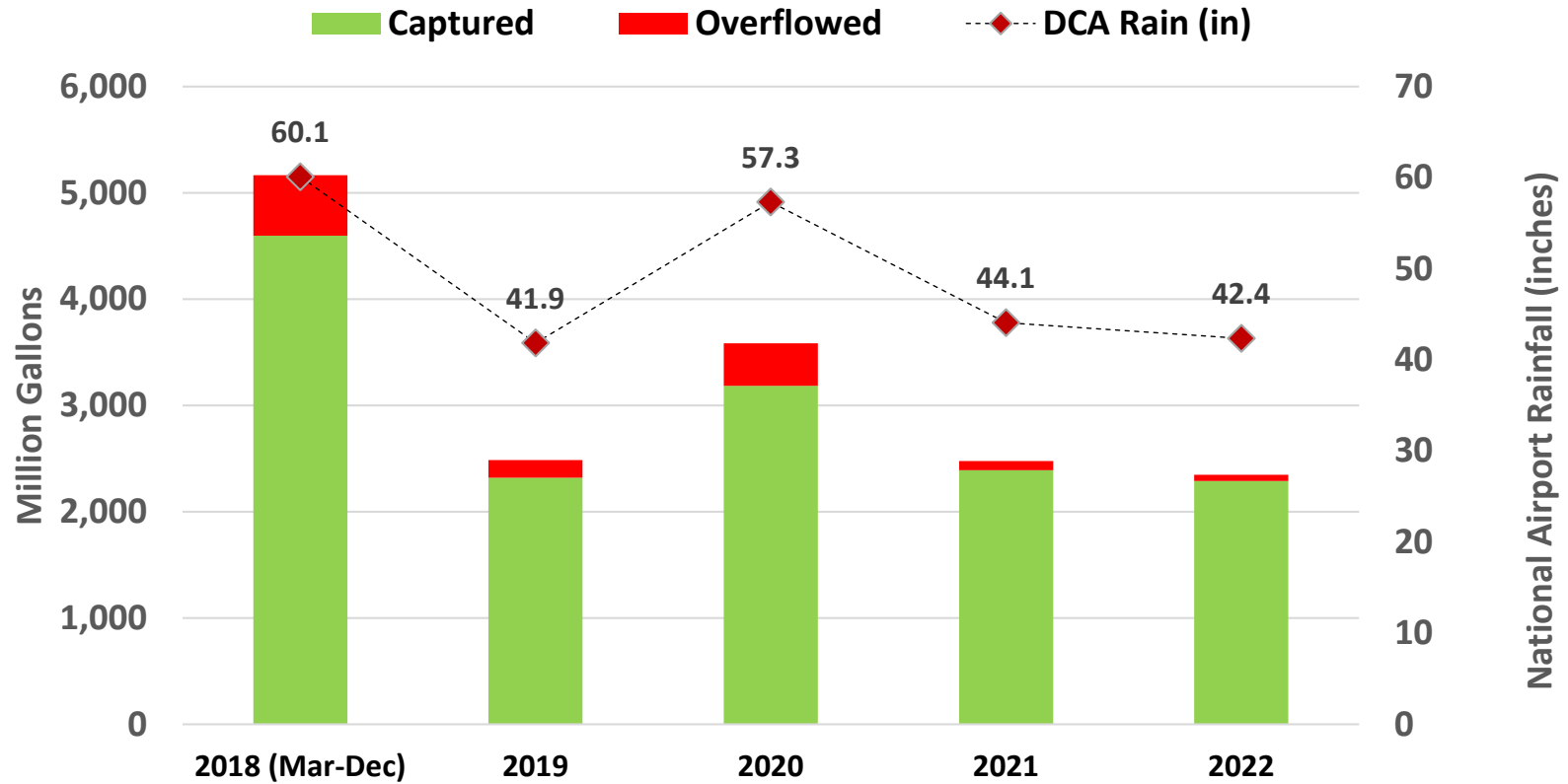


Equitable



Sustainable

CLEAN RIVERS TUNNEL PERFORMANCE Tunnel Capture Volume (MG)

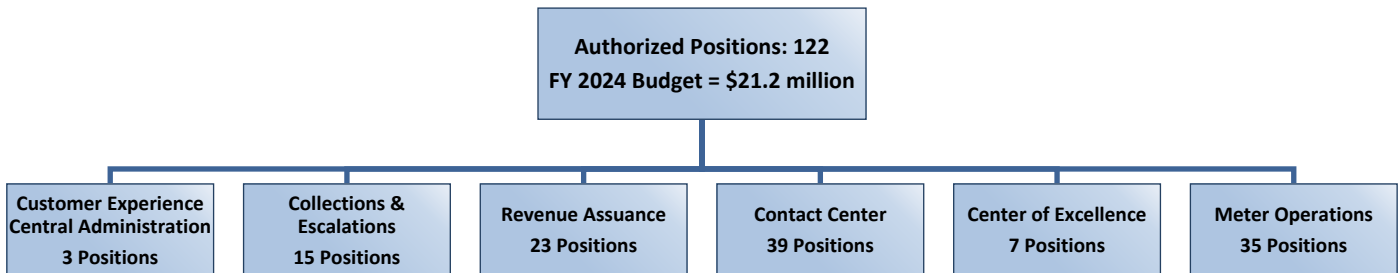


CLUSTER: CUSTOMER CARE

DEPARTMENT: Customer Care

PURPOSE: To ensure that DC Water delivers a satisfying experience for customers by providing timely and accurate billing, appropriate meter replacement and maintenance, as well as responding to customer inquiries through multiple channels in compliance with District of Columbia laws and regulations

MISSION: To provide excellent service to our customers through equitable and responsive customer interactions with the diverse community we serve



FUNCTIONS

Central Administration	Collections & Escalations	Revenue Assurance	Contact Center	Center of Excellence	Meter Operation
Leads customer service operations, initiatives and programs	Manages delinquent accounts including liens, receivership, and tax sale	Manages customer accounts and billing processes including bill exceptions, adjustments, and cancellations	Provides timely responses to customer inquiries across multiple channels	Provides business oversight for Customer Service systems (CIS, work order management, Advanced Metering Infrastructure (AMI) Interactive Voice Response IVR, and web self-service)	Maintains, installs, tests, repairs, and replaces meters
Provides strategic oversight of the customer experience	Handles disputes, hearings, and external escalated request tax sale	Maintains impervious area GIS database, assuring accurate billing of impervious surfaces in DC	Provides 24/7 Emergency customer call response and dispatch	Conducts analysis of existing or new business processes and proposes/ implements solutions	Obtains manual meter reads
	Administers the DC Water Customer Assistance Programs (CAP) and Serving People by Lending a Supporting Hand (SPLASH) programs	Handles new account creation and customer move-ins/move-outs			Performs meter disconnections & turn-ons



DEPARTMENT: Customer Care

BUDGET

The \$0.1 million increase in FY 2024 compared to the FY 2023 budget is mainly for personnel services cost adjustments, and partly offset by increases in contractual services and utilities

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	121	122	123	122	1	1%
Headcount: Filled	107	102	107	101	6	6%
Personnel Services	\$ 12,861	\$ 12,357	\$ 14,927	\$ 15,447	\$ (519)	(3)%
Supplies	59	48	76	72	4	5%
Chemicals	-	-	-	-	-	-
Utilities and Rent	298	291	444	384	61	14%
Contractual Services	4,395	4,253	5,625	5,291	333	6%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	1	1	7	8	0	(1)%
Non Personnel Services ALL	4,753	4,594	6,152	5,754	398	6%
Department Total	\$ 17,614	\$ 16,951	\$ 21,080	\$ 21,201	\$ (121)	(1)%
Capital Equipment	\$ 684	\$ 2,580	\$ 3,100	\$ 3,598	\$ (498)	(16)%

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
% of Bills issued on time (w/in 5 days)	97%	98%	97%	98%	Reliable
Estimated bills as a percent of meters read	4%	4%	4%	3.5%	Reliable
Unbilled at the end of the month	1%	1%	1%	1%	Reliable

DEPARTMENT: Customer Care

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Upgrade to VxEngage Customer Portal (a fully hosted, manage, scalable and secure web)
- Upgrade Payment Vendor and Print and Mailing Vendor
- Incorporate feedback from FY 2022 customer satisfaction surveys
- Conduct FY 2024 Customer Satisfaction Survey
- Impervious area (a hard area that prevents water from seeping into the ground) data refresh
- Implement SAP S4/Hana (ERP software) to enhance customer relationship management functionality

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Vertex One (V1) upgrade, including Customer Advantage Upgrade and Kona Replacement
- Implement Customer Survey & Process Improvement from survey results

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Annual maintenance and support fees for new/upgraded software systems

Strategic Plan - Blueprint 2.0 Imperatives Legend:

Healthy, Safe and Well	Reliable	Resilient	Equitable	Sustainable
-------------------------------	-----------------	------------------	------------------	--------------------

CLUSTER: INFORMATION TECHNOLOGY

DEPARTMENT: Information Technology

PURPOSE: To identify, define, develop, and support an integrated set of solutions that leverages people, process, and technology to improve reliability, increase efficiency, reduce cost, drive innovation, and improve the employee and customer experience

MISSION: To provide a safe and reliable state-of-the-art information technology platform capable of adapting to the changing needs of our internal and external customers. To ensure that the Authority's mission is supported by state-of-the-art technology with an infrastructure capable of accommodating all traffic and connectivity demands, and a computing environment that encourages the development of efficient business



FUNCTIONS

Infrastructure & Operation	Enterprise Solutions	Project Management	Office of the CIO & Other
Provide technical support for applications and manage the IT infrastructure; Develop and provide standards for System Architecture Integration	Support DC Water’s Authority-wide and business unit goals, objectives, and business functions	Design and maintain DC Water’s website to allow customer e-business access Develop and support DC Water’s intranet and manage project prioritization process	Manage Information Technology initiatives, functions, and assets of the enterprise
Maintain DC Water’s technology standards. Implement and support radio systems/phone	Support the IT Governance process and maintain information needed to make sound business decisions for Local and Executive IT Steering Committees (ESC and LSCs)	Integrate and provide product support for the financial, payroll, maintenance, and customer information and billing, Automated Meter Reader (AMR), Interactive Voice Response (IVR), Asset Management (AM) systems	Manage project implementations, database administration, and related budgets
Maintenance of the Enterprise Continuity of Operations (COOP) capabilities	Create, plan, assist and implement enterprise solutions utilizing technology to meet the Authority’s needs	Manage the project portfolio and provide program and project management services for the Authority	Design and implement Cyber security strategy for the enterprise. Test and validate Cyber protections
Manage the Solution Center (Help Desk)	Maintain, service, and enhance DC Water’s enterprise applications	Support project planning, management, and implementation	Support Disaster Recovery for the Authority

DEPARTMENT: Information Technology

BUDGET

The \$1.0 million increase in FY 2024 compared to the FY 2023 budget is mainly from adjustments in personnel services cost and increases in contractual services.

\$000's Description	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	30	31	37	37	0	0%
Headcount: Filled	28	27	28	26	2	7%
Personnel Services	\$ 5,056	\$ 5,466	\$ 6,229	\$ 6,723	\$ (495)	(8)%
Supplies	0	1	4	5	(1)	(25)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	133	227	193	175	18	9%
Contractual Services	5,565	5,172	3,760	4,323	(563)	(15)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	22	8	67	46	21	32%
Non Personnel Services ALL	5,720	5,408	4,024	4,548	(524)	(13)%
Department Total	\$ 10,775	\$ 10,873	\$ 10,252	\$ 11,271	\$ (1,019)	(10)%
Capital Equipment	\$ 9,519	\$ 10,144	\$ 6,869	\$ 5,287	\$ 1,582	23%

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
98% Network uptime round the clock	99%	-	99%	99%	Reliable
96% of high priority tickets completed within 4 hours	96%	-	98%	98%	Reliable
60% Tickets closed by Tier 1 support	70%	-	71%	97%	Reliable
50% of Projects Completed on-time	90%	-	80%	90%	Sustainable
98% Network uptime during peak hours	100%	-	99.5%	99%	Reliable

DEPARTMENT: Information Technology

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Field Mobile Applications (Power Apps/Layer Mark) Phase 2 – Valve App
- Electronic Permits Applications (3PP) Enhancements and Emergency Permits SP, Oracle PSCR for Permits Applications
- Primavera Contract Manager Replacement Phase 1A & 1B and Unifier Enhancements
- Updates: Aclara One Upgrade, Updates/Large, DCU Firmware, VertexOne Upgrade (V1) CRM Integration
- Upgrades: Maximo Upgrade, Genesys Upgrade to Cloud, and MTU Upgrade
- Enhancements : VertexOne Enhancements, Mobile App Enhancements
- HQO Building Automation System
- VertexOne Kubra Replacement
- DC Water.com Pipeline Interactive design upgrade
- Project Zeus – HCM DataMart Project
- AlertUs – Emergency Communications
- (Emergency) Event Management System
- Other planned activities are Green Drop Application, Sterling Center, SCADA Upgrades, CIPIM SharePoint site, Open Text to SharePoint Migration, DMB Mobility, Managed SQL Server Instance, FIDO Prototype, and Collection Response Program
- Underground Wi-Fi

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Vertex One ongoing enhancement, Vertex One AI
- Replacements: Customer Advantage & Kona replacement
- Enhancements: Impervious Area System Enhancements (CRIAC), enhancements, Mobile App enhancements, Maximo Enhancements, 3PP SaaS Implementation
- Upgrades: Oracle ERP functional upgrades, Cloud Call Center upgrade Phases 3 & 4, iPass/Interface upgrades with GIS, Maximo, Unifier, and Mobile apps
- Developments: Clean River asset class and SharePoint forms development
- Other planned activities are Qualtrics Implementation, Internet of Things (IoT) Apps, Power Apps, and Lead Service Replacement/Water Quality updates

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Migration of Oracle databases to MS SQL in Azure Cloud or to Oracle Cloud will result in significant savings in our Hardware and Software maintenance costs
- Lawson backup project will reduce the operational cost of maintaining retired Lawson environment
- OpenText to SharePoint migration will result in savings in our software operational costs
- Genesys Upgrade to Cloud will result in savings with IT customer service-related operational costs

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



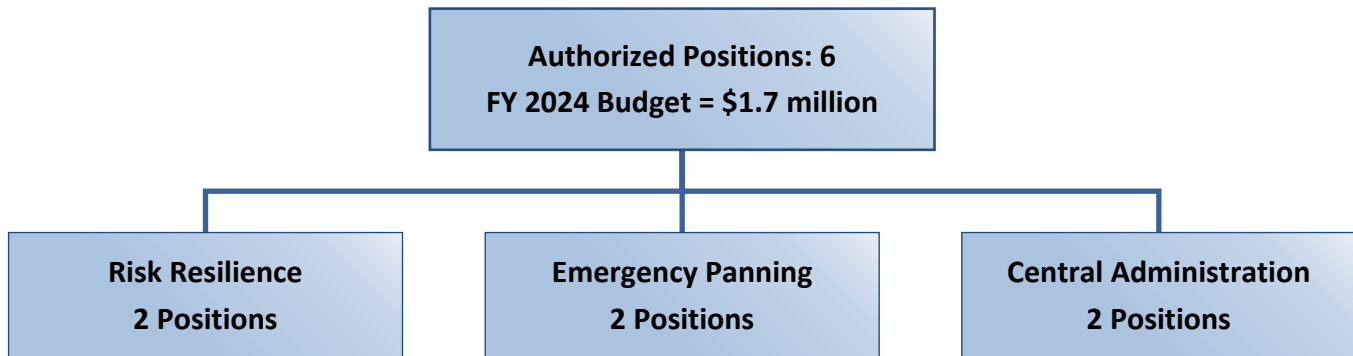
Sustainable

CLUSTER: SHARED SERVICES

DEPARTMENT: Office of Emergency Management

PURPOSE: To provide planning and operational support to the entire Authority during emergencies and ensure DC Water complies with the American Water Infrastructure Act

MISSION: To facilitate the development and sustainment of a disaster resilient utility



FUNCTIONS

Emergency Planning	Training and Exercises	Risk Resilience	Hazard Mitigation and Grants
Manage and implement mitigation, planning, response, and recovery emergency procedures and plans in compliance and aligned with America's Water Infrastructure Act (AWIA), National Incident Management System (NIMS, Emergency Management Accreditation (EMAP)	Provide tailored trainings and exercises through a multi-year training and exercise plan and calendar which utilizes federal funding through EPA and collaboration with regional partnerships	Facilitate Risk and Resilience Assessments for compliance to AWIA and continuous improvement efforts such as integration into hazard mitigation plan and capital improvement projects	Identify, secure, and facilitate hazard mitigation funding sources for Authority's hazard mitigation efforts which lower financial obligations
Facilitate local, regional, and federal partnerships to support DC Water's emergency management efforts and submit resource requests to DC HSEMA and NCR Water/Wastewater Agency Response Network	Manage DC Water's Incident Management Team (IMT) and Emergency Liaison Officers (ELOs)	Provide support to the DC Fusion Center, assessment of data, sharing of information, and development of threat briefings.	Manage DC Water's Hazard Mitigation Plan and Task Force
Assist in providing after action reviews and reports for multiple operational period emergencies that utilized an activated IMT and provide improvement planning tracking measures	Partner with regional partner agencies on training and exercise efforts to sustain readiness and resilience	Identifies, proposes, and accesses federally available funding, including the development and submission of Urban Areas Security Initiative (UASI) grant proposals	Coordinate and manage grant submittals, awards, correspondence, compliance reports, and to maintain confidential files

DEPARTMENT: Office of Emergency Management

BUDGET

The FY 2024 budget for the Office of Emergency Management (OEM) is relatively flat compared to the FY 2023 budget

\$000's Description	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	5	5	6	6	0	0%
Headcount: Filled	5	5	4	5	(1)	(25)%
Personnel Services	\$ 625	\$ 950	\$ 1,044	\$ 1,034	\$ 10	1%
Supplies	1	3	5	4	1	17%
Chemicals	-	-	-	-	-	-
Utilities and Rent	14	9	10	13	(3)	(31)%
Contractual Services	350	314	584	592	(8)	(1)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	0	-	25	15	10	40%
Non Personnel Services ALL	365	327	625	625	0	0%
Department Total	\$ 990	\$ 1,277	\$ 1,669	\$ 1,659	\$ 10	1%
Capital Equipment	-	-	\$ 0	\$ 0	\$ 0	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Maintain compliance in American's Water Infrastructure act every 5 yrs 100%	100%	100%	100%	100%	Resilient
Maintain Emergency Management Accreditation. Provide yearly measures report	100%	100%	100%	100%	Resilient

DEPARTMENT: Office of Emergency Management

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Facilitate Authority wide revision to the risk and resilience assessment using the J100 methodology and the Program to Assist Risk & Resilience Examination (PARRE) tool to comply with America’s Water Infrastructure Act (AWIA)
- Establish an Incident Management Team and documentation software solution for quicker emergency notifications, tasks, and easier plan references
- Continue compliance with AWIA and Emergency Management Accreditation Program (EMAP) through plan updates revisions, training and exercises, response capabilities, hazard mitigation, gap improvements, and critical infrastructure protection
- Perform a full revision to the Sewer Emergency Containment Plan
- Manage efforts to transition and establish After Action Improvement Matrix (AIM) data from Fleet Management Information System (WAVE) into Origami with the necessary Homeland Security Exercise and Evaluation Program (HSEEP) and National Incident Management System (NIMS) requirements
- Establish a suite of virtual emergency management training courses to assist staff in obtaining a knowledge base and to assist in establishing incident management competencies
- Facilitate source support for Federal Emergency Management Agency Mitigation Grants
- Implement the automation of a weather alert platform to assist operations and planning
- Develop tracking measures and dashboard for OEM efforts with department strategic plan, Blueprint 2.0 goals, KPIs, and standard practices
- Plan for lengthy and robust EMAP reaccreditation efforts to occur in FY 2024

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Perform authority wide full revision efforts of the Continuity of Operations Plan and the Hazard Mitigation Plan to align with the District’s Hazard Mitigation plan, DC Water’s Blueprint 2.0, and incorporate findings and recommendations from the FY 2023 Risk and Resilience Assessment
- Facilitate the self-assessment, onsite evaluation, and reaccreditation efforts for emergency management re-accreditation (EMAP)
- Continue compliance with AWIA and EMAP through plan updates, training and exercises, response capabilities, hazard mitigation, gap improvements, partnerships with local and regional emergency management agencies, and critical infrastructure protection measures
- Design and facilitate a hazardous materials functional exercise for Blue Plains operations
- Implement the established IMT management and documentation software solutions for emergency notifications, task assignments, documentation tracking, and plan references

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



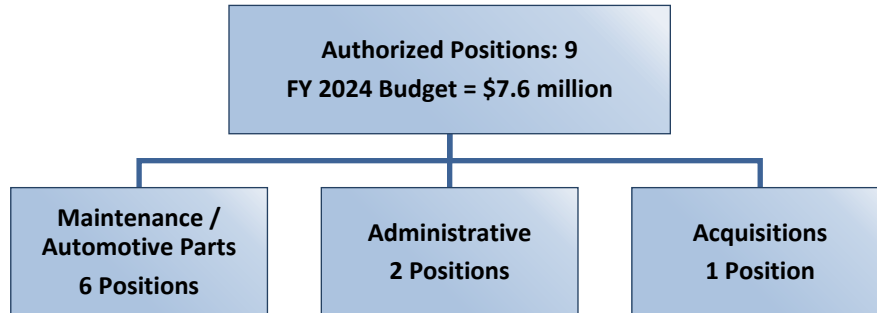
Sustainable

CLUSTER: SHARED SERVICES

DEPARTMENT: Fleet Management

PURPOSE: Ensure DC Water’s fleet and equipment are safe and functioning to meet the operational needs of the Authority

MISSION: To provide safe, reliable and cost-effective vehicles and equipment to DC Water for use by all departments in performance of their missions



FUNCTIONS

Maintenance/Automotive Parts	Administrative	Acquisitions
Preventive and repair maintenance oversight and Stakeholder engagement	Manage fleet maintenance contract	Acquisition/Disposal of vehicles/equipment
Performance measurements - percent of uptime/availability	Manage and support the Fleet Wave System	Development of specifications and standards for heavy equipment
Integration and retrofitting of vehicles Integration of mobile technology support	Management of DC Water loaner pool and rideshare programs	
Apprentice-trainees (vehicle/equipment maintenance; quality assurance)	Commercial Driver’s License (CDL) Safe Drivers Program and related vehicle specific trainings	
	Ensure compliance with fueling requirements and coordination with vendors	
	Grants submissions and monitoring	

DEPARTMENT: Fleet Management

BUDGET







The FY 2024 budget is relatively flat compared to the FY 2023 budget

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	9	9	10	9	1	10%
Headcount: Filled	8	8	8	8	0	0%
Personnel Services	\$ 1,155	\$ 1,284	\$ 1,535	\$ 1,502	\$ 33	2%
Supplies	1,369	1,107	850	1,424	(574)	(68)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	749	1,030	824	1,006	(182)	(22)%
Contractual Services	2,839	3,450	4,287	3,576	710	17%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	47	144	80	117	(37)	(47)%
Non Personnel Services ALL	5,003	5,731	6,041	6,124	(83)	(1)%
Department Total	\$ 6,158	\$ 7,014	\$ 7,576	\$ 7,626	\$ (50)	(1)%
Capital Equipment	\$ 791	\$ 5,039	\$ 16,400	\$ 6,000	\$ 10,400	63%





	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Preventative Maintenance Completed on Schedule	33%	29%	96%	96%	Sustainable
Priority #1 Vehicles available for use	85%	78%	96%	96%	Reliable

DEPARTMENT: Fleet Management





FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Relocation and transition to the new Fleet Facility   
- Implementation of new professional maintenance and repair contract 
- Continue implementation and upgrade of Field Services Mobile Support Technology Programs meshing, smart Infrastructure and vehicle sensor technology 
- Continue utilization of grants and enterprise collaborations for the purchase of alternative fuel vehicles like biodiesel and electric vehicles 
- Employee training and certification of Fleet personnel 

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Management and continuous improvement of metrics through the professional maintenance and repair contract 
- Continue efforts to optimize fleet utilization as well as reduce the carbon footprint and the re-issuance of underutilized units  
- Continue the reassessment of the Priority Equipment and major change outs according to Departmental Programs and Critical Service Levels 

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Construction and relocation to a new Fleet facility will enhance our operations and serviceability of our vehicles in a climate-controlled environment   
- Our ability to perform certain tasks will be greatly enhanced and our vehicle downtimes will decrease under the services of a professional maintenance contract 

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



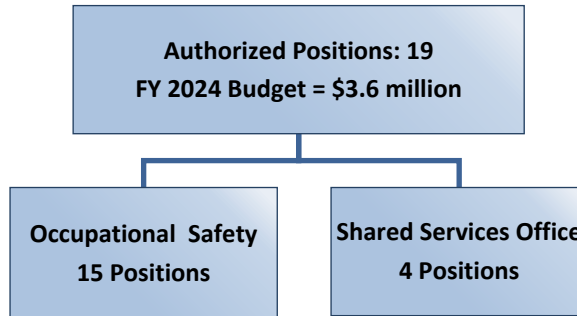
Sustainable

CLUSTER: SHARED SERVICES

DEPARTMENT: Occupational Safety and Health

PURPOSE: Oversight of the Authority’s Comprehensive Health and Safety Program, to accomplish a safe and healthy work environment, as well as compliance with environmental health and safety regulations

MISSION: To support DC Water’s Blueprint Strategic Plan by effectively managing Department resources to accomplish a healthy work environment for all DC Water employees



FUNCTIONS

Operations Safety	Shared Services Office
Compliance with environmental health and safety management system	To oversee and direct the administrative functions that support the achievement of DC Water’s goals
Implement comprehensive safety program, including facility and crew safety inspections, and accident and incident investigations	Ensure continuity of operations and a safe, secure, and healthy working environment by providing a foundation of resources and support to DC Water employees through the management of facility, security, safety, emergency management, and fleet services
Support DC Water’s Emergency Response activities. Coordinate and support the Office of Risk Management, Emergency Management, Emergency Preparedness of Contractors, and the Department of Engineering and Technical Services, including the Rolling Owner Controlled Insurance Program (ROCIP), Safety Program, and Non-ROCIP contracts	Provide a healthy, safe, and secure environment for DC Water to operate, through high-quality and cost-effective services and trainings, delivering an exceptional customer experience for our workforce and community
Oversight of hazardous waste program and storage tank compliance. Identify, develop, schedule, and deliver required safety training	Implement initiatives to prevent and reduce accidents, occupational illnesses, and exposure to health and physical hazards

DEPARTMENT: Occupational Safety and Health

BUDGET

The \$1.2 million increase in the approved FY 2024 budget is mainly for increased personnel service cost adjustments which include two additional positions, and contractual services increase

\$000's Description	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	15	15	17	19	(2)	(12)%
Headcount: Filled	10	10	10	10	0	0%
Personnel Services	\$ 1,885	\$ 1,951	\$ 2,180	\$ 3,076	\$ (896)	(41)%
Supplies	4	8	1	5	(4)	(351)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	26	25	27	37	(9)	(35)%
Contractual Services	348	338	159	472	(313)	(197)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	2	-	-	-	-
Non Personnel Services ALL	377	372	187	513	(326)	(174)%
Department Total	\$ 2,262	\$ 2,323	\$ 2,367	\$ 3,589	\$ (1,221)	(52)%
Capital Equipment	-	-	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
DC Water Employee Recordable Incident Rate (RIR) (CY)	4.3	2.45	<5.3	< 4.9	Healthy, Safe, and Well
DC Water Employee Lost Time Incident (LTI) (CY)	2.4	1.67	<2.1	< 1.7	Healthy, Safe, and Well
Contractor/ROCIIP Recordable Incident Rate (RIR) (CY)	1.1	2.3	<2.8	< 2.5	Healthy, Safe, and Well
Contractor/ROCIIP Lost Time Incident (LTI) (CY)	0	0.19	<1.1	< 1.1	Healthy, Safe, and Well

DEPARTMENT: Occupational Safety and Health

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to develop safety goals and initiatives in support of the Healthy Safe and Well Imperative of Blueprint 2.0
- Upgrade all Automated External Defibrillators (AED)
- Continue to provide support to the Office of Risk Management for the Rolling Owner Controlled Insurance Program (ROCIP) and DC Water’s Workers Compensation Program
- Continue to review and update Health and Safety Policies
- Upgrade Safety Risk System – Origami
- Continue development of the DC Water Occupational Health and Safety System in alignment with ISO-45001

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Support Blueprint 2.0 and the Healthy Safe and Well Imperative
- Continue to support ROCIP and DC Water’s Workers’ Compensation Program
- Implement approved health and safety policies
- Focus on implementing the DC Water Occupational Health and Safety system
- Collaborate with the Office of Marketing and Communications (OMAC) on enhancing safety communications

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- None

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



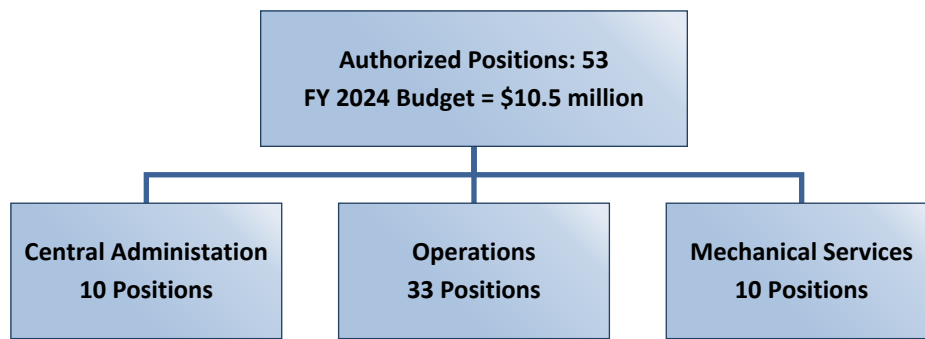
Sustainable

CLUSTER: SHARED SERVICES

DEPARTMENT: Facilities Management

PURPOSE: Administers programs for construction, operation, maintenance, and continuous improvement of the Authority’s physical infrastructure and building services

MISSION: To support the operation of the Authority through routine maintenance, custodial services, repair and improvement of its facilities, buildings, grounds, and roadways for DC Water’s operations



FUNCTIONS

Central Administration	Operations	Mechanical Services
Mail, courier and freight services	Building operations maintenance, procure and assign furniture, repair fences and rollup doors	Predictive/preventive maintenance
Motor pool services	Coordinate workspace assignments and moves	Adequate indoor air quality
Manage DC Water’s recycling program (paper, cans, bottles)	Janitorial service, landscaping, trash removal, and pest control	Engage in project management of major construction and renovation projects
Coordinate work order requests and surveys for facilities	Adequate ground direction and building signage	Elevator and HVAC systems maintenance
Manage DC Water’s copy services	Manage cafeteria operations	Plumbing

DEPARTMENT: Facilities Management

BUDGET

The \$0.7 million increase in FY 2024 compared to the FY 2023 budget is primarily for personnel services cost adjustments and increased costs in supplies and contractual services

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	51	51	53	53	0	0%
Headcount: Filled	44	41	44	42	2	5%
Personnel Services	\$ 5,486	\$ 5,676	\$ 6,585	\$ 6,782	\$ (198)	(3)%
Supplies	722	589	363	727	(364)	(100)%
Chemicals	1	-	-	-	-	-
Utilities and Rent	75	83	155	157	(2)	(1)%
Contractual Services	2,174	2,807	2,674	2,823	(148)	(6)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	25	77	3	11	(8)	(271)%
Non Personnel Services ALL	2,996	3,556	3,196	3,718	(522)	(16)%
Department Total	\$ 8,482	\$ 9,231	\$ 9,781	\$ 10,500	\$ (720)	(7)%
Capital Equipment	\$ 1,127	\$ 1,603	\$ 1,966	\$ 1,775	\$ 191	10%

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
% of Facilities Service requests completed within 30 days	36%	57%	90%	90%	Healthy, Safe, and Well
Preventative Maintenance Completed on Schedule	33%	63%	90%	90%	Reliable

DEPARTMENT: Facilities Management

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue the implementation of the Building Automation Program (HVAC systems)
- Assess and refine the organization of the Facilities Department: Hire a Program Manager to support Non-Process Facilities Program Management
- Continue to support proactive maintenance throughout DC Water Facilities
- Define and establish the facilities management program for the Headquarters Building
- Support Matrix contributors with office work area updates/space planning
- Continue to provide janitorial services at all DC Water campuses using new standards
- Continue to provide grounds keeping services throughout DC Water campuses
- Identify roof replacement needs for DC Water facilities and estimate the associated costs
- Identify HVAC replacement needs for DC Water facilities and estimate the associated costs
- Continue to implement new industry innovations to support efficiency and sustainability

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue the implementation of the Building Automation Program (HVAC systems)
- Manage the Non-Process Facilities Program Management CIP budgeting, design and construction Projects
- Identify roof replacement needs for DC Water facilities and estimate the associated costs
- Identify HVAC replacement needs for DC Water facilities and estimate the associated costs
- Continue to develop and manage the proactive maintenance program throughout DC Water facilities
- Support Matrix contributors with office work area updates
- Continue to provide grounds keeping, carpentry, painting, HVAC and plumbing services throughout DC Water campuses
- Continue to implement new industry innovations to support efficiency and sustainability
- Provide stakeholder support/coordination for Central Office Facilities (COF) Building renovation by Non-Process Facilities Program
- Provide stakeholder support/coordination for Bryant Street Campus renovation by Non-Process Facilities Management Program

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Continued improvement of DC Water non-process facilities and mechanical systems will reduce the overall maintenance efforts and ultimately expenditures

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



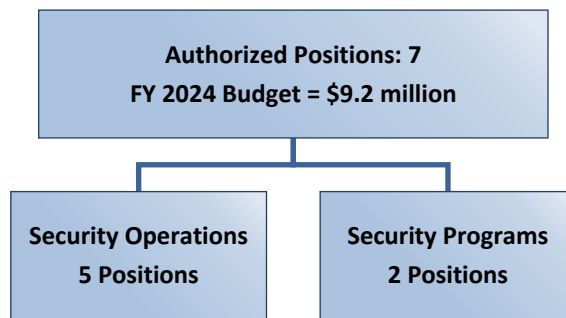
Sustainable

CLUSTER: SHARED SERVICES

DEPARTMENT: Security

PURPOSE: To deliver best-in-practice security services that safeguard and protect DC Water's mission-critical resources and employees in meeting the enterprise commitment to our communities and the environment

MISSION: To support and maintain a safe and welcoming workplace that is customer focused and intended to enhance the well-being of staff and visitors



FUNCTIONS

Security Operations	Security Protection
Locksmith, Key Control	Electronic security asset testing and maintenance
Guard force and traffic management identification and badge control	Management of security related Capital Improvement Plan projects
Emergency Management & First Response and community awareness training Security Command Center 24/7	Loss prevention, asset protection, vulnerability assessments, and hazardous threat training awareness
Investigations, local and federal liaison, and Security work order requests	Information security, site surveys, and Key management

DEPARTMENT: Security

BUDGET

The approved FY 2024 budget increased by \$0.6 million compared to the FY 2023 approved budget due to adjustments in personnel services and in contractual services

\$000's Description	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	7	7	7	7	0	0%
Headcount: Filled	6	6	5	6	(1)	(20)%
Personnel Services	\$ 790	\$ 891	\$ 890	\$ 1,087	\$ (197)	(22)%
Supplies	43	42	40	41	(1)	(2)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	292	251	331	332	(1)	0%
Contractual Services	6,229	7,406	7,360	7,755	(395)	(5)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	10	30	30	0	0%
Non Personnel Services ALL	6,563	7,710	7,762	8,158	(397)	(5)%
Department Total	\$ 7,354	\$ 8,600	\$ 8,651	\$ 9,245	\$ (594)	(7)%
Capital Equipment	\$ 1,325	\$ 1,406	\$ 800	\$ 600	\$ 200	25%

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Percent of security investigations completed within 21 days	95%	99%	95%	95%	Healthy, Safe, and Well
Security Camera operational uptime (cannot go below 90%)	95%	97%	90%	90%	Resilient
Smart card readers operational uptime (cannot go below 90%)	99%	99%	90%	90%	Resilient

DEPARTMENT: Security

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Focus on making the necessary improvements recommended in the Physical Security Assessment/Hazard Mitigation Plan and Cybersecurity & Infrastructure Security Agency (CISA) Survey – Security & Resilience Report
- Continue with Phase II of Hardening Project at Blue Plains
- Continue to upgrade Blue Plains Operations cameras
- Continue to repair/upgrade Fire Protection systems at DC Water Facilities
- Develop and institute the training curriculum for Safety, Security & Emergency Management
- Continue integration of operations cameras at ‘non-Blue Plains’ locations
- Continue to analyze throughout the Authority areas in need of additional and/or electronic security improvements
- Support IT with integration of Alert Us project – Mass Notification enhancement

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to focus making the necessary improvements recommended in the Physical Security Assessment/Hazard Mitigation Plan/CISA Infrastructure Survey – Security & Resilience Report
- Continue to repair/upgrade Fire Protection at various DC Water Facilities
- Integrate additional departments into the asset protection program for enhancing protective protocols throughout the Authority
- Continue to analyze throughout the Authority areas in need of additional and/or electronic security improvements

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Continuous improvement of security systems will reduce overall maintenance, improve response time, and decrease threat levels
- Mega-projects require significant security upgrades and enhancements which will require increased manning to provide full support
- The new Fleet Facility is expected to increase security operations costs in future years

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



Sustainable

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Secretary to the Board

PURPOSE: Serves as the Authority’s executive level business entity that manages the day-to-day activities of the Board of Directors

MISSION: To support DC Water’s Blueprint/Strategic Plan by effectively managing assigned resources to accomplish the duties of the Office of the Secretary (Board)

Authorized Positions: 2
FY 2024 Budget = \$0.6 million

FUNCTIONS

Manage logistics for the Board of Directors and Committee meetings, Public Hearings, Workshops, the Strategic Planning Process, and all other business activities of the Board

Manage and oversee the day-to-day operations of the Board of Directors and execute custodial oversight of all books, records and official documents of the Board

Administer the subpoena process and provide Notary Service for the Authority

DEPARTMENT: Office of the Secretary to the Board

BUDGET

The FY 2024 budget is relatively flat compared to the FY 2023 budget

\$000's Description	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	2	2	2	2	0	0%
Headcount: Filled	2	2	2	2	0	0%
Personnel Services	\$ 334	\$ 367	\$ 363	\$ 384	\$ (21)	(6)%
Supplies	5	3	17	8	9	53%
Chemicals	-	-	-	-	-	-
Utilities and Rent	3	4	3	3	0	4%
Contractual Services	91	95	252	189	63	25%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	0	-	0	-
Non Personnel Services ALL	98	102	273	200	73	27%
Department Total	\$ 432	\$ 469	\$ 635	\$ 584	\$ 51	8%
Capital Equipment	-	-	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Provide timely and accurate Board and Committee agendas, reports and minutes	100%	100%	100%	100%	Reliable
Follow-up and complete Board actions	100%	100%	100%	100%	Reliable

DEPARTMENT: Office of the Secretary to the Board

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to draft and submit notices and agendas for all Board and Committee meetings and Public Hearings for publication in the District of Columbia Register as required by the Open Meetings Act of 2010
- Continue to publish all Board and Committee agendas, meeting materials and meeting minutes on DC Water’s website as required by the Open Meetings Act of 2010
- Continue to coordinate logistics for the Board’s Strategic Planning Session (retreat)
- Continue to coordinate the process to fill the expired and/or vacant Board appointments
- Continue to effectively monitor follow-up requests from the Board and Committees to ensure timely responses
- Continue to enhance data dissemination process for the Board, DC Water employees, and stakeholders by use of state-of-the-art technology that supports the Board’s Strategic Plan
- Continue to manage recordkeeping process by ensuring accuracy, comprehensiveness and effective maintenance of all Board related documents and materials
- Continue to work with Information Technology to secure, install and utilize state-of-the-art technology to ensure efficient and effective recording of proceedings for all Board and Committee meetings
- Continue accomplishing all duties as required and further enhance processes, as needed

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



Sustainable

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Office of the Chief Executive Officer (CEO)

PURPOSE: The CEO/ General Manager’s Office administers, plans, organizes, and directs the operations of DC Water

MISSION: To provide DC Water customers with access to affordable, safe and reliable utility infrastructure and services

Authorized Positions: 6
FY 2024 Budget = \$3.0 million

FUNCTIONS

Strategic Planning	Operations
Provide overall operational and policy direction in support of the Board of Director’s Strategic Plan	Organize, plan and direct all operations of the Authority
Facilitate development of cross-functional Enterprise Performance Plans	Ensure development and implementation of improvement processes to increase operational efficiencies

DEPARTMENT: Office of the Chief Executive Officer (CEO)

BUDGET

The Approved FY 2024 budget increased slightly over the FY 2023 budget due to personnel services adjustments

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	8	5	6	6	0	0%
Headcount: Filled	6	4	4	4	0	0%
Personnel Services	\$ 3,246	\$ 1,845	\$ 1,506	\$ 1,688	\$ (182)	(12)%
Supplies	17	8	5	8	(3)	(62)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	19	28	24	25	(1)	(4)%
Contractual Services	1,188	1,211	1,237	1,233	4	0%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	4	-	-	-	-	-
Non Personnel Services ALL	1,228	1,246	1,266	1,266	0	0%
Department Total	\$ 4,474	\$ 3,092	\$ 2,772	\$ 2,954	\$ (182)	(7)%
Capital Equipment	-	-	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Implement all policies and directives of the Board of Directors	100%	100%	100%	100%	Sustainable

DEPARTMENT: Office of the Chief Executive Officer (CEO)

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Development and execution of an efficient and effective OCEO administrative system for information flow that strategically guides day-to-day operations and supports data-driven, executive decision-making across the Authority
- Continue improving our labor management partnership
- Continue to expand the strategic direction of the Chief Executive by designing new support roles for execution
- Support the Board of Directors and Senior Executive Team (SET) relationships through ongoing joint engagement efforts
- Continue watershed-based stakeholder engagement, including continued support of the Anacostia freshwater mussel project to improve water quality and protect our investment in cleaning the Anacostia River
- Continue to support the planning and delivery of an annual national Women of Water event in the DC Region to showcase and recognize women leaders in the water sector

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue active engagement, leadership, and partnership with global industry leaders in the utility sector
- Continue development and execution of an efficient and effective OCEO administrative system for information flow that strategically guides day-to-day operations and supports data-driven, executive decision-making across the Authority
- Continue improving our labor management partnership
- Continue to expand the strategic direction of the Chief Executive by designing new support roles for execution
- Continue development and expansion of executive leadership to continue building a high performing leadership team and culture
- Support the Board of Directors and Senior Executive Team (SET) relationships through ongoing joint engagement efforts
- Continue watershed-based stakeholder engagement, including continued support of the Anacostia freshwater mussel project to improve water quality and protect our investment in cleaning the Anacostia River
- Continue to support the planning and delivery of an annual national Women of Water event in the DC Region to showcase and recognize women leaders in the water sector
- Build CEO forum which addresses the unique needs of the African American CEO experience
- Expand the branding of the CEO and DC Water through an external marketing partner

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:

Healthy, Safe and Well

Reliable

Resilient

Equitable

Sustainable

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Office of the Chief Operating Officer (COO)

PURPOSE: To support and provide oversight, guidance and strategic direction for the Departments of the Shared Services, Customer Care, Information Technology, Sewer and Pumping Operations, Wastewater Operations, Water Operations, Engineering, and Watershed Management Departments to ensure alignment with the vision and strategic direction cast by the CEO and Board of Directors

MISSION: Effectively, efficiently and reliably manage the core operations and supporting administrative services of the Authority to provide critical services to internal and external customers; oversight and direction for the authority’s capital improvement program planning and implementation; and working to achieve resilience and mitigate risks to day to day operations and critical infrastructure

Authorized Positions: 4
FY 2024 Budget = \$1.8 million

FUNCTIONS
Chief of Operations for the Authority serves as the representative of the Authority, CEO and Senior Executive Team on matters related to the operations of the Authority including engaging in boards, associations and other stakeholder groups on policy and operational matters
Planning, development and implementation of key programs, projects and initiatives
Establish/monitor key performance indicators
Advisement to CEO and other members of the Senior Executive Team (SET)
Participation in internal and external policy development and decisions
Oversight, planning and implementation of DC Water’s Capital Improvement Program
Provide support, oversight and guidance to the Operations and Engineering clusters
Support for strategic planning and implementation, acting as the Imperative Accountable Owner for the Reliable organizational imperative
Provide oversight, review and guidance for all compliance requirements related to local and federal regulations

DEPARTMENT: Office of the Chief Operating Officer (COO)

BUDGET

The \$0.2 million decrease in FY 2024 compared to the FY 2023 budget is primarily in personnel services cost adjustments

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	5	5	5	4	1	20%
Headcount: Filled	4	4	4	4	0	0%
Personnel Services	-	\$ 756	\$ 1,250	\$ 1,092	\$ 158	13%
Supplies	-	0	-	2	(2)	
Chemicals	-	-	-	-	-	
Utilities and Rent	-	-	0	4	(4)	
Contractual Services	20	420	672	666	6	1%
Water Purchases	-	-	-	-	-	
Biosolids	-	-	-	-	-	
Small Equipment	-	-	-	-	-	
Non Personnel Services ALL	20	420	672	672	0	0%
Department Total	\$ 20	\$ 1,176	\$ 1,922	\$ 1,764	\$ 158	8%
Capital Equipment	-	-	-	-	-	

DEPARTMENT: Office of the Chief Operating Officer (COO)

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Execution of Projects identified in the Advanced Energy Group (Clean Energy & Equity Portfolio)
- Continue to participate in workshops at National Conferences on Diversity, Equity, and Inclusion and other Topics
- Completion of the DC Flood Task Force
- Renegotiation of the Washington Agreement Cost Sharing Agreement
- Completion of the Phase Two Organizational Assessment
- Completion of the Water Equity Network Roadmap
- Transition to the new Fleet Facility
- Continue execution of the Lead Free DC Program

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Advancement of projects identified within the Clean Energy & Equity Portfolio
- Continuation of programs identified from the DC Flood Task Force
- Renegotiation of the Washington Aqueduct Cost Sharing Agreement
- Completion of the Anacostia Tunnel under the Clean Rivers Program - Sustainable
- Negotiation of the National Pollutant Discharge Elimination System (NPDES) Permit for Blue Plains Advanced Wastewater Treatment Plant
- Continue execution of the Lead Free DC Program

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- None

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



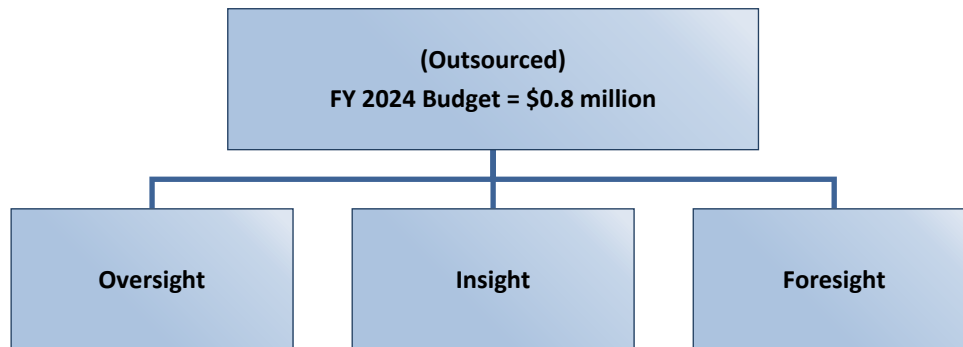
Sustainable

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Internal Audit

PURPOSE: Assists the Authority in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's risk management, control and governance processes

MISSION: To provide independent, objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of DC Water



FUNCTIONS

Oversight	Insight	Foresight
Conduct periodic audits	Assess programs and policies	Identify trends and challenges before they become crises
Conduct audits requested by the Board of Directors and for the Chief Executive Officer & General Manager	Share best practices and benchmarking information	Identify risks and opportunities
Review of corporate governance	Provide ongoing feedback for re-engineering management practices and policies	Risk-based auditing

DEPARTMENT: Internal Audit

BUDGET

The FY 2024 Budget increased slightly to cover increased audit fees compared to the FY 2023 budget

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	0	0	-	-	-	-
Headcount: Filled	0	0	-	-	-	-
Personnel Services	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	1	-	2	-	2	100%
Contractual Services	554	750	743	805	(62)	(8)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	556	750	745	805	(60)	(8)%
Department Total	\$ 556	\$ 750	\$ 745	\$ 805	\$ (60)	(8)%
Capital Equipment	-	-	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Internal Audit Work Planned	8	13	14	14	Reliable

DEPARTMENT: Internal Audit

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Conduct an updated risk assessment and internal audit plan for the Authority
- Implement Committee and Board approved audit plans
- Continue to manage DC Water’s hotline and implement the hotline protocol
- Continue to report to the Board of Directors via the Audit and Risk Committee on the status of prior internal audit findings and management action plans
- Continue to conduct follow-up procedures on newly presented audit findings and determine status of management action plans
- For management assessments conducted, identify strategic improvement opportunities for management

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Conduct annual risk assessment considering current DC Water environment, strategic initiatives, and industry trends
- Develop audit plan based on top priority risks for the year based on risk assessment
- Execute audit plan to include performing audits and management assessments
- Report findings, management action plans and status of prior internal audit findings to the Audit and Risk Committee on a quarterly basis
- Conduct follow-up procedures on newly presented audit findings
- Continue to manage DC Water’s hotline and implement the hotline protocols

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



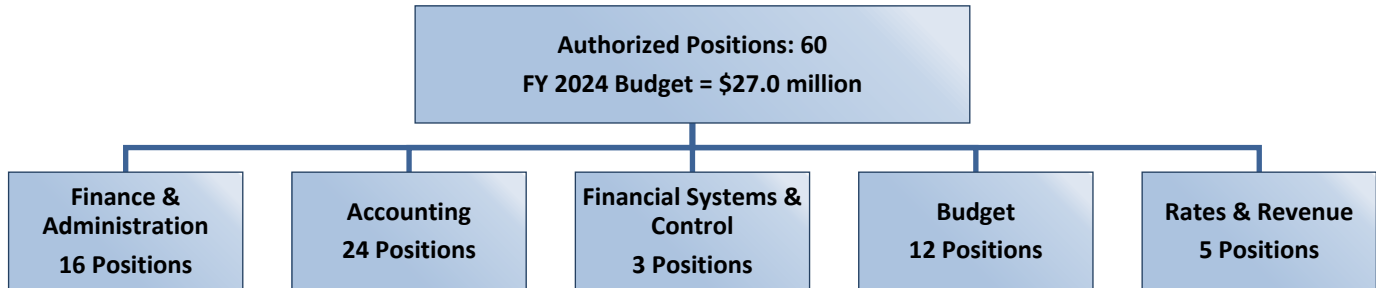
Sustainable

CLUSTER: FINANCE, PROCUREMENT AND COMPLIANCE

DEPARTMENT: Finance

PURPOSE: Responsible for the financial integrity of the Authority’s assets and liabilities, funds acquisition, budget execution, and management and planning of expenditures for all programs and initiatives

MISSION: Stewardship of DC Water’s financial activities to ensure financial integrity and ensure performance that meets the expectations of the Board of Directors, Stakeholders, and the broader financial community



FUNCTIONS

Finance & Administration	Accounting	ERP System & Controls	Budget	Rates & Revenue
<p>Oversight and management of Finance, Accounting, Budget, Financial Systems & Control, and Rates & Revenue</p> <p>Manage and oversee Treasury, Debt, insurance and Risk Management functions of the organization</p>	<p>Manage accounting and financial reporting functions of the organization</p> <p>Prepare Annual Comprehensive Financial Report (ACFR), and financial transactions</p> <p>Establish accounting and reporting policies, maintain financial records and effective internal control structure</p>	<p>Manage & Support organization-wide ERP, EPM, and HCM Systems and related applications</p> <p>Ensure accountability and safeguarding of the Authority’s assets while managing the systems and user access</p>	<p>Develop, monitor and report the annual operating and 10 Year Capital Improvements Program (CIP) budgets</p> <p>Oversee the Board Committees’ reporting process and financial relationship with the Washington Aqueduct</p> <p>Submit Board-adopted Budgets through the District for Congressional Appropriation</p>	<p>Manage short and long-range financial planning, revenue forecasting, and monitoring and establishing rates</p> <p>Manage cost of service studies for water & sewer, Clean Rivers Impervious Area Charge (CRIAC), fire protection service fee, operating reserves, renewal & replacement reserves, rate stabilization fund, engineering study, ongoing responsibility for FOWM, develop cost recovery methodology & charges for stormwater services, review costs, cost recovery and impacts for water supply reliability & resilience</p>
<p>Debt and investment portfolios, operations of cashing and banking services</p> <p>Administer all insurance and risk management activities, manage all general liability and tort claims for DC Water’s Operations</p> <p>Manage construction insurance and claims programs (ROCIP)</p>	<p>Oversee payroll operations, vendor payment operation and asset management and accountability</p> <p>Manage the billing activities of the organization, including grants and county billing operations</p>	<p>Management of ERP and related systems, including upgrades and enhancements</p> <p>ERP/EPM/HCM System user support, access control and training.</p> <p>Support of Business Intelligence and Reporting</p>	<p>Prepare quarterly reports and monthly Financial Reports</p> <p>Perform ongoing financial management of critical programs and maintain department’s web page</p>	<p>Monitor consumption, revenue, collections, accounts receivable and delinquencies greater than 90 days</p> <p>Manage independent review of rates and budget for public hearing</p>

DEPARTMENT: Finance

BUDGET

The \$2.4 million increase in FY 2024 compared to the FY 2023 budget is for personnel service adjustments, and contractual services mainly for various professional services and increased insurance premiums

\$000's Description	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	59	59	60	60	0	0%
Headcount: Filled	52	46	50	48	2	4%
Personnel Services	\$ 8,498	\$ 9,553	\$ 10,362	\$ 10,748	\$ (386)	(4)%
Supplies	3	7	15	6	9	60%
Chemicals	-	-	-	-	-	-
Utilities and Rent	52	48	64	60	4	7%
Contractual Services	11,095	9,370	14,151	16,137	(1,986)	(14)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	11,150	9,424	14,230	16,203	(1,973)	(14)%
Department Total	\$ 19,648	\$ 18,978	\$ 24,592	\$ 26,951	\$ (2,359)	(10)%
Capital Equipment	\$ 527	\$ 129	\$ 10,786	\$ 5,550	\$ 5,236	49%

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Ensure revenue projections and O&M expenditures are within budget	97%/92%	104%/97%	99%/95%	99%/95%	Sustainable
Comply with the Board's investment policy and strategy	100%	100%	100%	100%	Sustainable
Short-Term Funds - ML 3 months US T-Bill Index and Core Funds - ML 1 - 3 year	5/19	110/211	424/393	367/324	Sustainable
Manage financial operations to ensure 160% combined debt service coverage	186%	229%	196%	201%	Sustainable
Meet or exceed 250 days operating & maintenance expenses per fiscal year	\$196M	\$258M	\$275M	\$283M	Sustainable
Issue Annual Comprehensive Financial Report in accordance with GAAP	February	February	February	February	Sustainable
Pay 97% of all undisputed invoices within 30 days	93%	96%	97%	97%	Reliable
Publish Annual Budgets within 90 days of start of fiscal year	90 days	90 days	90 days	90 days	Sustainable

DEPARTMENT: Finance

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

Finance:

- Monitor Board approved policy of 250 days of cash operating reserve level requirements for liquidity needs per fiscal year
- Request for Proposal (RFP) for Investment Advisory Services and Financial Advisory Services
- Implement new Payment Gateway services for retail customers adding a merchant card fee assessment model to reduce costs to the Authority
- Implement new Payment Gateway services for new Oracle Permitting and Licensing system
- Implementation of digital disbursements software to upgrade current refund process allowing refunds via ACH to retail customers, also reducing time frame for customers to receive refunds
- Administer post compliance reporting for all outstanding debt and monitor bond market for Green Bond issuance and performance
- Manage the insurance cost needs for the Authority's Rolling Owner-Controlled Insurance Program (ROCIP)
- Monitor operating and financial metrics via Sustainability Standards Accounting Board (SASB) standards for ESG reporting per fiscal year

Rates and Revenue:

- Complete FY 2023 Cost of Service Study for Operating Reserves, Renewal & Replacement Reserves and Rate Stabilization Fund (RSF)
- Complete FY 2023 Engineering Inspection Study
- Begin FY 2023 – FY 2024 Cost of Service Study for Water, Sewer, Clean Rivers Impervious Area Charge (CRIAC), Groundwater and WAD Backwash Rate
- Implementation of multi-year Rates for FY 2023 and FY 2024
- Continue to monitor economic conditions and customer support

ERP System & Controls:

- Maintain and support new Cloud based Enterprise Resource Planning (ERP), Enterprise Performance Management (EPM), and Human Capital Management (HCM) systems
- Advance initiatives to improve system functionality and further automation of business processes; develop new reports to support business needs

Accounting:

- Coordinate and support Internal Auditors
- Provide Prepare by Client list to external auditors and clarify any issues/questions on Financials
- Obtain unmodified external audit opinion
- Complete A-133 audit
- Issue Annual Comprehensive Financial Report (ACFR)
- Issue Green Bond Report
- Minimize/eliminate paper check payments to vendors

Strategic Plan - Blueprint 2.0 Imperatives Legend:

DEPARTMENT: Finance

Budget:

- Develop, monitor and report the annual operating and 10-year CIP budgets
- Ongoing financial management of critical programs
- Implement streamlined and continue improvements to the budget planning process
- Continue support and improvement of the Enterprise Planning and Budgeting Cloud Service (EPBCS) system
- Continue support and improvement of the Enterprise Performance Reporting Cloud Service (EPRCS) system for authoring and publication of the annual budget documents and other management reports

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Explore alternative revenue generating initiatives
- Complete FY 2023 Cost of Service Study for Water, Sewer, and Clean Rivers Impervious Area Charge (CRIAC), Groundwater and WAD Backwash Rate
- Coordinate with consultants for Independent Review of Rates and Budget for public hearing
- Request for Proposal (RFP) for Bond and Disclosure Counsel Services, Underwriter Services, Debt and Investment Software Services, and Banking Services (Sustainable)
- Continue to leverage the EPBCS to streamline FY 2024 budget development process

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

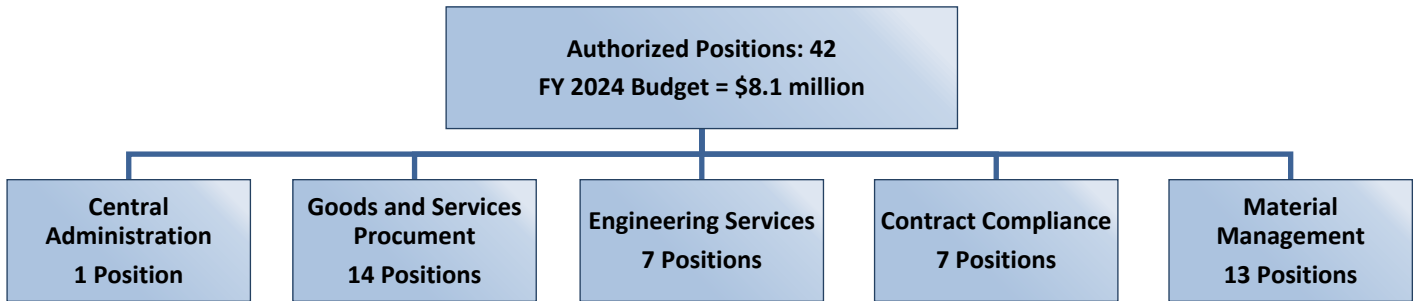
Strategic Plan - Blueprint 2.0 Imperatives Legend:

CLUSTER: FINANCE, PROCUREMENT AND COMPLIANCE

DEPARTMENT: Procurement and Compliance

PURPOSE: The department is responsible for the acquisition of goods and services in support of the Authority’s business activities in accordance with approved procurement policies and guidelines

MISSION: To procure the best value products and services, with the highest degree of procurement integrity, utilizing efficient and cost-effective procurement methods, with a continuing focus on Local and Small Business Enterprises (LSBE) and Disadvantaged and Women Business Enterprises (D/WBE) contracting participation



FUNCTIONS

Central Administration	Goods and Service Procurement	Engineering Services	Contract Compliance	Material Management
Manage compliance to the Procurement Regulations and Manual	Manage procurement process for products and services	Manage procurement process for engineering services and capital projects	Manage DC Water’s business development program and business diversity and inclusion programs	Manage the operational materials planning and warehousing
Provide the executive direction on the procurement and contracting	Develop category and sourcing strategies	Develop category and sourcing strategies	Manage the DC WaterWorks program	Administer the material control system and optimize inventory management
Manage department employees and resources	Manage vendor relationships	Manage vendor relationships	Manage Contract and Employment Compliance Program (CECP)	Provide direction and guidance on inventory policies and procedures

DEPARTMENT: Procurement and Compliance

BUDGET

The \$0.7 million increase in FY 2024 compared to the FY 2023 budget is for personnel and contractual services cost adjustments

\$000's Description	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	42	42	42	42	0	0%
Headcount: Filled	37	38	38	38	0	0%
Personnel Services	\$ 6,053	\$ 6,726	\$ 6,633	\$ 7,053	\$ (420)	(6)%
Supplies	76	78	25	24	1	6%
Chemicals	0	-	-	-	-	-
Utilities and Rent	41	44	53	48	5	9%
Contractual Services	685	554	707	1,010	(303)	(43)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	3	3	0	2%
Non Personnel Services ALL	802	676	788	1,085	(297)	(38)%
Department Total	\$ 6,855	\$ 7,401	\$ 7,421	\$ 8,138	\$ (717)	(10)%
Capital Equipment	\$ 35	\$ 8	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Timely processing of small purchases within 7 working days	100%	100%	95%	95%	Reliable
Issue Invitation for Bid and award contracts within 90 calendar days	95%	95%	95%	95%	Reliable
Issue Requests for Proposal and award contracts within 120 calendar days	100%	95%	95%	95%	Reliable
Issue Procurement request for inventory restock in one business day of approval	95%	95%	95%	95%	Reliable
System & physical issue of stock request within same day of authorized request	95%	95%	95%	95%	Reliable

DEPARTMENT: Procurement and Compliance

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Design and implement new procurement standard operating procedures by integrating improved business processes with the new Oracle ERP system
- Design and implement advanced procurement methods such as integrated supply chain management into capital projects and materials management to prevent supply shortages and long lead times
- Conduct annual review of Procurement Regulations and Manual
- Improve business diversity and inclusion through the implementation of the new business development program
- Generate cost savings and avoidance through competitive procurement and negotiation processes and inventory optimization to avoid the waste
- Provide continuous training of procurement staff and Contracting Officer's Technical Representative (COTRs) to improve vendor relationships and performance

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Further enhance efficiency and productivity of procurement process through improved utilization and automation using Oracle ERP
- Improve Procurement Regulations and Manual to improve procurement process, results, participation, integrity, compliance, fair competition, and transparency
- Increase the capital procurement resources and enhance the capital procurement process and integration with Engineering
- Improve business diversity and inclusion through the implementation of the new business development program
- Generate cost savings and avoidance through competitive procurement and negotiation processes and inventory optimization to avoid the waste
- Provide continuous training of procurement staff and Contracting Officer's Technical Representative (COTRs) to improve vendor relationships and performance

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:

Healthy, Safe and Well

Reliable

Resilient

Equitable

Sustainable

CLUSTER: FINANCE, PROCUREMENT AND COMPLIANCE

FUND: Non-Ratepayer Revenue Fund

PURPOSE: The Non-Ratepayer Revenue Fund (NRRF) was established as part of the Authority’s total operating budget which started within the FY 2021 budget cycle. This fund is used to budget for additional operating funds in the Authority’s appropriation that are not specifically budgeted or allocated to individual departments. This provides the flexibility for departments to undertake projects using new revenues to be generated from non-ratepayer sources. This includes rental of DC Water facilities, fleet equipment maintenance for non-DC Water agencies, etc.

MISSION: NRRF is budgeted under contractual services and captured in a designated cost center under the Finance and Procurement Cluster. Funding from this account is reprogrammed to offset costs in other user departments once the specific requirements are met. The associated revenues must be realistic and obtainable from new non-ratepayer sources and are not factored into the development of the retail water and sewer rates

BUDGET

There is a \$0.5 million decrease in FY 2024 compared to the FY 2023 budget

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	0	0	-	-	-	-
Headcount: Filled	0	0	-	-	-	-
Personnel Services	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	0	-	-	-	-
Contractual Services	-	-	1,000	500	500	50%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	-	0	1,000	500	500	50%
Department Total	-	\$ 0	\$ 1,000	\$ 500	\$ 500	50%
Capital Equipment	-	-	-	-	-	-

CLUSTER: MARKETING AND COMMUNICATIONS

DEPARTMENT: Marketing and Communications

PURPOSE: To promote and enhance the value of our services by listening to and engaging with our customers

MISSION: To inform and educate the public about DC Water’s services, programs, and initiatives, as well as to promote our commitment to sustainability, customer service, and community engagement. The office also works to build relationships with stakeholders to foster trust and collaboration in support of DC Water’s mission



FUNCTIONS

Production and Operations	Communications	Public Outreach
Produce graphics, collateral and videos that support a wide range of trainings and programs across the Authority. Compose script for the Authority’s Stars of Water Event	Prepare speeches, testimony, editorials, special reports, and stakeholder presentations. Produce content for and manage Authority’s social media accounts. Respond to customer and stakeholder inquiries	Maximize partnerships with local agencies, organizations, and other critical community stakeholders; Manage the Authority’s participation in a host of community outreach activities and initiatives; coordinate annual town hall meetings and special media events; Manage Speakers Bureau
Manage the production of the Annual Report, Water Quality Report, newsletters, Leadership Updates, exhibits, marketing materials and the content of specific segment of the DC Water website	Produce reports, newsletters, brochures, DC Water exhibits and materials. Provide editing support for other departmental communication projects and produce special high-profile project communications materials	Manage outreach program to engage community stakeholders such as Mayor’s Office of Community Relations and Services (MOCRS), DC Council, Advisory Neighborhood Commissioners (ANCs), civic associations, residents and businesses about upcoming and ongoing construction projects, increase their understanding of the condition of our aged Infrastructure, and better understand their needs and concerns relating to projects affecting quality of life
Produce Public Service Announcements, commercials, videos as well as produce live and archived webcasts of Board meetings and manage stakeholder presentations. Manage Plant tours and develop departmental budget	Respond to local and national media inquiries, manage website content; track and strategically influence relevant policy proposals.	Coordinate stakeholder presentations and community events; conduct Sewer Science and other public school programs

DEPARTMENT: Marketing and Communications

BUDGET

The \$1.5 million increase in FY 2024 compared to the FY 2023 budget is primarily for personnel services cost adjustments including new positions, and contractual services cost to support increased communications and customer outreach activities

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	14	14	14	18	(4)	(29)%
Headcount: Filled	12	10	13	10	3	23%
Personnel Services	\$ 2,232	\$ 2,305	\$ 2,594	\$ 3,643	\$ (1,048)	(40)%
Supplies	3	8	10	11	(1)	(10)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	19	19	21	18	3	13%
Contractual Services	512	861	606	1,109	(503)	(83)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	11	16	12	12	0	0%
Non Personnel Services ALL	545	904	649	1,150	(501)	(77)%
Department Total	\$ 2,778	\$ 3,209	\$ 3,243	\$ 4,793	\$ (1,549)	(48)%
Capital Equipment	-	-	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Publication of DC Water’s Annual Report	1	1	1	1	Reliable
Publication of Customer Newsletter	4	4	4	4	Equitable
Publication of Clean Rivers' Update	2	2	2	2	Equitable
Publication of Employee Newsletter	11	11	11	6	Healthy, Safe, and Well
Publication of Water Quality Report	1	1	1	1	Reliable
Community meetings outreach re: lead, rates, CSO CIP projects, etc.	114	114	100	100	Equitable

Department: Marketing and Communications

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to implement a Strategic Communications Plan to support Blueprint 2.0, DC Water’s strategic plan
- Continue to expand our customer engagement and crisis communications capabilities, utilizing the additional support of an outside public relations firm
- Continue campaign efforts to demonstrate the value of DC Water’s services and build support for needed investments in infrastructure
- Work with the DC Clean Rivers Project team to engage with residents, businesses and commuters impacted by construction on the Northeast Boundary Tunnel Project
- Expand DC Water’s internal (employee) engagement, working closely with People and Talent, the Office of the CEO and other departments
- Create unified planning calendar for all marketing and communications activities
- Collaborate with local organizations and community groups to promote sustainability and encourage community involvement in sustainable water management practices
- Publicize Lead Free DC Program to meet our Blueprint 2.0 priority to get the lead out by 2030. Encourage eligible customers to participate in programs prioritizing underserved communities
- Engage in public education campaigns to increase awareness of the importance of water conservation, efficient water use and sustainable water management practices
- Engage in emergency preparedness campaigns and public education campaigns to increase awareness of emergency preparedness measures, including those related to water service disruptions and natural disasters
- Produce and distribute educational materials to the public concerning PFAS implications and federal regulation regarding PFAS
- Educate customers regarding rates utilizing social media, public meetings to discuss rate changes and collect customer feedback, and billing inserts explaining rate structure and changes

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:



CLUSTER: STRATEGY AND PERFORMANCE

DEPARTMENT: Strategy and Performance

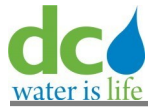
PURPOSE: Provide the framework for the development and execution of the Blueprint 2.0 which includes Strategic Management, Enterprise Program Management, Sustainability, Innovation, and Enterprise Risk Management

MISSION: To enable the Senior Leadership Team to effectively develop, manage, monitor, and execute the Authority’s strategy, Blueprint 2.0

Authorized Positions: 11
FY 2024 Budget = \$3.6 million

FUNCTIONS

Strategic Management	Enterprise Program Management Office	Sustainability and Innovation
Develop, publish, and socialize the Authority’s strategy, Blueprint 2.0. Continuously monitor the strategy and facilitate quarterly internal status updates and biannual Board updates. Provide an annual report on strategic progress	Oversee the program management of the Enterprise Performance Management Office (EPMO) and Enterprise Risk program. Create an operational environment whereby programs and projects are managed in a consistent manner to obtain predictable results and delivers strategic programs established by the Blueprint 2.0. Apply management policies, procedures and industry best practices to all activities associated with the Blueprint 2.0; monitoring, reviewing, and analyzing risk alignment	Oversee Sustainability and Innovation program activities, policies, procedures, and administration. Leverage a multi-programmatic approach to ensure the long-term provisions of DC Water’s services to achieve the vision of the Blueprint 2.0, to include and enterprise-wide innovation program to provide: <ul style="list-style-type: none"> • A mechanism to promote, collect, evaluate and test innovation ideas • Break-down organizational silos and engage the enterprise, broadly in innovative approaches and provide transparent reporting on the enterprise environment, social, and governance (ESG) goals and progress in an annual ESG report



DEPARTMENT: Strategy and Performance

BUDGET

The approved FY 2024 budget is higher than the approved FY 2023 budget by \$0.8 million primarily due to personnel cost adjustments, including one new position and a new initiative within contractual services

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	9	10	10	11	(1)	(10)%
Headcount: Filled	8	8	7	9	(2)	(29)%
Personnel Services	\$ 48	\$ 1,781	\$ 2,112	\$ 2,374	\$ (262)	(12)%
Supplies	7	6	6	6	0	0%
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	0	-	0	-
Contractual Services	847	1,016	738	1,229	(492)	(67)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	2	-	-	-	-
Non Personnel Services ALL	855	1,023	744	1,235	(492)	(66)%
Department Total	\$ 902	\$ 2,804	\$ 2,856	\$ 3,609	\$ (753)	(26)%
Capital Equipment	-	-	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Develop and implement Strategic Management (maturity scale 1-5)	N/A	2.4	2.6	3.0	Reliable
Publication of DC Water's Environmental, Social, Governance Report	0	1	1	1	Sustainable
Extent of Enterprise Risk Management implement and maturity (scale 1-5)	1	1	2	2	Reliable

DEPARTMENT: Strategy and Performance

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

Strategic Management

- Provide initial and biannual updates on the Blueprint 2.0 progress to the Board of Directors
- Monitor the Blueprint 2.0 and convene quarterly status updates of imperative progress
- Refine Blueprint 2.0 goals and workstreams as required

Enterprise Program Management Office

- Advance the function of the Enterprise Program Management Office to ensure the delivery of mission critical, enterprise programs in a consistent and cost-effective manner
- Develop and promote the Program Management Office Center of Excellence
- Monitor the function associated with the enterprise executive dashboard
- Advance Risk Register and Risk Management in preparation for Risk Deep Dives
- Provide leadership and execution of the enterprise compliance function
- Direct and manage the internal audit function

Sustainability and Innovation

- Refine the indices leveraged to monitor innovation and sustainability
- Advance enterprise leverage of crowdsourcing tool
- Enact ESG Governance structure and publish FY 2022 ESG Report
- Roll out the innovation program policy and strategy model, and monitor innovation program performance

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

Strategic Management

- Continue to monitor the Blueprint 2.0 and convene quarterly status updates of imperative progress
- Continue to provide biannual updates on the Blueprint 2.0 progress to the Board of Directors

Enterprise Program Management Office

- Continue to promote the Program Management Office Center of Excellence
- Continue to monitor the function associated with the enterprise executive dashboard
- Effectively execute the innovation program policy and strategy model. Monitor innovation program performance
- Perform high-risk Deep Dives in support of Enterprise Risk Management function

Sustainability and Innovation

- Advance innovative programs to support Blueprint 2.0 goals
- Continue ESG Governance and publish FY 2023 ESG Report

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No major items identified

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



Sustainable

CLUSTER: PEOPLE AND TALENT

DEPARTMENT: People and Talent

PURPOSE: Support the Authority and Executive Team by creating organizational alignment and line of sight; work collaboratively with all Departments to improve the employee experience; recruit talent who will embrace DC Water, and focus on employee strengths

MISSION: To deliver high quality, innovative, valued and timely labor resources that are responsive to the needs of DC Water employees and departments, in order to help facilitate employees to achieve their individual and organizational goals



FUNCTIONS

Employee Experience	Operations	Labor Relations	Executive Vice President's Office
Recruitment, onboarding, training and development, management coaching and consulting	Market analysis, Performance pay, job evaluation and position control	Oversee labor relations, arbitration, and grievance resolution	Strategic initiatives
Performance management, succession planning and employee engagement	Administration of Benefits, Wellness, American with Disabilities Act, Drug and Alcohol testing, Workers Compensation, and Employee Assistance Programs	Manage employee relations	Change management
Education assistance, internship, rewards and recognition	Systems, data integrity, records management and predictive analytics	Oversee Equal Employment Opportunity and Workplace Violence	Management of resources and operations

DEPARTMENT: People and Talent

BUDGET

The approved FY 2024 budget is relatively flat compared to the FY 2023 budget.

\$000's	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	33	31	34	34	0	0%
Headcount: Filled	28	25	25	25	0	0%
Personnel Services	\$ 4,734	\$ 5,153	\$ 5,779	\$ 5,724	\$ 55	1%
Supplies	1	2	28	3	25	89%
Chemicals	-	-	-	-	-	-
Utilities and Rent	23	24	28	27	1	4%
Contractual Services	1,927	1,348	4,093	4,165	(72)	(2)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	1,952	1,374	4,148	4,194	(46)	(1)%
Department Total	\$ 6,686	\$ 6,527	\$ 9,928	\$ 9,919	\$ 9	0%
Capital Equipment	\$ 441	\$ 145	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
120 days from job posting to hire	111	120	107	120	Equitable
Under the CBA we have 45 days to initiate disciplinary action	45	45	45	45	Equitable
14 days new hire benefit set-up	10	10	10	10	Reliable
22.5 Average number training hours per FTE	22.7	5	25	25	Equitable
Comparison DC Water Employees Compensation (100%) vs Market 50th-percentile	100%	100%	100%	100%	Equitable

DEPARTMENT: People and Talent

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Create Market-Based pricing for each DC Water position
- Expand DC Water’s Career Ladder Program
- Streamline DC Water’s position reclassification process
- Expand Non-Union Merit-Bonus program to also include Salary Equity Review
- Develop DC Water’s Market Pricing Initiative
- Expand Wellness Programs focused on Healthy, Safe, and Well imperative
- Expand open season benefit fairs and site visits
- Implement an Enterprise Resource Program with systems integration across DC Water
- Develop robust analytics, diversity, and performance management scorecards
- Continue negotiations with the collective bargaining agreements –

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Expand DC Water’s Career Ladder Program
- Enhance DC Water’s position reclassification process
- Develop DC Water’s Market Pricing Initiative
- Expand Wellness Programs focused on Healthy, Safe, and Well imperative
- Expand open season benefit fairs and site visits
- Expand the Enterprise Resource Program with systems integration across DC Water
- Develop robust analytics, diversity, and performance management scorecards

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



Sustainable

DEPARTMENT: People and Talent

FY 2023 AND FY 2024 TALENT DEVELOPMENT PLAN

TALENT DEVELOPMENT OVERVIEW

At DC Water, our talent is our people, Team Blue. Talent Development consists of acquiring, training, and development strategies. We provide solutions and programs that motivate, engage, and educate our employees to cultivate a high performing workforce. Our ability to meet demands, realize our vision, and fulfill our mission relies on the character and competence of our talent.

The vision of DC Water states that "we will be known for superior service, ingenuity, and stewardship to advance the health and well-being of our diverse workforce and communities". The Talent Management Team supports this vision by leading the Healthy, Safe, and Well imperative of the Blueprint 2.0. Healthy, Safe, and Well imperative of the Blueprint 2.0 indicates that water is the life source of our community, and the essential services we provide at DC Water must be world-class. Our fundamental priority has to be ensuring DC Water is safe for all – for our customers, our communities, our employees, and our contractors. To achieve this, we are connecting the strategies of leadership and employee development with tools and activities that build and support a culture of “coaching” based performance management. Effective coaching provides specific, timely, and actionable feedback to employees. We believe the role of the management team is much deeper than simply providing direction. We aim to provide our leaders with the tools that they need to achieve the following goals:

- Optimize the employee experience by consistently engaging the employee throughout their lifecycle at DC Water
- Improved individual performance through coaching and frequent check-ins
- Increased trust and accountability by creating new possibilities for team members
- Accountability for self and employees by removing obstacles in the way of success
- Leading the ongoing development of the employees under their supervision

At DC Water, our management team leads by managing performance. On-going coaching-based performance management unleashes the full array of talent and ingenuity our team possesses that would otherwise be untapped.

Other forms of talent development at DC Water include:

In-house training – classes and programs designed in-house. In-house training may focus on non-technical courses, skills development, or new processes.

Walk in my shoes – The principal goal of the Program is to provide a path for DC Water staff to develop new skills, receive basic cross training, and broaden the participant’s knowledge of DC Water operations, as well as identify possible career options.

eLearning/on-demand training – online courses housed within our learning management system (LMS), Cornerstone. The content for this site is developed in-house and by external vendors.

DEPARTMENT: People and Talent

FY 2023 AND FY 2024 TALENT DEVELOPMENT PLAN

External Training – classes and programs developed by external vendors that support individual employee development needs and requirements. This is an effective means of providing highly specialized or special focus training to individuals or a small group of employees. DC Water's education assistance and tuition reimbursement program is included in this category.

Learning Events – conferences, retreats, and virtual programs. These events boost employee morale and help to increase productivity.

Engagement Activities – events held virtually or in-person, that allow DC Water employees the opportunity to get to know each other through collaboration and fun.

Offsite leadership retreats – used to enhance the culture and bring people together in a more relaxed environment. It's not about pen and paper but the experience to create a team and hold each other accountable while uplifting one another.

Leveraging the use of DC Water Business partners – the business partners are the eyes and ears of People and Talent. Assisting with performance practices, encouraging employees who desire training, or need general support.

DC Water Internship Program – Here at DC Water, we consider it part of our public service mission to support and encourage the educational goals of the next generation. Many of our interns in the past have become employees of DC Water in all capacities and grades.

FY 2022 ACCOMPLISHMENTS

In FY 2022, we continued to provide Learning, Development and Engagement opportunities for the Authority. Cohort 5 of our Leadership Development program, Leading Blue finished in Spring 2022 with 18 participants. Additionally, we had just over 150 leaders attend our Fall Leadership Retreat. Another major highlight was our Employee Recognition Gala, Stars of Water, where approximately 450 employees and guests attended the event.

Our LEAD and LEARN series continue to be a huge success while providing opportunities for interactive leadership and career development. Sessions were facilitated to forge connections across the Authority, building essential career development skills for our employees with an average of 40 plus employees per session. The program created creative ways for different departments to inform, share and educate employees across the authority.

We also coordinated/facilitated and provided communication assistance for multiple customized trainings to support specific departmental needs. In addition, as part of an annual requirement, we assigned, managed, and tracked Mandatory Compliance training for our Non-Union employees via the ERP Oracle.

DEPARTMENT: People and Talent

As we continue to build a pipeline for emerging leaders, we successfully implemented our Summer Internship program with limited resources while providing a learning experience for 27 interns. Succession Plans were implemented utilizing assessments, focus groups and the 9-box tool. The scope of the Succession plan was for grade A-D. 76 critical positions were identified and 102 high performers within the succession talent pool. The goal is to continue to utilize the succession talent pool to fill new vacancies/acting assignments.

The Authority continued to leverage college and university relationships through the Tuition Assistance Program. We built partnerships with universities to provide discounts and support as part of the TA/TR benefit. In FY 2022, our employees continued to pursue critical certifications in various areas such as Professional Engineering, Program Management, and other degree seeking programs. Lastly, in FY 2022, a total of 93 employees participated in the Education and Tuition Assistance Reimbursement benefit program. DC Water provided \$432,180 to assist employees with their continued education programs.

FY 2023 AND FY 2024 TALENT DEVELOPMENT BUDGET

The approved FY 2024 training budget totals \$1.7 million, which is approximately \$0.1 million higher than FY 2023 level. The Talent Development branch of People & Talent Department is positioned to help the Authority transform and will continue to focus on the need to develop our workforce beyond the initial job qualifications. In the future, we envision providing DC Water employees the ability to maximize training and development funding through one budget managed by the Talent Development branch. Leading the charge in the creation of a high performing organization.

CLUSTER: GOVERNMENT AND LEGAL AFFAIRS

DEPARTMENT: Government and Legal Affairs

PURPOSE: To provide legal advice and services to the Board of Directors, CEO and General Manager and the DC Water departments

MISSION: To provide professional, timely, and useful legal advice and services, manage the services of outside counsel as needed, and to minimize liability exposure by recommending and implementing appropriate policies, practices, and procedures

Authorized Positions: 14
FY 2024 Budget = \$8.3 million

FUNCTIONS

Litigation	Administrative Law
Appellate	Board of Directors Support
Bankruptcy	Organize, plan and direct all operations of the Authority
Contract	Ensure development and implementation of improvement processes to increase operational efficiencies
Construction	Construction Claims
Environmental	Safe Drinking Water Act & Regulatory Compliance
Procurement	Employment Law Matters
Tort	Intra-Governmental & Inter Jurisdictional Agreements
Receivership	Municipal Law & Real Property Matters
Employment	Pretreatment Enforcement Support
Foreclosures	Procurement Protests, Claims & Internal Appeals

DEPARTMENT: Government and Legal Affairs

BUDGET

The approved FY 2024 budget is relatively flat compared to the approved FY 2023 budget.

Description	FY 2021	FY 2022	FY 2023	FY 2024	Change from FY 2023	
	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	14	14	14	14	0	0%
Headcount: Filled	13	14	13	13	0	0%
Personnel Services	\$ 2,794	\$ 2,444	\$ 2,754	\$ 3,047	\$ (294)	(11)%
Supplies	3	2	3	3	0	0%
Chemicals	-	-	-	0	0	-
Utilities and Rent	15	23	27	25	2	8%
Contractual Services	3,024	4,500	5,567	5,269	298	5%
Water Purchases	-	-	-	0	0	-
Biosolids	-	-	0	0	0	-
Small Equipment	5	-	-	0	0	-
Non Personnel Services ALL	3,047	4,524	5,597	5,297	300	5%
Department Total	\$ 5,841	\$ 6,968	\$ 8,351	\$ 8,345	\$ 6	0%
Capital Equipment	-	-	-	-	-	-

	FY 2021	FY 2022	FY 2023	FY 2024	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Hours of employee time spent on direct work 1,700	1700	1700	1700	1700	Sustainable

DEPARTMENT: Government and Legal Affairs

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to manage and support litigation to include complex matters
- Continue to provide support to Clean Rivers Project and other long term capital Improvement Program (CIP) Projects
- Continue to provide legal support for Green Infrastructure activities
- Continue to support Innovative initiatives
- Continue to support environmental permits – National Pollutant Discharge Elimination System (NPDES), Total Maximum Daily Limit (TMDL), Municipal Separate Storm Sewer System (MS4)
- Continue to review and revise regulations
- Continue to provide support to Anacostia Sediment Class Action litigation
- Continue to enforce actions to collect delinquent revenues
- Develop a functioning internal Government Affairs team as a part of the current Enterprise-Level initiatives
- Develop a strong external team as a part of the Government Affairs team at the Federal level
- Continue to maintain the Governance Committee-Government Legislature and Government Relations Oversight on the DC Water Board

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to manage and support litigation to include complex matters
- Continue to provide support to Clean Rivers Project and other long term capital Improvement Program (CIP) Projects
- Continue to provide legal support for Green Infrastructure activities
- Continue to support Innovative initiatives
- Continue to support environmental permits – National Pollutant Discharge Elimination System (NPDES), Total Maximum Daily Limit (TMDL), Municipal Separate Storm Sewer System (MS4)
- Continue to review and revise regulations
- Continue to provide support to Anacostia Sediment Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA)
- Continue to enforce actions to collect delinquent revenues
- Provide legal and strategic support to PFAS issues

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Provide legal support in environmental and financial issues affecting DC Water CIP Projects and on-going operations
- Provide legal support to ongoing Long Term Control Plan (LTCP), Green Infrastructure, and TMDL litigation activities

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



Sustainable