



Water main break repair

# APPROVED BUDGETS



DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY

## Section VII DEPARTMENTAL SUMMARIES



## 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-six 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 Services, Water Quality & Technology, Sewer Collection 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 Service 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. Engineering and Technical Services (DETS), Clean Rivers and Permit Operations Departments are responsible for ongoing reinvestment of 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. An organizational chart can be found on page VII-13.

**Reporting Lines:** Departments are grouped within clusters to ensure accountability and to enhance efficiency and delivery of various services. A member of the Executive Team\* heads each departmental cluster group and carries the accountability for service delivery and performance metrics of the departments within their cluster.

As DC Water strives in its mission to be a “world-class” utility, it also continues to make organizational changes and improvement to enhance efficiencies, improve processes and best utilize all assets with the goal to better serve the public and protect the environment. In FY 2017, this resulted in various departmental and cluster group reorganization across the Authority, including:

- Customer Care and Operations Cluster – continuing efforts to improve operations and processes resulted in the creation of Water Quality and Technology Department. The primary role is to oversee federally required drinking water quality programs related to Environmental Protection Agency (EPA) Safe Drinking Water Act, and all elements related to drinking water treatment, distribution, and system research & development.
- Chief Engineer Cluster – creation of the Department of Wastewater Engineering (DWE) from DETS, provides the structural capability needed to begin the in-sourcing process of the design and construction management functions, with reliance on outside consultants for specialized expertise as part of the delivery of the Capital Improvement Program.

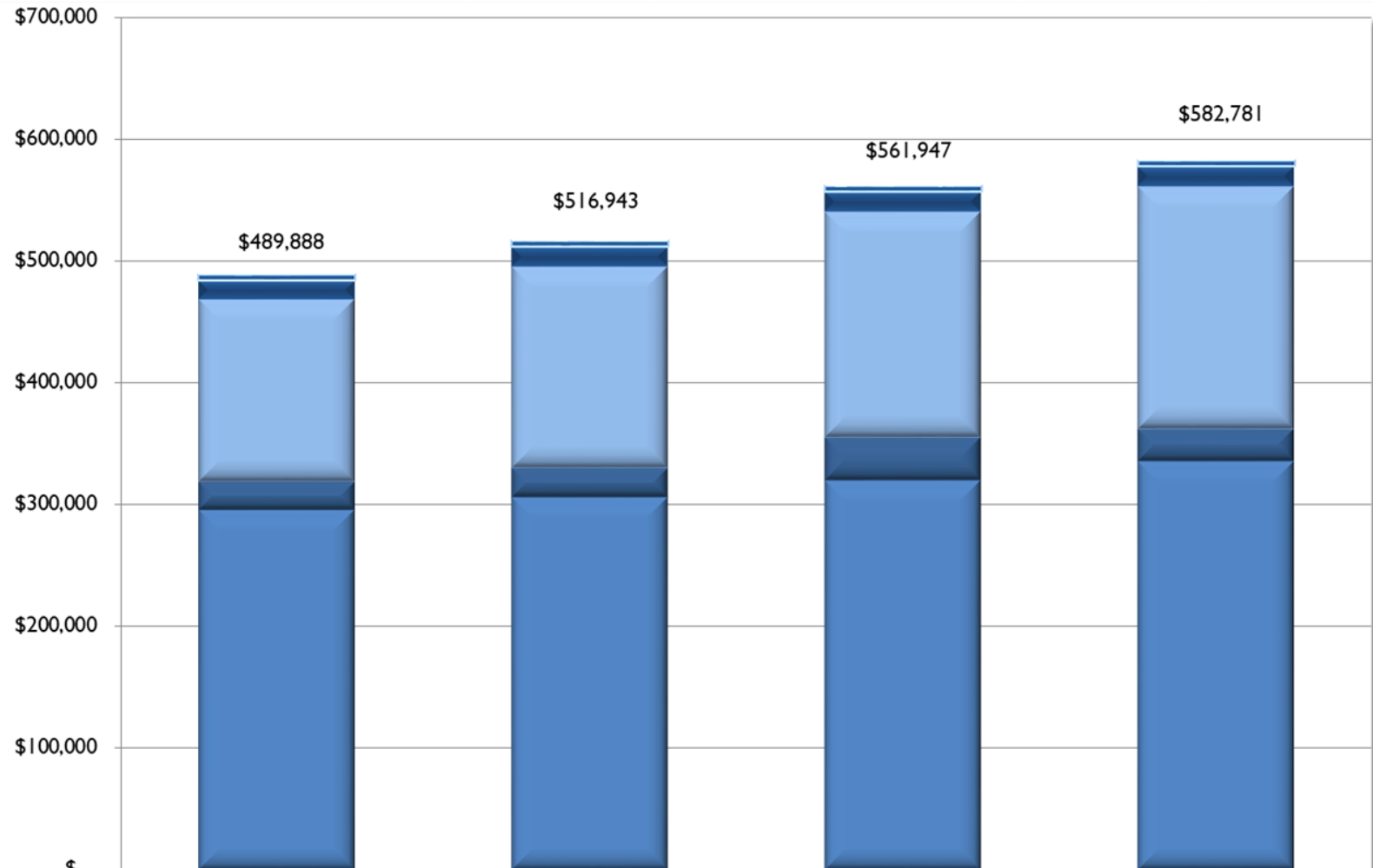
### \*Executive Team

CEO & General Manager	Chief Engineer	Chief External Affairs	Chief Financial Officer	Chief Information Officer	Chief Marketing Officer	Chief Operating Officer	Chief Procurement Officer	Chief of Staff	General Counsel
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# Comparative Operating Expenditure Budgets

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

\$ in thousands



	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
■ ROW	\$5,100	\$5,100	\$5,100	\$5,100
■ PILOT	\$15,644	\$15,957	\$16,276	\$16,602
■ Debt Service	\$149,781	\$165,836	\$185,480	\$199,025
■ Cash Financed Capital Improvements	\$23,475	\$24,199	\$35,260	\$26,999
■ Operations & Maintenance	\$295,888	\$305,851	\$319,831	\$335,055

# Operations and Maintenance Expenditures by Category

summary

overview

financial plan

rates&rev

capital

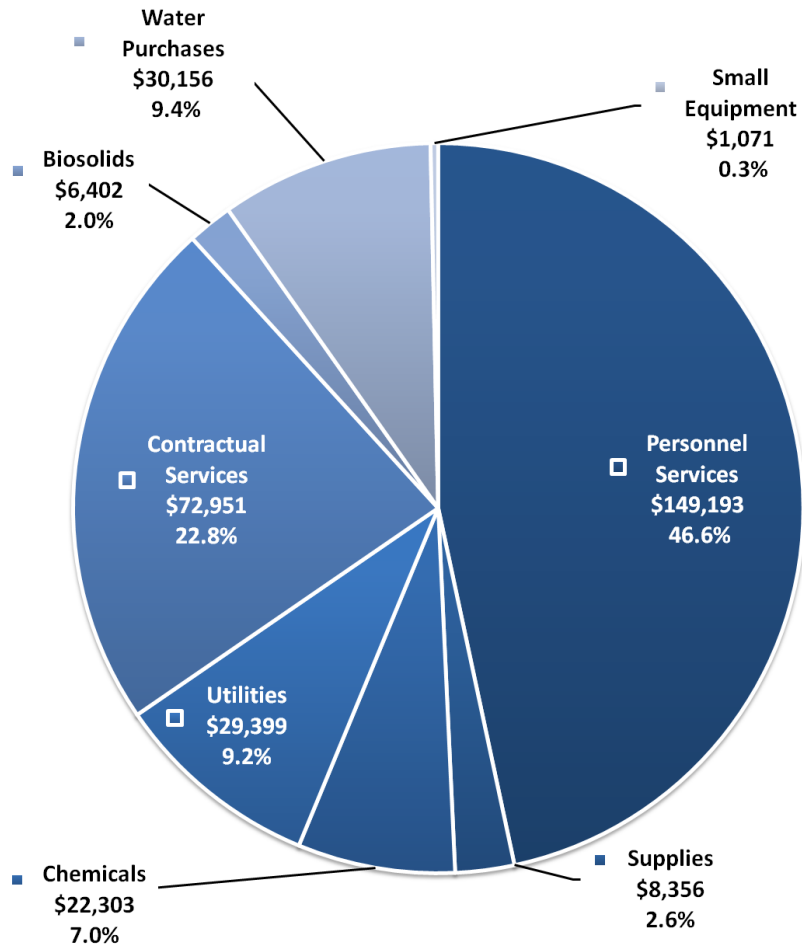
financing

departmental

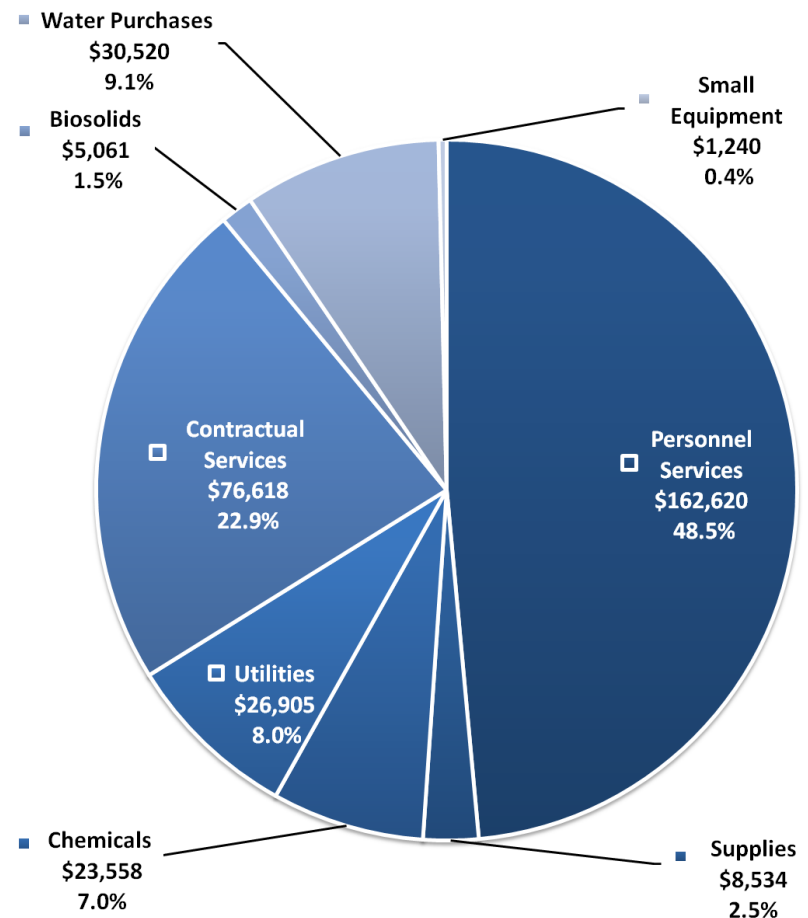
glossary

\$ in thousands

**FY 2018 Approved  
\$319,831**



**FY 2019 Approved  
\$335,055**





# Operating Expenditures by Object

[summary](#)
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FY 2016 - FY 2019, \$ in thousands

Object	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED	FY 2019 APPROVED
Personnel Services	\$ 141,886	\$ 149,293	\$ 149,193	\$ 162,620
Contractual Services	74,087	72,951	79,354	81,679
Water Purchases	26,345	26,796	30,156	30,520
Chemicals and Supplies	28,965	31,373	30,658	32,091
Utilities	23,934	24,260	29,399	26,905
Small Equipment	672	1,178	1,071	1,240
<b>Subtotal Operations &amp; Maintenance Expenditures</b>	<b>295,888</b>	<b>305,851</b>	<b>319,831</b>	<b>335,055</b>
Debt Service	149,781	165,836	185,480	199,025
Cash Financed Capital Improvements	23,475	24,199	35,260	26,999
Payment in Lieu of Taxes	15,644	15,957	16,276	16,602
Right of Way Fees	5,100	5,100	5,100	5,100
<b>Total Operating Expenditures</b>	<b>\$ 489,888</b>	<b>\$ 516,943</b>	<b>\$ 561,947</b>	<b>\$ 582,781</b>
Personnel Services charged to Capital Projects	(17,648)	(17,231)	(21,061)	(18,259)
<b>Total Net Operating Expenditures</b>	<b>\$ 472,240</b>	<b>\$ 499,712</b>	<b>\$ 540,886</b>	<b>\$ 564,522</b>

# Operating Expenditures by Department & Cluster

FY 2016 - FY 2019, \$ in thousands

Departments & Clusters	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED	FY 2019 APPROVED
<b>BLUE PLAINS</b>	\$ 90,467	\$ 98,792	\$ 101,917	\$ 101,869
Maintenance Services	18,564	18,719	19,558	19,567
WWT-Operations	64,983	73,066	74,686	75,115
WWT-Process Engineering	6,921	7,008	7,673	7,187
<b>CHIEF ENGINEER</b>	<b>29,203</b>	<b>30,695</b>	<b>32,018</b>	<b>33,661</b>
DC Clean Rivers	2,835	2,757	2,995	3,046
Engineering & Technical Services	24,319	25,706	26,728	24,790
Wastewater Engineering				3,064
Permit Operations	2,049	2,233	2,295	2,760
<b>CHIEF FINANCIAL OFFICER</b>	<b>13,141</b>	<b>13,296</b>	<b>15,299</b>	<b>16,341</b>
Finance, Accounting & Budget	13,141	13,296	15,299	16,341
<b>CUSTOMER CARE &amp; OPERATIONS</b>	<b>101,232</b>	<b>103,993</b>	<b>106,180</b>	<b>114,791</b>
Customer Service	17,677	19,195	19,281	20,340
Sewer Services	14,846	13,513	14,315	14,342
Water Services	23,407	24,700	23,619	25,079
Water Quality and Technology			475	3,419
Distribution & Conveyance System	45,302	46,585	48,490	51,611
<b>INDEPENDENT OFFICES</b>	<b>39,896</b>	<b>36,821</b>	<b>40,480</b>	<b>42,374</b>
Board Secretary	526	559	599	599
External Affairs	2,146	2,137	2,531	2,470
General Counsel	9,003	6,905	7,332	8,557
General Manager	3,844	4,053	4,138	4,301
Human Capital Management	7,780	7,107	7,986	8,281
Information Technology	10,992	10,354	11,315	11,541
Internal Audit	997	579	907	940
Procurement	4,608	5,128	5,672	5,685
<b>SUPPORT SERVICES</b>	<b>21,950</b>	<b>22,254</b>	<b>23,936</b>	<b>26,020</b>
Assistant General Manager - Support Services	473	506	513	578
Fleet Management	5,365	5,184	5,321	5,773
Occupational Safety & Health	1,556	1,878	1,871	2,247
Facilities Management	8,013	7,830	8,695	9,615
Security	6,545	6,855	7,536	7,807
<b>Subtotal O &amp; M Expenditures</b>	<b>295,888</b>	<b>305,851</b>	<b>319,831</b>	<b>335,055</b>
Debt Service	149,781	165,836	185,480	199,025
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# FY 2018 Approved Budget by Department by Category

\$ in thousands

	Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Dept.	
O	Wastewater Treatment - Operations	122	\$ 10,306	\$ 3,232	\$ 1,463	\$ 15,001	\$ 1,234	\$ 22,109	\$ 19,968	\$ 9,838	\$ 6,402	\$ 134	\$ 59,685	\$ 74,686	
p	Wastewater Treatment - Process Engineering	39	3,542	1,172	64	4,778	452	-	59	2,371	-	14	2,895	7,673	
e	Maintenance Services	115	8,778	2,794	500	12,072	3,545	-	159	3,571	-	210	7,486	19,558	
r	Water Services	190	13,352	4,454	1,047	18,853	617	-	300	3,750	-	100	4,766	23,619	
a	Water Quality and Technology	-	-	-	-	-	71	15	-	339	-	50	475	475	
t	Sewer Services	115	7,968	2,665	900	11,533	534	25	815	1,372	-	35	2,782	14,315	
i	Customer Service	126	9,348	3,091	260	12,700	171	-	1,258	5,090	-	63	6,582	19,281	
o	Distribution & Conveyance Systems	88	6,915	2,276	541	9,732	622	154	4,168	3,608	-	50	38,758	48,490	
n	Engineering and Technical Services	166	16,773	5,547	1,024	23,344	196	-	490	2,592	-	106	3,384	26,728	
s	D.C. Clean Rivers	15	2,017	675	-	2,691	19	-	41	244	-	-	304	2,995	
	Permit Operations	15	1,331	459	2	1,791	31	-	332	130	-	10	503	2,295	
	<b>Subtotal Operations</b>	<b>991</b>	<b>80,329</b>	<b>26,366</b>	<b>5,801</b>	<b>112,496</b>	<b>7,491</b>	<b>22,303</b>	<b>27,589</b>	<b>32,905</b>	<b>6,402</b>	<b>30,156</b>	<b>772</b>	<b>127,619</b>	<b>240,115</b>
A	General Manager	16	2,412	799	9	3,221	13	-	37	868	-	-	917	4,138	
d	Office of the Secretary (Board)	2	215	73	8	296	18	-	7	278	-	-	303	599	
m	Internal Audit	-	-	-	-	-	-	-	5	902	-	-	907	907	
i	General Counsel	14	1,538	526	2	2,066	9	-	21	5,236	-	-	5,266	7,332	
n	External Affairs	14	1,421	488	27	1,936	10	-	26	551	-	7	594	2,531	
s	Human Capital Management	25	3,092	925	4	4,020	34	-	43	3,889	-	-	3,965	7,986	
t	Information Technology	28	3,111	1,041	15	4,167	59	-	179	6,817	-	94	7,148	11,315	
r	Procurement	36	3,461	1,140	30	4,631	34	-	57	945	-	5	1,041	5,672	
a	Finance, Accounting and Budget	49	5,211	1,787	40	7,038	40	-	171	8,045	-	4	8,261	15,299	
t	AGM - Support Services	3	366	124	-	490	1	-	4	18	-	-	23	513	
i	Facilities Management	57	4,187	1,367	238	5,792	548	-	217	2,242	-	69	3,076	8,868	
o	Security	9	657	220	-	876	53	-	266	6,118	-	50	6,486	7,362	
n	Occupational Safety and Health	9	967	323	1	1,292	28	-	32	514	-	5	580	1,871	
	Fleet Management	7	650	217	3	871	18	-	743	3,625	-	65	4,450	5,321	
	<b>Subtotal Administration</b>	<b>269</b>	<b>27,289</b>	<b>9,031</b>	<b>377</b>	<b>36,697</b>	<b>864</b>	<b>-</b>	<b>1,809</b>	<b>40,046</b>	<b>-</b>	<b>299</b>	<b>43,018</b>	<b>79,715</b>	
	<b>Subtotal O &amp; M Expenditures</b>	<b>1,260</b>	<b>\$ 107,618</b>	<b>\$ 35,397</b>	<b>\$ 6,178</b>	<b>\$ 149,193</b>	<b>\$ 8,356</b>	<b>\$ 22,303</b>	<b>\$ 29,399</b>	<b>\$ 72,951</b>	<b>\$ 6,402</b>	<b>\$ 30,156</b>	<b>\$ 1,071</b>	<b>\$ 170,638</b>	<b>\$ 319,831</b>
	Debt Service													185,480	
	Cash Financed Capital Improvements													35,260	
	Payment in Lieu of Taxes													16,276	
	Right of Way													5,100	
	<b>Total OPERATING EXPENDITURES</b>													<b>\$ 561,947</b>	
	Personnel Services charged to Capital Projects													(21,061)	
	<b>TOTAL NET OPERATING EXPENDITURES</b>													<b>\$ 540,886</b>	

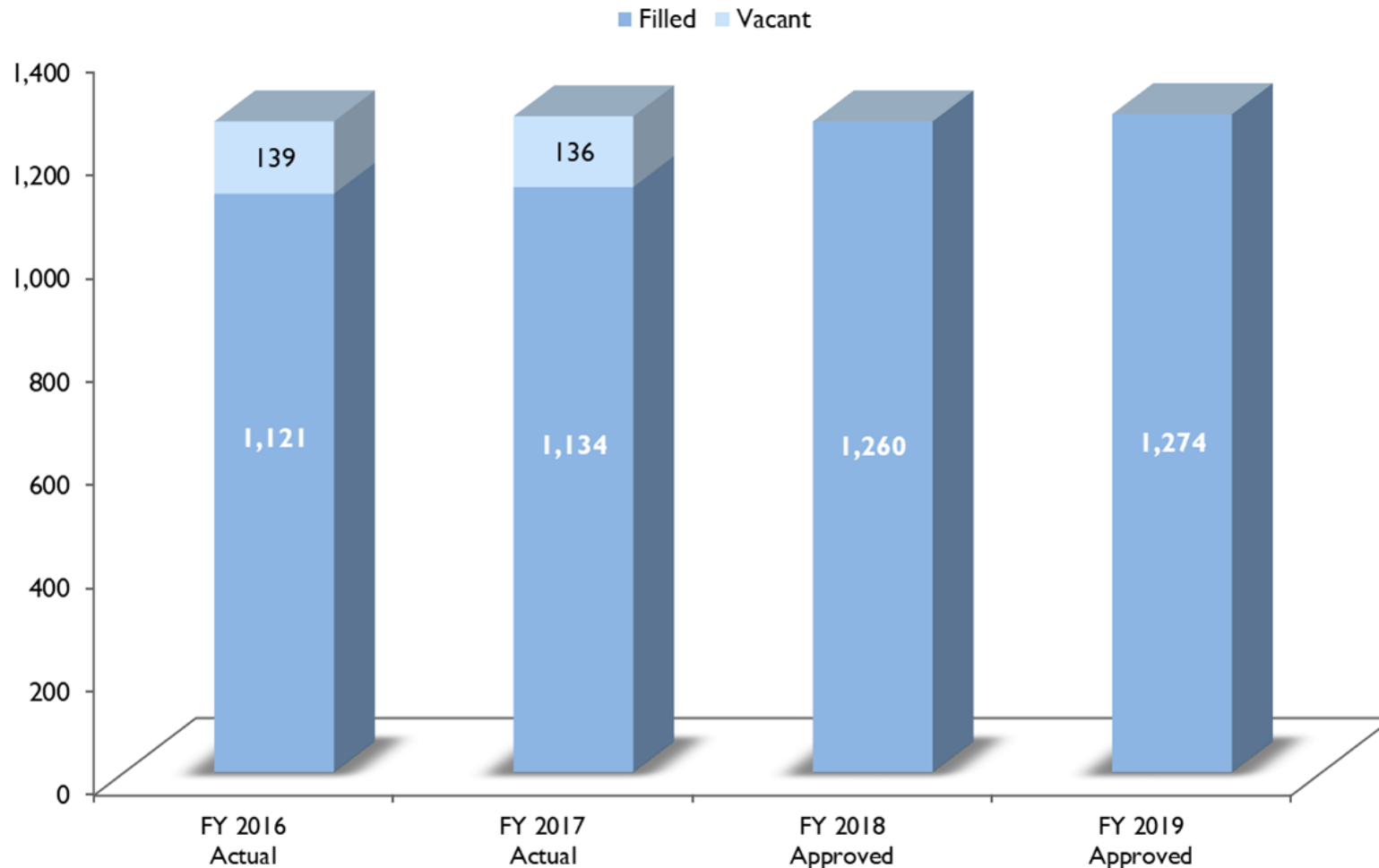


# FY 2019 Approved Budget by Department by Category

\$ in thousands

	Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Dept.	
O	Wastewater Treatment - Operations	127	\$ 11,065	\$ 3,013	\$ 1,831	\$ 15,909	\$ 1,147	\$ 23,449	\$ 18,006	\$ 11,410	\$ 5,061	\$ -	\$ 134	\$ 59,206	\$ 75,115
p	Wastewater Treatment - Process Engineering	39	3,682	1,006	45	4,733	475	-	60	1,902	-	18	2,454	7,187	
e	Maintenance Services	110	8,827	2,620	545	11,991	3,581	-	164	3,516	-	315	7,575	19,567	
r	Water Services	182	15,020	5,051	1,522	21,593	709	-	322	2,365	-	90	3,486	25,079	
a	Water Quality and Technology	22	2,008	616	30	2,653	74	30	-	612	-	50	766	3,419	
t	Sewer Services	104	7,858	2,745	1,068	11,671	533	25	669	1,411	-	33	2,671	14,342	
i	Customer Service	126	10,273	3,366	311	13,950	178	-	843	5,291	-	78	6,389	20,340	
o	Distribution & Conveyance Systems	90	8,055	2,422	800	11,276	690	54	3,965	4,979	-	126	40,335	51,611	
n	Engineering and Technical Services	150	16,133	4,992	864	21,989	193	-	636	1,910	-	62	2,802	24,791	
s	WasteWater Engineering	15	1,710	564	36	2,310	13	-	-	736	-	5	754	3,064	
	D.C. Clean Rivers	15	2,072	589	-	2,661	26	-	110	249	-	-	385	3,046	
	Permit Operations	15	1,580	526	99	2,205	38	-	353	153	-	11	555	2,760	
	<b>Subtotal Operations</b>	<b>995</b>	<b>88,282</b>	<b>27,510</b>	<b>7,151</b>	<b>122,943</b>	<b>7,656</b>	<b>23,558</b>	<b>25,127</b>	<b>34,534</b>	<b>5,061</b>	<b>30,520</b>	<b>922</b>	<b>127,377</b>	<b>250,320</b>
A	General Manager	16	2,653	732	9	3,394	13	-	36	858	-	-	907	4,301	
d	Office of the Secretary (Board)	2	243	41	9	293	18	-	6	281	-	1	306	599	
m	Internal Audit	-	-	-	-	-	-	-	7	933	-	-	940	940	
i	General Counsel	16	2,020	502	3	2,525	8	-	22	6,003	-	-	6,032	8,557	
n	External Affairs	13	1,448	394	5	1,846	2	-	33	576	-	12	623	2,470	
s	Human Capital Management	28	3,604	935	6	4,545	34	-	48	3,655	-	-	3,737	8,281	
t	Information Technology	28	3,401	913	15	4,330	42	-	152	6,923	-	94	7,211	11,541	
r	Procurement	36	3,574	975	30	4,579	41	-	63	997	-	5	1,106	5,685	
a	Finance, Accounting and Budget	53	6,184	1,874	40	8,097	40	-	67	8,132	-	4	8,244	16,341	
t	AGM - Support Services	3	409	95	1	504	4	-	8	61	-	-	74	578	
i	Facilities Management	56	4,207	1,325	300	5,832	553	-	223	2,930	-	77	3,783	9,615	
o	Security	9	877	242	-	1,119	66	-	304	6,268	-	50	6,688	7,807	
n	Occupational Safety and Health	11	1,255	348	1	1,604	29	-	43	566	-	5	643	2,247	
	Fleet Management	8	754	250	4	1,009	19	-	775	3,900	-	70	4,764	5,773	
	<b>Subtotal Administration</b>	<b>279</b>	<b>30,628</b>	<b>8,627</b>	<b>423</b>	<b>39,677</b>	<b>867</b>	<b>-</b>	<b>1,787</b>	<b>42,085</b>	<b>-</b>	<b>318</b>	<b>45,057</b>	<b>84,734</b>	
	<b>Subtotal O &amp; M Expenditures</b>	<b>1,274</b>	<b>\$ 118,909</b>	<b>\$ 36,137</b>	<b>\$ 7,575</b>	<b>\$ 162,620</b>	<b>\$ 8,524</b>	<b>\$ 23,558</b>	<b>\$ 26,915</b>	<b>\$ 76,618</b>	<b>\$ 5,061</b>	<b>\$ 30,520</b>	<b>\$ 1,240</b>	<b>\$ 172,435</b>	<b>\$ 335,055</b>
	Debt Service														199,025
	Cash Financed Capital Improvements														26,999
	Payment in Lieu of Taxes														16,602
	Right of Way														5,100
	<b>Total OPERATING EXPENDITURES</b>														<b>\$ 582,781</b>
	Personnel Services charged to Capital Projects														(18,259)
	<b>TOTAL NET OPERATING EXPENDITURES</b>														<b>\$ 564,522</b>

## FY 2016 - FY 2019



Due to the high historical vacancy rate, DC Water made a strategic decision in FY 2014 to maintain the authorized head count to reduce aged vacancies and achieve lower vacancy rate. In FY 2017, DC Water achieved its goal of single-digit vacancy rate as a result of increased hiring efforts. Starting FY 2019, DC Water will begin to increase the authorized headcount in areas of need throughout the Authority to cover additional operational activities.

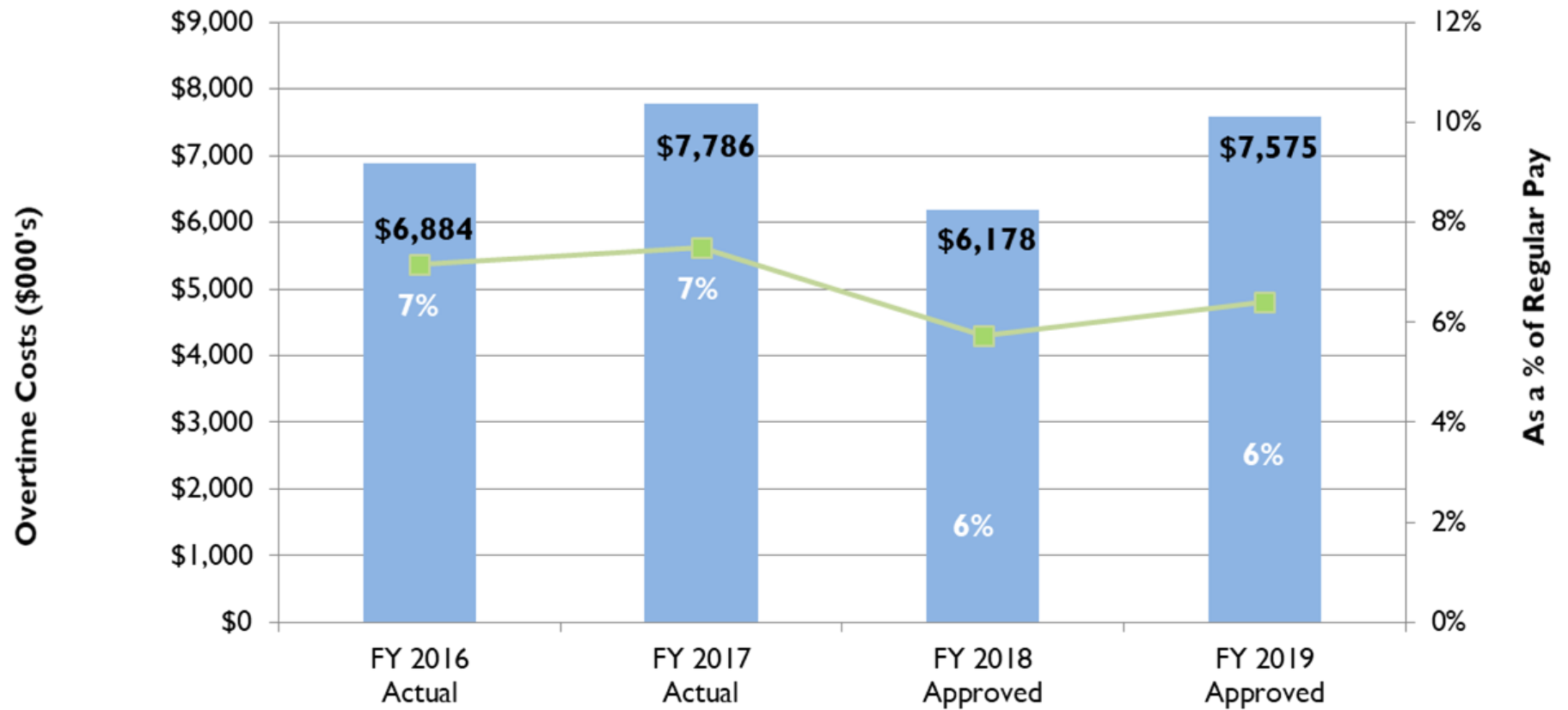
# Authorized Positions by Department

		FY 2016				FY 2017				FY 2018	FY 2019
		Authorized	Average Filled	Average Vacant	Year -End Filled	Authorized	Average Filled	Average Vacant	Year -End Filled	Approved	Approved
O	Wastewater Treatment - Operations	121	114	7	113	122	113	9	111	122	127
p	Wastewater Treatment - Process Engineering	40	27	13	31	39	31	8	30	39	39
e	Maintenance Services	116	104	12	102	115	98	17	91	115	110
r	Water Services	190	168	22	172	195	182	13	191	190	182
a	Sewer Services	119	105	14	92	110	95	15	91	115	104
t	Customer Service	124	108	16	104	125	109	16	114	126	126
i	Distribution & Conveyance Systems	88	75	13	75	89	79	10	77	88	90
o	Water Quality & Technology										22
n	Engineering and Technical Services	166	155	11	156	166	152	14	147	166	150
s	Wastewater Engineering										15
	D.C. Clean Rivers	16	14	2	14	15	13	2	13	15	15
	Permit Operations	15	14	1	13	15	13	2	13	15	15
	<b>Subtotal</b>	<b>995</b>	<b>883</b>	<b>112</b>	<b>872</b>	<b>991</b>	<b>885</b>	<b>106</b>	<b>878</b>	<b>991</b>	<b>995</b>
A	General Manager	15	15	0	16	16	15	1	15	16	16
d	Office of the Secretary (Board)	2	2	0	2	2	2	0	2	2	2
m	Internal Audit	-	-	-	-	-	-	-	-	-	-
i	General Counsel	15	13	2	14	14	14	0	14	14	16
n	External Affairs	13	12	1	12	14	12	2	12	14	13
i	Human Capital Management	25	23	2	21	25	25	0	26	25	28
s	Information Technology	28	26	2	25	28	26	2	27	28	28
t	Procurement	34	29	5	31	36	32	4	35	36	36
r	Finance, Accounting and Budget	48	47	1	48	49	48	1	48	49	53
a	Assistant General Manager - Support Services	3	3	0	3	3	3	0	3	3	3
t	Facilities Management	59	55	4	55	59	52	7	50	57	56
i	Security	7	7	0	7	7	9	-2	8	9	9
o	Occupational Safety and Health	9	9	-	9	9	9	0	10	9	11
n	Fleet Management	7	7	0	6	7	7	0	6	7	8
	<b>Subtotal</b>	<b>265</b>	<b>247</b>	<b>17</b>	<b>249</b>	<b>269</b>	<b>253</b>	<b>16</b>	<b>256</b>	<b>269</b>	<b>279</b>
	<b>Total Positions</b>	<b>1,260</b>	<b>1,130</b>	<b>130</b>	<b>1,121</b>	<b>1,260</b>	<b>1,138</b>	<b>122</b>	<b>1,134</b>	<b>1,260</b>	<b>1,274</b>

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



\$ in thousands



The Authority's overtime target is 6 percent of regular pay. Overtime costs in FY 2017 increased due to support for the Automated Meter Reading (AMR) replacement project and unusually high water main breaks from fluctuations in temperature experienced during the winter season.

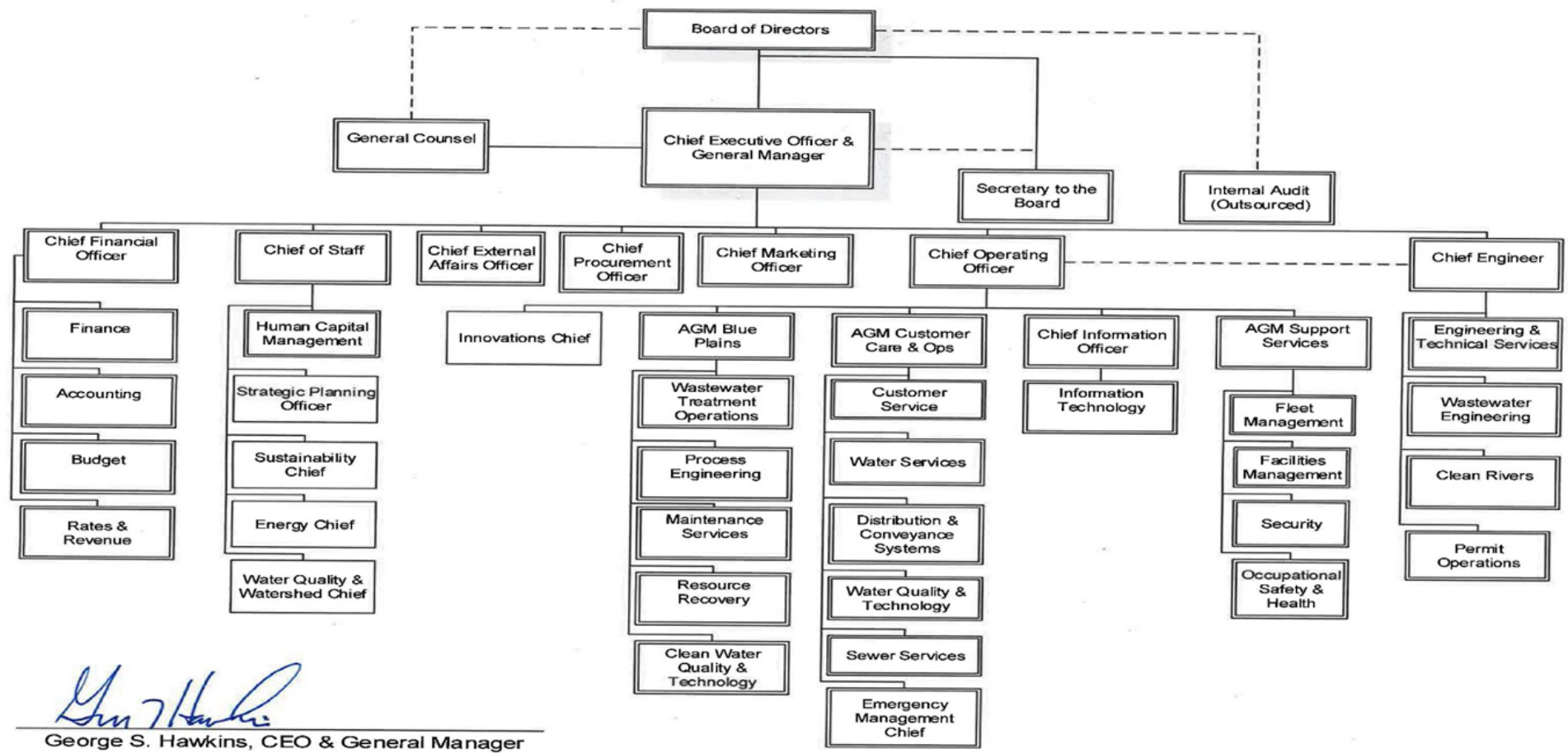
# Overtime by Department

\$ in thousands

Department	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Wastewater Treatment - Operations	\$ 1,625	\$ 1,859	\$ 1,463	\$ 1,831
Wastewater Treatment - Process Engineering	30	25	64	45
Maintenance Services	393	764	500	545
Water Services	1,591	1,664	1,047	1,522
Sewer Services	1,010	1,172	900	1,068
Customer Service	316	615	260	311
Distribution and Conveyance Systems	759	862	541	800
Water Quality & Technology				30
Engineering and Technical Services	740	802	1,024	864
Wastewater Engineering				36
DC Clean Rivers	0	0	-	-
Permit Operations	4	11	2	99
General Manager	11	11	9	9
Office of the Board Secretary	13	13	8	9
Internal Audit	-	-	-	-
General Counsel	0	0	2	3
External Affairs	0	1	27	5
Information Technology	10	14	15	15
Finance, Accounting & Budget	27	25	40	40
Assistant General Manager - Support Services	1	0	-	1
Human Capital Management	3	5	4	6
Facilities Management	315	276	238	300
Security	-	1	-	-
Procurement	31	26	30	30
Occupational Safety and Health	1	0	1	1
Fleet Management	4	3	3	4
<b>Total</b>	<b>\$ 6,884</b>	<b>\$ 8,150</b>	<b>\$ 6,178</b>	<b>\$ 7,575</b>

**FY 2019  
Operating Budget  
\$582,781,000**

POSITIONS				
FY 2017				
Authorized	Average Positions Filled	Year-End Positions Filled	FY 2018	FY 2019
1,260	1,134	1,134	1,260	1,274



*George S. Hawkins*  
George S. Hawkins, CEO & General Manager





**Cluster: BLUE PLAINS**

**Department: WASTEWATER TREATMENT OPERATIONS**

**FUNCTIONS**

**BUDGET**

**FY 2019**  
\$ 75,115,000

**POSITIONS**

**FY 2017**

<b>Authorized</b>	125
Average Positions Filled	113
Year-End Positions Filled	111
<b>FY 2018</b>	<b>FY 2019</b>
122	127

Plant Operations	Resource Recovery	Clean Water Quality & Technology
105 - Positions	7 - Positions	15 - Positions
Treat influent wastewater to remove pollutants and meet National Pollutant Discharge Elimination System Permit (NPDES) requirements	Biosolids storage, loading, hauling and utilization/beneficial use	Physical, chemical and biological analysis of wastewater and Biosolids used for process control and permit reporting
Condition, thicken, dewater and stabilize biosolids for beneficial use	Certification and marketing of Class A biosolids	Industrial pretreatment discharge monitoring
Manage 4 shift crews – round the clock and manage use of resources – chemicals, energy, and contracts including Combined Heating and Power (CHP)	Outreach and partnership with surrounding jurisdictions on regulatory requests for biosolids applications	Treatment process innovation and R&D Administration of the DC Water Advanced Research & Testing (ART) Program
Asset Management/MAXIMO Administration		

**WASTEWATER TREATMENT - OPERATIONS**

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

**BUDGET OVERVIEW:** The approved FY 2019 budget is higher than the approved FY 2018 budget by \$1.9 million mainly due to projected increase in personnel service cost adjustments for additional headcount, chemicals and contractual services attributable to the Filtrate Treatment Facilities (FTF) coming online in 2018, and offset by reduced hauling costs resulting from the production and marketing of class A biosolids (BLOOM).

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	122	125	122	127
Average number of positions filled	114	113		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 15,094	\$ 15,818	\$ 15,001	\$ 15,909
Overtime	1,625	1,859	1,463	1,831
<b>Non-Personnel Services:</b>				
Supplies	868	915	1,234	1,147
Chemicals	20,819	22,828	22,109	23,449
Utilities	15,037	16,374	19,968	18,006
Contractual Services, etc.	7,657	10,574	9,839	11,410
Biosolids	5,611	6,249	6,402	5,061
Small Equipment	20	296	134	134
Total Non-Personnel Services	50,012	57,236	59,685	59,206
<b>Total Operations</b>	\$ 65,106	\$ 73,054	\$ 74,686	\$ 75,115
<b>Capital Equipment</b>	\$ 98	\$ 100	\$ 100	\$ 100

Targeted Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Achieve NACWA Award Status	Gold	Platinum	Platinum	Platinum
Compliance with disposal of biosolids regulations (100%)	100 % compliance	100% compliance	100 % compliance	100% compliance
Inspection and Sampling of Pretreatment Permittees (100%)	100 % compliance	100% compliance	100 % compliance	100% compliance
Obtain 90% acceptable results on discharge monitoring report quality assurance samples	90 % compliance	90% compliance	90 % compliance	90% compliance

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.

## WASTEWATER TREATMENT - OPERATIONS

### OVERVIEW

#### FY 2018 Major Planned Activities and Changes

- Maintain full compliance with the National Pollutant Discharge Elimination Systems (NPDES) permit
- Begin the operation and maintenance of new Filtrate Treatment Facilities (FTF) and Wet Weather Facility aka Tunnel Dewatering Pump Station (TDPS) scheduled for commissioning in fiscal year 2018
- Continue to support implementation of other Capital Improvement Program (CIP) projects in progress, including Long Term Control Plan (LTCP), Enhanced Nitrogen Removal Facilities – North (ENRN), Raw Wastewater Pump Station 2 (RWWPS2) , Gravity Thickener and Primary Scum Screening Degrating Building (PSSDB) upgrades, FTF and TDPS
- Continue implementation of High Priority Rehabilitation Program to ensure availability of critical process equipment
- Continue implementation of Safety and Operator Training Programs
- Implement Goal #6 of the DC Water Board Strategic Plan to establish a Safety Management System in concert with Occupational Safety and Health department
- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program
- Continue to improve the structure and use of Maximo
- 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 in the service area, for restoration projects, tree planning, and Low Impact Development (LID) projects
- Continue biosolids product assurance to reduce offsite odor complaints
- Implementation of marketing plan for Class A exceptional quality BLOOM product
- Continue to take a lead in conducting cutting-edge research in wastewater treatment and biosolids management
- Expansion of innovative research strategies such as Advanced Research Technology (ART) initiatives

#### FY 2019 Major Recommended Activities and Changes

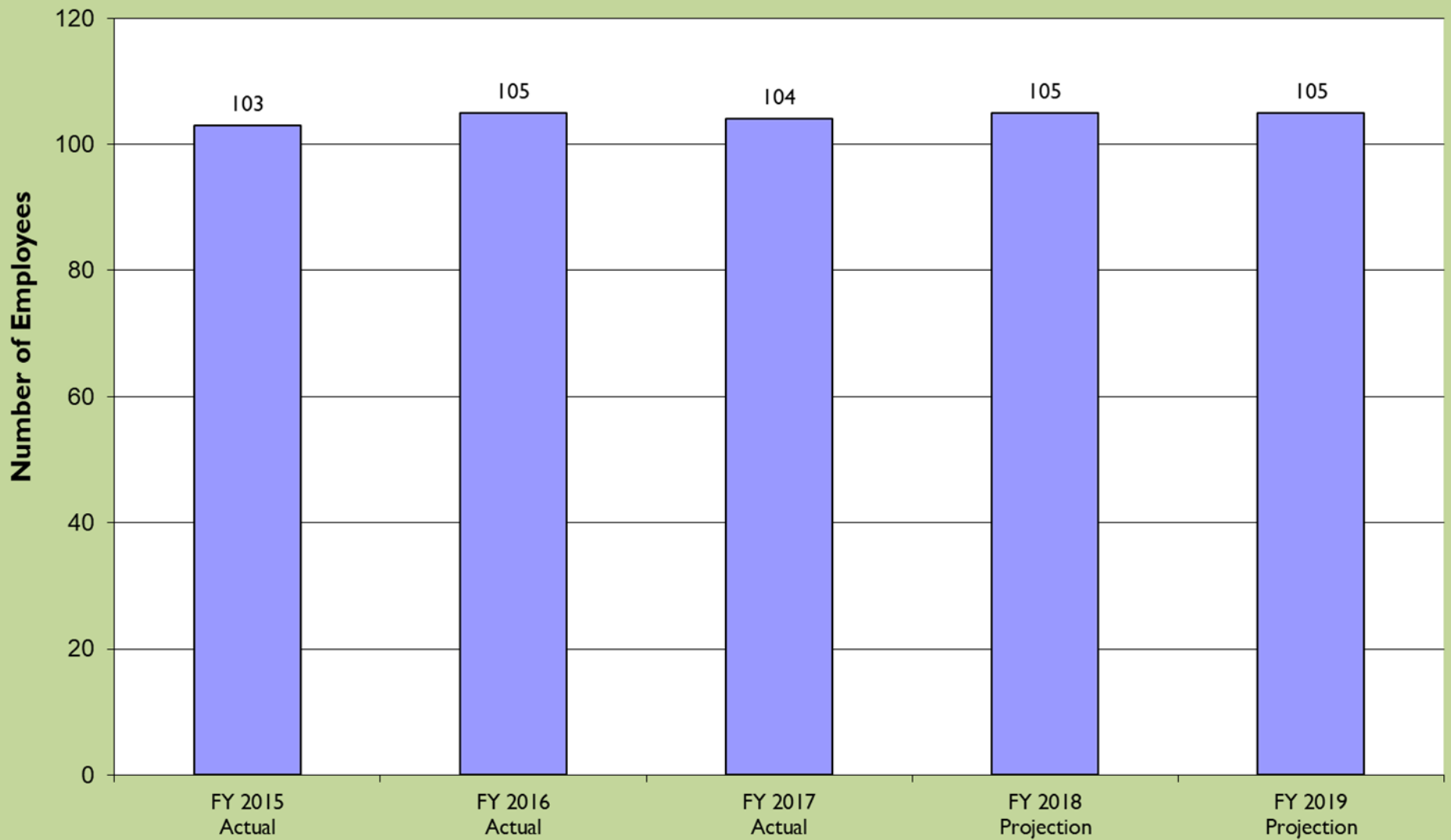
- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program
- Continue implementation of Goal 6 of the DC Water Board Strategic Plan
- Continue operation and maintenance of the new Filtrate Treatment Facilities (FTF) and Tunnel Dewatering Pumping Station (TDPS)

#### Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Continuous optimization of the CHP performance in FY 2018 is anticipated to generate approximately 8-10 (net) MW of renewable energy per year
- Operational startup of Filtrate Treatment Facilities (FTF) will decrease methanol usage, increase electricity usage (1MW) and other associated operation and maintenance costs

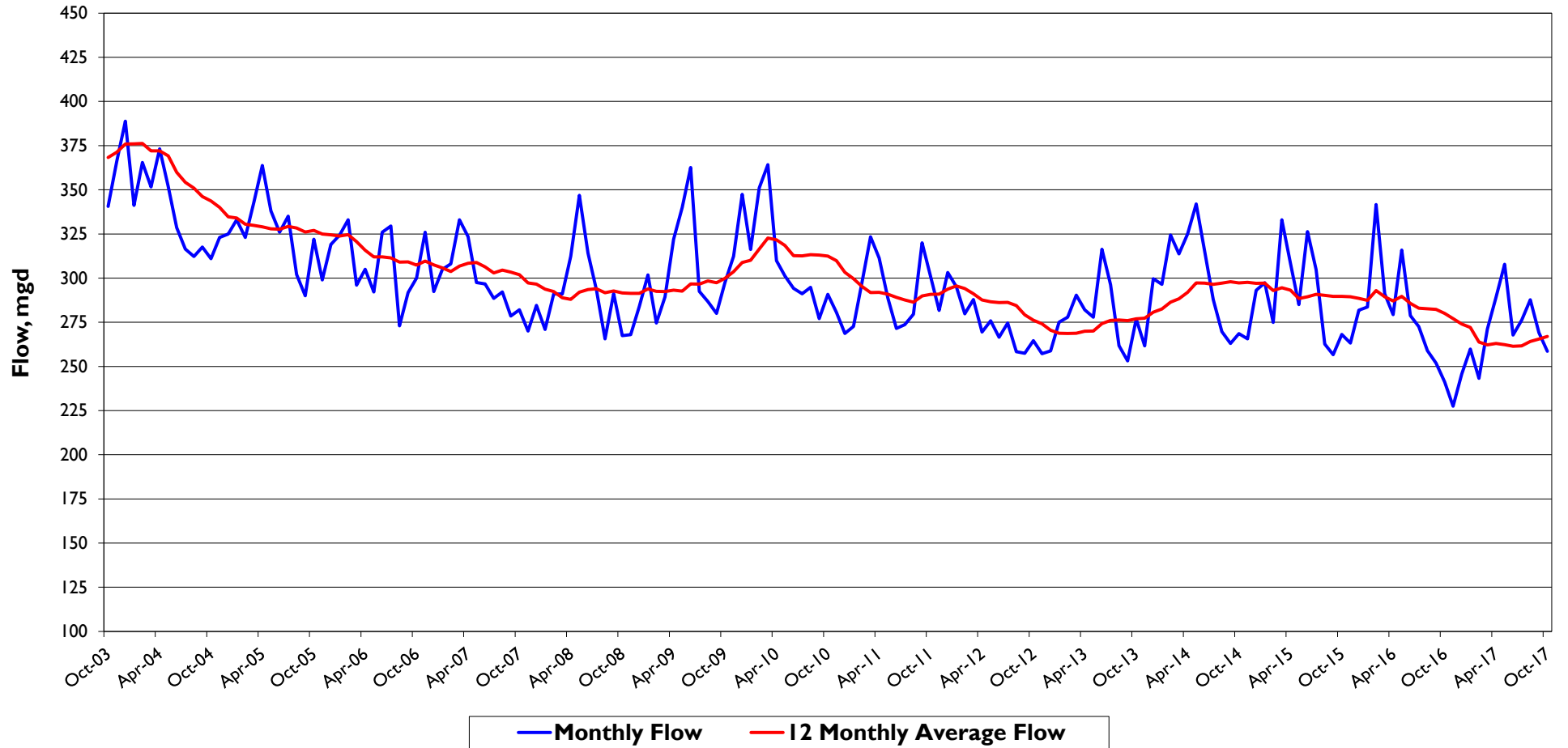


## Wastewater Treatment Certified Operators\* FY 2015 - FY 2019

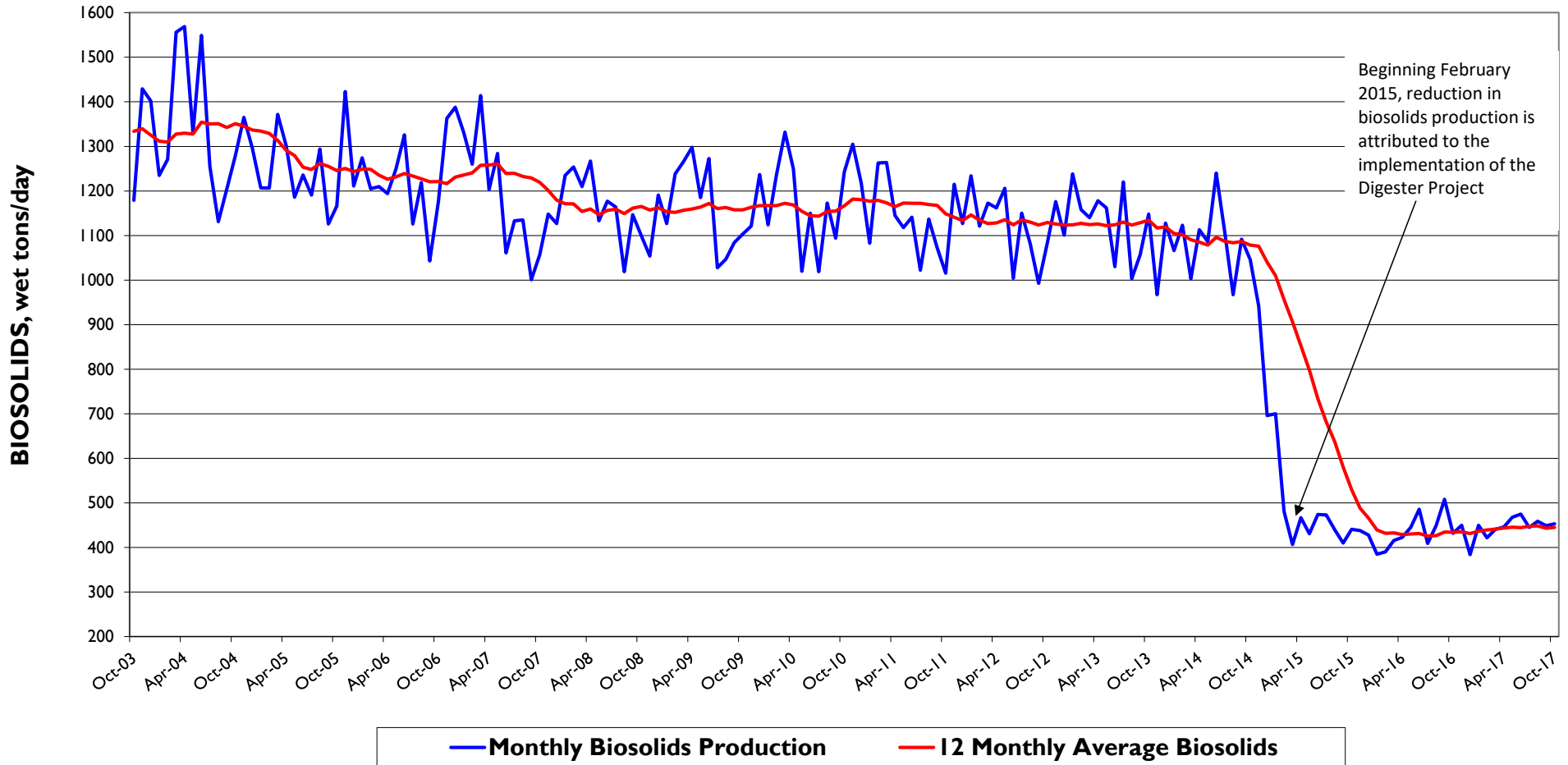


\*Includes all positions with Certified Wastewater Treatment Plant Operator License

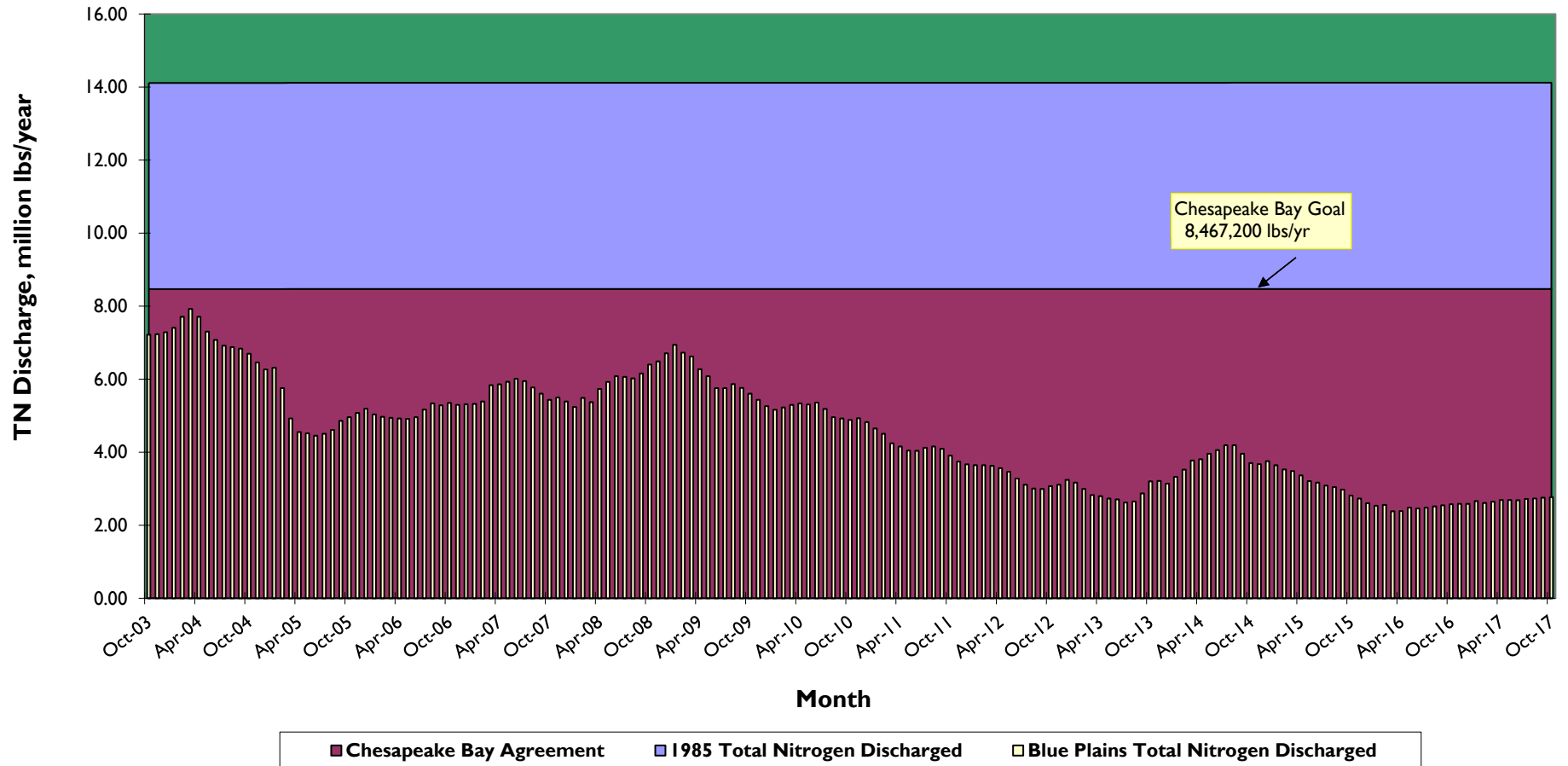
**OCTOBER 2003 - OCTOBER 2017**



OCTOBER 2003 - OCTOBER 2017



OCTOBER 2003 - OCTOBER 2017





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## Cluster: BLUE PLAINS

### Department: WASTEWATER TREATMENT PROCESS ENGINEERING

#### FUNCTIONS

#### BUDGET

**FY 2019**  
**\$7,187,000**

#### POSITIONS

##### FY 2017

Authorized	39
Average Positions Filled	31
Year-End Positions Filled	30
FY 2018	FY 2019
39	39

Process Engineering	Process Control Systems	Process Control Maintenance
10 - Positions	4 - Positions	25- Positions
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 and Construction interface to PCS	Maintain electronic process control systems, flow measurement, metering and recording equipment for the Plant
Provide design comments and support during construction of capital projects	Manage PCS hardware, software, maintenance, and support services	
Troubleshoot process performance problems	Troubleshoot PCS issues and train Process and Instrumentation staff	

**WASTEWATER TREATMENT - PROCESS ENGINEERING**

**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.

**BUDGET OVERVIEW:** The approved FY 2019 operating budget is approximately \$0.5 million below the approved FY 2018 budget due to ongoing initiative to insource some of the major maintenance functions.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	39	39	39	39
Average number of positions filled	27	31		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 3,539	\$ 4,356	\$ 4,778	\$ 4,733
Overtime	30	25	64	45
<b>Non-Personnel Services:</b>				
Supplies	236	315	452	475
Occupancy	46	58	59	60
Contractual	3,084	2,267	2,371	1,902
Equipment	15	12	14	18
Total Non-Personnel Services	3,381	2,651	2,895	2,454
<b>Total Operations &amp; Maintenance</b>	\$ 6,921	\$ 7,008	\$ 7,673	\$ 7,187
<b>Capital Equipment</b>	\$ 1,134	\$ 810	\$ 850	\$ 550
<b>Targeted Performance Measures</b>				
	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Critical Equipment Availability (97%)	97%	97%	97%	97%

## WASTEWATER TREATMENT – PROCESS ENGINEERING

### OVERVIEW

#### FY 2018 Major Planned Activities and Changes

- Provide guidance on set points and Plant operations
- Provide Process Engineering reviews on new capital projects in the planning and design phases
- Continue to assist with construction and project commissioning phases for the Filtrate Treatment Facilities (FTF), Raw Wastewater Pumping Station (RWWPS2) Upgrades, Tunnel Dewatering Pump Station and Enhanced Clarification Facilities (TDPS/ECF) & Gravity Thickener Upgrades
- Continue upgrade and management of the Process Control System (PCS)
- Continue the Equipment Reliability Program (predictive maintenance/condition monitoring)
- Continue the Critical Spare Parts Inventory for process control equipment
- Continue the major critical equipment maintenance initiative across the Plant, and Preventive Maintenance Optimization
- Continue the Unit Shelf Replacement (spares) Program
- Startup and training for new capital projects – FTF & TDPS/ECF
- Continue to expand Planning & Scheduling Maintenance for Control Systems, and Control Maintenance groups
- Continue support of innovation initiatives, internet of things (IoT), and development of applications

#### FY 2019 Major Recommended Activities and Changes

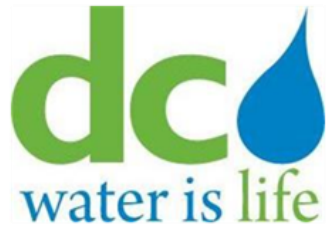
- Continue to build on planned activities of FY 2018
- Continue to optimize recently commissioned processes – Enhanced Nitrogen Removal Facility (ENRF), and Filtrate Treatment Facilities (FTF) & TDPS/ECF
- Conduct process design reviews for capital projects (i.e. Headworks Upgrades)
- Monitor key performance indicators in Process Engineering, Control Systems, and Control Maintenance groups
- Conduct aggressive training program to support reduction in contracted work force
- Continue the Equipment Reliability Program (predictive maintenance/condition monitoring)
- Continue support of innovation initiatives, IoT, development of applications

#### Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Increased preventive maintenance costs for new equipment and facilities
- Increased effort for training and commissioning of new facilities – FTF, TDPS/ECF, RWWPS2 and Tunnel Facilities (Outside Blue Plains)



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**Cluster: BLUE PLAINS**

**Department: MAINTENANCE SERVICES**

**FUNCTIONS**

**BUDGET**

**FY 2019**  
**\$ 19,567,000**

**POSITIONS**

**FY 2017**

**Authorized**      **11**

**Average Positions Filled**      **98**

**Year-End Positions Filled**      **91**

**FY 2018**      **FY 2019**

**115**      **110**

Electrical Maintenance	Mechanical Maintenance	Maintenance Management
35 - Positions	63 - Positions	12 - Positions
Maintain electrical process control systems, equipment, and components for the Blue Plains Advanced Wastewater Treatment Plant	Maintain 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 all DC Water facilities	Plan and operate support systems to manage maintenance by planning, estimating, inspecting, and scheduling maintenance activities
Inspect and maintain cranes for all DC Water facilities		Coordinate work through operations and engineering and provide administrative support



## MAINTENANCE SERVICES

**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.

**BUDGET OVERVIEW:** The approved FY 2019 budget is relatively flat to the approved FY 2018 budget.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	115	111	115	110
Average number of positions filled	104	98		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 11,223	\$ 11,537	\$ 12,072	\$ 11,991
Overtime	393	764	500	545
<b>Non-Personnel Services:</b>				
Supplies	3,343	2,948	3,545	3,581
Utilities	150	139	159	164
Contractual Services, etc.	3,717	3,863	3,571	3,516
Small Equipment	130	231	210	315
<b>Total Non-Personnel Services</b>	<b>7,339</b>	<b>7,181</b>	<b>7,486</b>	<b>7,575</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 18,563</b>	<b>\$ 18,719</b>	<b>\$ 19,558</b>	<b>\$ 19,567</b>
<b>Capital Equipment</b>	<b>\$ 4,132</b>	<b>\$ 3,711</b>	<b>\$ 3,600</b>	<b>\$ 3,600</b>

Targeted Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Critical Equipment Availability (97%)*	Criteria Not Established	Criteria Not Established	Criteria Not Established	Criteria Not Established

\* Department is currently revising its KPIs to measure operational efficiencies

**MAINTENANCE SERVICES**

**OVERVIEW**

FY 2018 Major Planned Activities and Changes

- Maintain the Tunnel Dewatering Pump Station and Enhanced Clarification Facility (TDPS/ECF)
- Maintain the Filtrate Treatment Facility (FTF) aka DEMON Process
- Continue to perform preventive, corrective and predictive maintenance services of equipment in all treatment process area to improve reliability, reduce downtime and maximize asset life
- Continue all methanol maintenance activities in-house and eliminate contractor support
- Continue driving change in support of both the Asset Reliability and Asset Management programs
- Continue critical spare parts inventory evaluation process
- Continue to track, report, and analyze asset failures by cost to identify “poor performers”
- Continue reviewing and improving the Preventive Maintenance Program
- Continue to build equipment reliability program (predictive maintenance/condition monitoring)
- Continue building an effective lubrication program for the Plant
- Continue to increase safety awareness by planning and scheduling work orders, enhancing equipment specific LOTO (lockout/tag-out) procedure and conducting Job Safety Analyses
- Continue to drive productivity, efficiency and effectiveness using process performance indicators
- Increase level of work order planning and schedule compliance to reduce level of reactive maintenance

FY 2019 Major Recommended Activities and Changes

- Culture of Reliability and Asset Management embraced by everyone in the department
- Increase the level of data driven decision making at all levels of the organization
- Deploy mobile Maximo for use by maintenance personnel

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Maintenance of the capital projects to be placed into operations - Filtrate Treatment (DEMON) Process, Tunnel Dewatering Pump Station, and Enhanced Clarification Facility



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## Cluster: CUSTOMER CARE & OPERATIONS

### Department: WATER SERVICES

#### FUNCTIONS

#### BUDGET

FY 2019

\$ 25,079,000

#### POSITIONS

FY 2017

Authorized 195

Average Positions Filled 182

Year-End Positions Filled 191

FY 2018 FY 2019

190 182

Distribution Maintenance	Distribution Control	Contract Management	Linear Asset Management
60 - Positions	85 - Positions	28 - Positions	9 - Positions
Repair and replace water main service lines, valves and hydrants	Inspect, exercise and perform preventative maintenance on 40,000 system valves and 9,500 fire hydrants	Establish and administer a comprehensive asset management program for both water and sewer systems	Provide detail data management related to process improvement and long-range financial planning
Lead Leak Detection efforts and Tap abandonment for the Authority	Administer the Flushing Program and perform minor valve leak repairs	Administer Public Space Restoration Program and associated contracts	Manage linear assets in the Water Distribution and Sewer Collection systems
Manage fire hydrant contracts and respond to all fire hydrant inquiries	Manage the Valve Coordination Control program and test valve shutdown plans for CIP construction projects	Manage and direct Operating and CIP budgets, including construction projects inspections	Manage optimization and prioritization of the capital program projects
Support departmental safety efforts and assist in investigations as first responder during emergencies			Enhancing service life of assets while lowering the number of lifecycle maintenance and reducing cost

## WATER SERVICES

**MISSION:** To operate and maintain a potable water distribution system, which delivers safe drinking water to DC Water's customers. Water Services will ensure that water distribution meets or exceeds the applicable water quality regulations promulgated by the Safe Drinking Water Act and is provided in a reliable manner.

**BUDGET OVERVIEW:** The approved FY 2019 budget is higher than the approved FY 2018 budget by approximately \$1 million. The increase is due to personnel service cost adjustments and transfer of eighteen FTE's to the newly created Water Quality and Technology department. The decrease in Contractual Services is based on the reallocation of the surface restoration costs consistent with the revised capitalization policy. The new Water Quality & Technology department was created in FY 2018 from this department as part of the CC&O Cluster reorganization.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
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**Positions: (FTE's)**

Number of authorized positions	190	195	190	182
Average number of positions filled	168	182		

**Operating Expenses (\$000's)**

<b>Personnel Services including Overtime</b>	\$ 18,840	\$ 21,006	\$ 18,853	\$ 21,593
Overtime	1,591	1,664	1,047	1,522

**Non-Personnel Services:**

Chemicals and Supplies	901	1,312	703	709
Utilities	176	(615)	300	322
Contractual Services, etc.	3,488	2,718	4,089	2,365
Small Equipment	44	34	150	90
<b>Total Non-Personnel Services</b>	<b>4,609</b>	<b>3,449</b>	<b>5,241</b>	<b>3,486</b>

<b>Total Operations &amp; Maintenance</b>	<b>\$ 23,449</b>	<b>\$ 24,455</b>	<b>\$ 24,094</b>	<b>\$ 25,079</b>
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<b>Capital Equipment</b>	<b>\$ 493</b>	<b>\$ 604</b>	<b>\$ 590</b>	<b>\$ 590</b>
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Targeted Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Maintain full compliance with Safe Drinking Water Act standards for positive coliform results (less than 5%)	<5%	5%	5%	5%
Flush at least 50% of the 1,300 miles of pipe in the distribution system annually	50%	50%	50%	50%
Exercise 18,000 - 23,000 valves annually	25000	25000	25000	25000
Maintain a 99% fire hydrant operational rate	99%	99%	99%	99%
Respond to 95% of all emergency service orders in less than 45 minutes	97%	97%	97%	97%
Repair 90% of reported main leaks within 10 days	90%	90%	90%	90%



## WATER SERVICES

### OVERVIEW

#### FY 2018 Major Planned Activities and Changes

- Continue to provide enhanced planning, execution, procedural guidance and overview of the repair/replacement process, ensuring that DC Water/Industry standards are maintained at all times for the water distribution system assets
- Continue the implementation of the Asset Management Program to improve predictive, preventative and corrective maintenance activities on all public fire hydrants and water valves
- Continue the development of the large valve assessment & rehabilitation program to optimize the full life of the assets
- Commence the Small Diameter Sewer Inspection and Condition Assessment utilizing Redzone Robotics' Solo
- Embark on the SewerBatt Acoustical Sensing Technology Pilot program assess the sewer collection system as a cleaning screening tool
- Start the Messtechnik Associates (MTA) Pipe-Inspector Leak Detection Pilot program for the water distribution system
- Continue to execute permanent restoration activities and provide underground infrastructure locating and marking services
- Commence the Water Main Inspection and Condition Assessment Program
- Continue to support the Demand Lead Service Program to procure Filter Pitcher Kits for distribution to affected customers

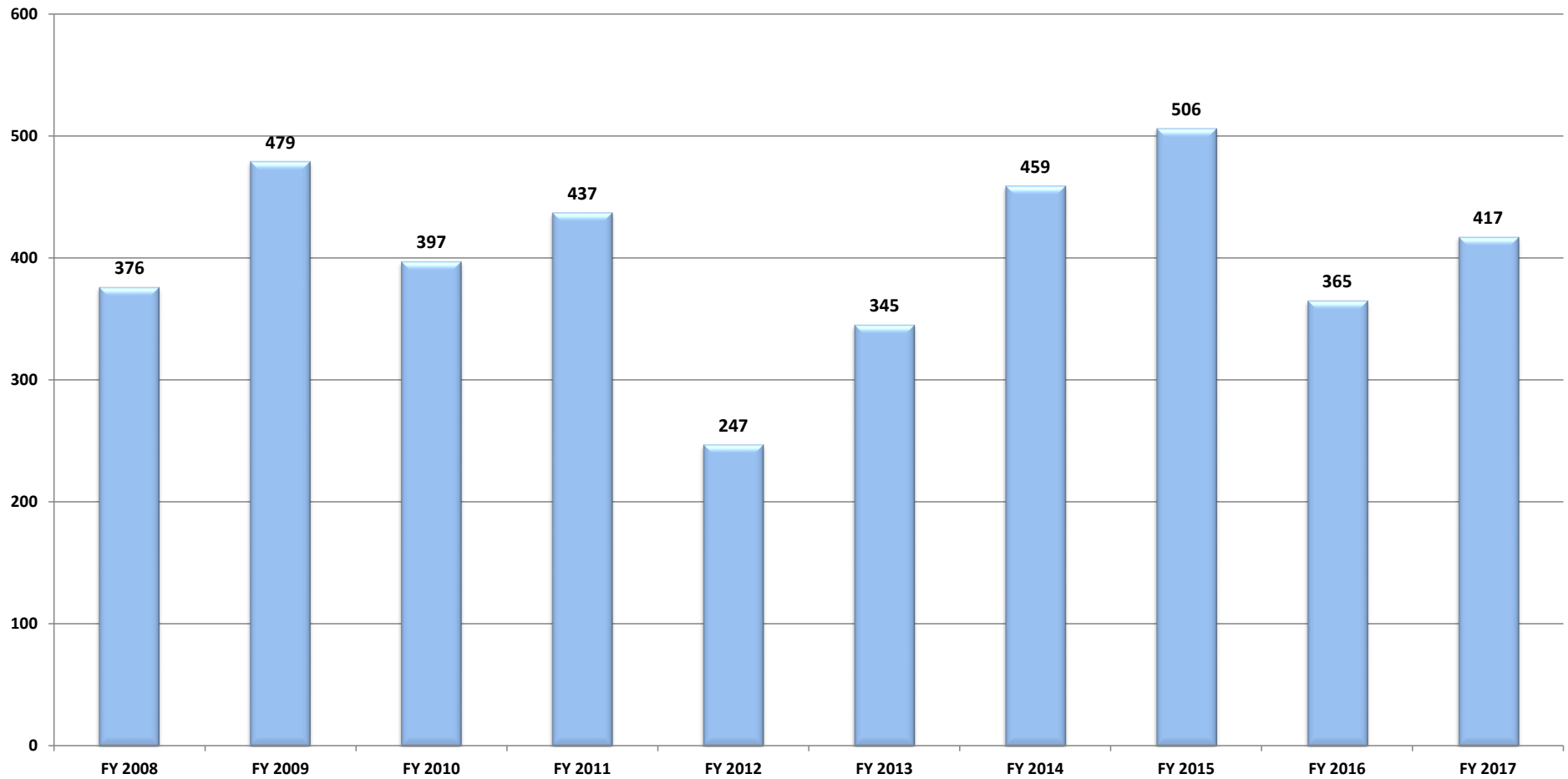
#### FY 2019 Major Recommended Activities and Changes

- Continue to provide underground infrastructure locating and marking services
- Begin Main Break Analysis and Material/Soil Testing in-house program
- Expand Water Main Inspection and Condition Assessment Program
- Continue implementation of the Asset Management Program to improve predictive, preventative and corrective maintenance activities
- Continue to provide contractual support thru the Infrastructure Repair and Replacement (IR&R) contracts to execute special construction projects
- Continue to execute permanent restoration activities

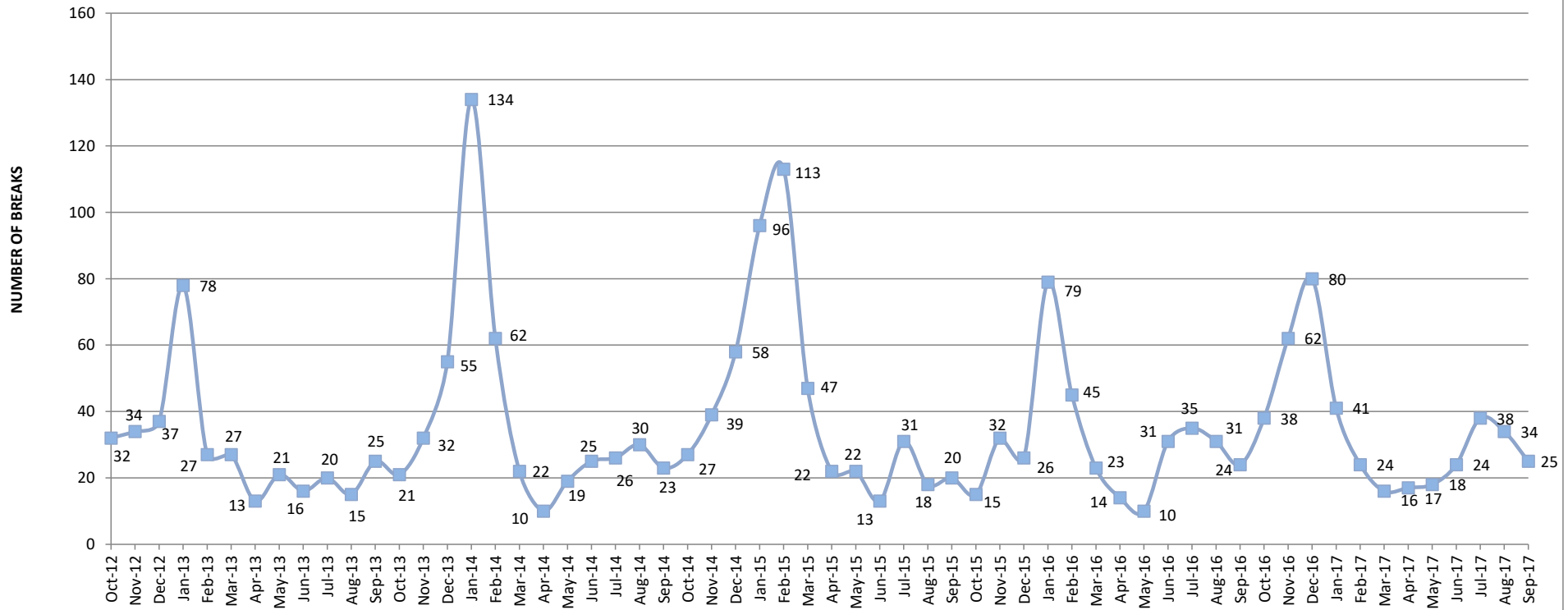
#### Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- No major items identified

### FY 2008 - FY 2017



## October 2012 thru September 2017





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**Cluster: CUSTOMER CARE & OPERATIONS**

**Department: WATER QUALITY & TECHNOLOGY**

**FUNCTIONS**

**BUDGET**

**FY 2019**  
**\$3,419,000**

**POSITIONS**

**FY 2017**

Authorized	0
Average Positions Filled	0
Year-End Positions Filled	0

<b>FY 2018</b>	<b>FY 2019</b>
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22	22
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Research & Development	Water Quality	Compliance
3 - Positions	11 - Positions	8 - Positions
Develop and manage research and programs related to sewer and storm-water collection systems	Environmental Protection Agency (EPA) drinking water compliance, monitoring and reporting	Manage cross connection program
Perform distribution system research (i.e. lead and copper, discolored water, microbial)	Control and monitor corrosion in the water distribution system, and conduct routine water quality analysis, direct daytime flushing activities	Manage the Fats, Oil and Grease (FOG) program
Develop and manage research and programs related to sewer and storm-water collection systems		
Provide scientific input into all areas of business, including the Innovations Team		



**WATER QUALITY AND TECHNOLOGY**

**MISSION:** Provide the highest water quality possible to every customer and exceeding expectations with world-class customer service

**BUDGET OVERVIEW:** The Water Quality and Technology Department was created in FY 2018 from Water Services Department as part of the Customer Care & Operation Cluster reorganization. The approved FY 2019 budget is higher than the approved FY 2018 by approximately \$0.6 million primarily due to personnel service cost adjustment and contractual services costs for the expansion of the Fats Oils & Grease program and other water quality research initiatives

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	-	-	22	22
Average number of positions filled	-	-		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ -	\$ -	\$ 2,287	\$ 2,653
Overtime	-	-		30
<b>Non-personnel Services:</b>				
Supplies & Chemicals	-	-	86	104
Utilities	-	-	-	-
Contractual Services, etc.	-	-	339	612
Water Purchases	-	-	-	-
Small Equipment	-	-	50	50
<b>Total Non-Personnel Services</b>	-	-	475	766
<b>Total Operations &amp; Maintenance</b>	\$ -	\$ -	\$ 2,762	\$ 3,419
<b>Capital Equipment</b>	\$ -	\$ -	\$ 150	\$ 150
<b>Targeted Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Approved</b>	<b>FY 2019 Approved</b>
Maintain full compliance with Safe Drinking Water Act standards for positive coliform results (less than 5%)	-	-	<5%	<5%

## WATER QUALITY AND TECHNOLOGY

### OVERVIEW

#### FY 2018 Major Planned Activities and Changes

- Continue to meet EPA Safe Drinking Water Act compliance requirements
- Continue the voluntary on-line water quality monitoring program and oversight of the lead monitoring strategies
- Manage Compliance Programs related to Cross Connections and Fats, Oil & Grease (FOG) program, perform cross connection inspection surveys at non-residential premises and implement fines and fees
- Maintain internal DC Water backflow preventer assembly information and external DC Water backflow prevention information
- Administer current regulatory enforcement related to Compliance Programs using Maximo and Third Party Portal (3PP) software
- Provide enforcement for illegal hydrant usage
- Perform research related to drinking water bio stability and implement smart water quality sensor monitoring with data analytics

#### FY 2019 Major Recommended Activities and Changes

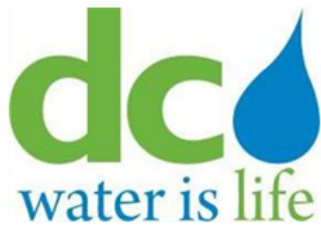
- Perform oversight of all types of lead monitoring strategies
- Continue to maintain internal DC Water backflow preventer assembly information and external DC Water backflow prevention information
- Manage implementation and monitoring of improved flushing program
- Continue the voluntary water quality monitoring program and oversight of the lead monitoring strategies
- Continue to manage on-line water quality monitoring and response
- Develop building water quality management services
- Continue the Cross Connections and Fats, Oil, & Grease (FOG) program, to include inspections at appropriate commercial facilities
- Continue the enforcement for illegal hydrant usage
- Perform research and innovation related to corrosion control

#### Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Rehabs to storage facilities and pump stations increases online monitoring service contractual and maintenance costs
- Small Diameter Water Main Replacement (SDWMR) and Large Diameter Water Main Rehabilitation (LDWMR) projects increase water quality monitoring costs (laboratory/chemical costs)
- Pressure Zone Increase Project (PZIP) increases monitoring costs
- Changes to the distribution system through capital projects increases monitoring costs via customer complaints and investigations



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**Cluster: CUSTOMER CARE & OPERATIONS**

**Department: SEWER SERVICES**

**FUNCTIONS**

**BUDGET**

**FY 2019**  
**\$ 14,342,000**

**POSITIONS**

**FY 2017**

<b>Authorized</b>	<b>110</b>
Average Positions Filled	95
Year-End Positions Filled	91
<b>FY 2018</b>	<b>FY 2019</b>
115	104

Inspection & Maintenance	Construction & Repair
45 – Positions	59 - Positions
Inspect public sewers and sewer laterals. Clean sewers and inlet/outlet structures. Operate and maintain sewer regulator structures	Install and repair sewer mains and sewer laterals
Remove floatable debris Monitor & Control Operations	Install and repair catch basins. Responsible for cleaning and maintenance operations of regular catch basins, stormceptors, and grate ponds
	Oversee maintenance program for storm water structures, filter bio-retention and water quality catch basins cleaning

**SEWER SERVICES**

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

**BUDGET OVERVIEW:** The approved FY 2019 budget is relatively flat compared to the FY 2018 budget. The authorized position for FY 2019 reflects transfer of three FTE's to the newly created Water Quality and Technology department

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
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**Positions: (FTE's)**

Number of authorized positions	119	110	115	104
Average number of positions filled	105	95		

**Operating Expenses (\$000's)**

<b>Personnel Services including Overtime</b>	\$ 12,057	\$ 11,093	\$ 11,533	\$ 11,671
Overtime Hours	1,010	1,172	900	1,068

**Non-Personnel Services:**

Chemicals and Supplies	702	590	559	558
Utilities	606	(22)	815	669
Contractual Services, etc.	1,546	1,817	1,372	1,411
Small Equipment	33	10	35	33
<b>Total Non-Personnel Services</b>	<b>2,887</b>	<b>2,394</b>	<b>2,782</b>	<b>2,671</b>

<b>Total Operations &amp; Maintenance</b>	<b>\$ 14,944</b>	<b>\$ 13,487</b>	<b>\$ 14,315</b>	<b>\$ 14,342</b>
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<b>Capital Equipment</b>	<b>\$ 284</b>	<b>\$ 197</b>	<b>\$ 225</b>	<b>\$ 225</b>
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Targeted Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Percentage of KPI's Catch Basin	100%	100%	100%	100%
Percentage of KPI's Floatable debris (400 tons/yr)	100%	100%	100%	100%
Percentage of KPI's for Sewer Inspection	80%	80%	80%	80%

## SEWER SERVICES

### OVERVIEW

#### FY 2018 Major Planned Activities and Changes

- Implement red zone small diameter sewer inspection project for condition assessment of service life restoration on mainline sewers
- Coordinate with DETS for red zone large diameter sewer inspection project for condition assessment of service life restoration on mainline sewers
- Continue coordination efforts with DC Clean Rivers Program on construction activities that interface with sewer operations
- Coordinate inspection and training responsibility for Department of Sewer Services (DSS) crews with completed structures on DC Clean Rivers tunnel installation
- Work with DETS to complete the rehabilitation of the segment of the Upper Potomac Interceptor Sewer located in Georgetown
- Continue replacement of Sewer Laterals and installation of point patch repair of mainline sewer using Trenchless Technologies
- Continue to improve the catch basin inventory using the Catch Basin Application
- Work with DETS to implement permit requirements for Municipal Separate Storm Sewer System (MS4) Outfalls
- Provide new building and dock facilities where the floatable debris removal program will be located permanently
- Plan for relocation to new DSS campus

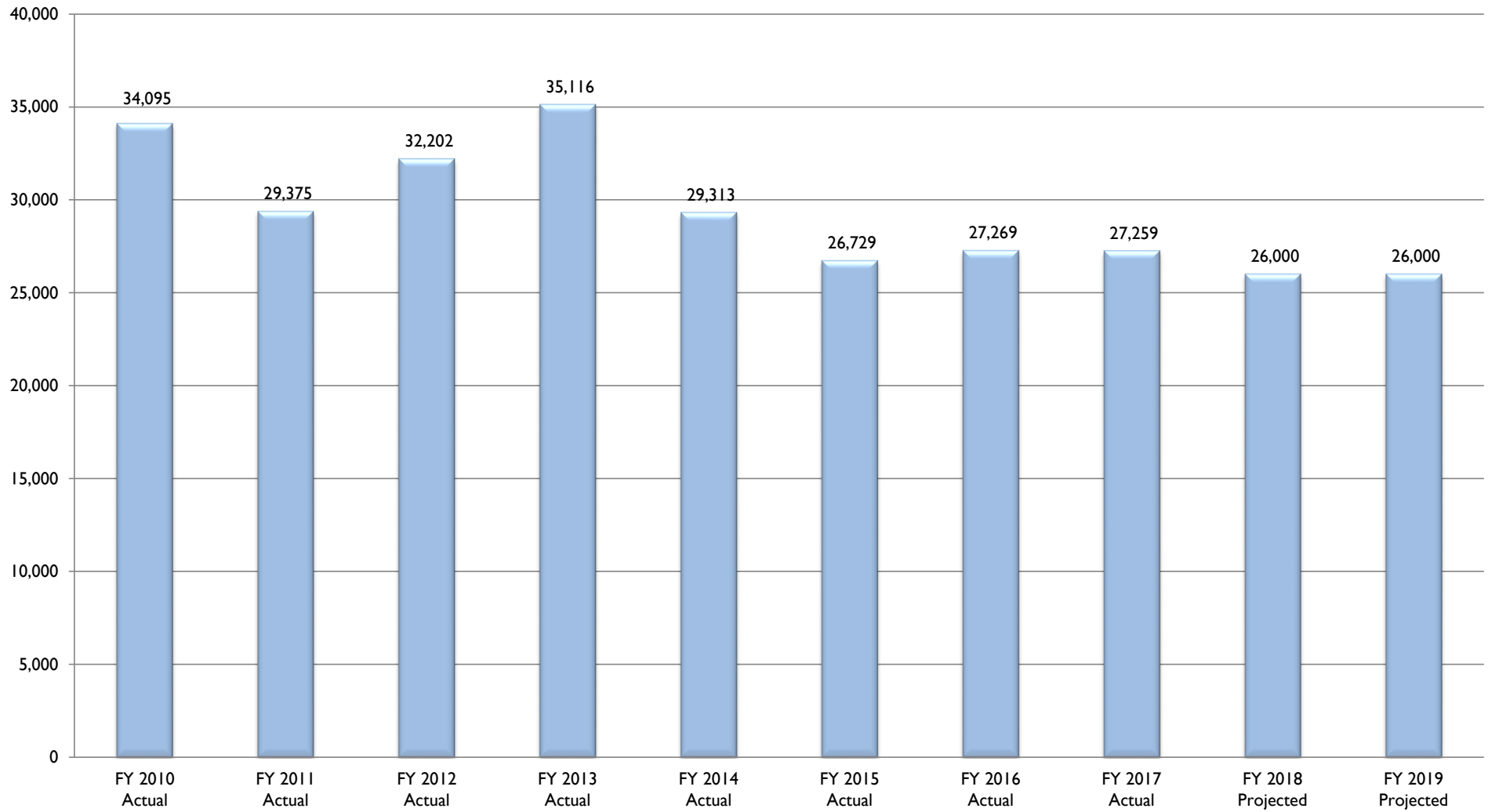
#### FY 2019 Major Recommended Activities and Changes

- Continue chemical root foaming contract at problematic locations
- Implement red zone small diameter sewer inspection project for condition assessment of service life restoration on mainline sewers
- Continue replacement of Sewer Laterals and installation of point patch repair of mainline sewer using Trenchless Technologies
- Continue evaluating emerging technologies for conditional assessment to promote effective repair of our sewer system
- Coordinate inspection and training responsibilities for DSS crews on completed structures of DC Clean Rivers tunnel installations
- Analyze catch basin data to determine frequency of cleaning
- Continue working with DETS to implement permit requirements for MS4 Outfalls
- Continue working on new building and dock facilities for the floatable debris removal program
- Continue planning for relocation to new DSS campus

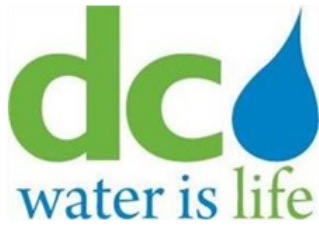
#### Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Operation and maintenance of the new Combined Sewer and Overflow (CSO) tunnels and sewer mainline projects
- Operating and Maintenance costs from additional water quality catch basins installed by DDOT

### FY 2010 - FY 2019







## Cluster: CUSTOMER CARE & OPERATIONS

### Department: CUSTOMER SERVICE

#### FUNCTIONS

BUDGET		Office of the Director	Customer Service & Support	Credit and Collections	Revenue Assurance	Customer Care	Meter and Field Services
FY 2019 \$ 20,340,000		8 - Positions	7 - Positions	11 - Positions	25 - Positions	39 - Positions	36 - Positions
POSITIONS		Manage customer care and operations initiatives and programs	Manage complaints, disputes, hearings, and external requests	Manage delinquent accounts based on customer payment history	Manage customer accounts and billing processes	Provide timely responses to customer inquiries across multiple channels	Maintain, install, test, repair and replace meters
FY 2017		Establish work processes and standard operating procedures	Manage and monitor quality control and assurance for departmental processes and system changes	Manage Refund Process	Manage and process bill exceptions, adjustments and cancellations	Address billing issues and inquires	Manage AMR system and manual reads
Authorized	125	Provide planning and project management for Advance Metering Infrastructure (AMI), Automatic Meter Reader (AMR) and Customer Information System improvement and enhancements	Manage Training and process improvement efforts	Manage property lien filing, dunning process, receivership, and tax sale	Manage the new accounts creation including impervious area GIS database assuring accurate billing of impervious surfaces in the District	Provide 24/7 Emergency customer call response & dispatch	Perform interior inspections
Average Positions Filled	109	Conduct Customer Satisfaction Survey		Manage the DC Water Customer Assistance Programs (CAP) and Serving People By Lending A Supporting Hand (SPALSH)			Perform termination and restoration of service
Year-End Positions Filled	114						
FY 2018	FY 2019						
126	126						

## CUSTOMER SERVICE

**MISSION:** To provide superior, equitable and responsive customer service to the diverse community we serve.

**BUDGET OVERVIEW:** The approved FY 2019 budget is higher than the approved FY 2018 budget by approximately \$1.1 million primarily due to personnel service cost adjustments, and increase in contractual services costs. The increase is offset by a reduction in utilities as a result of planned relocation to the new Headquarters Office.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
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### Positions: (FTE's)

Number of authorized positions	124	125	126	126
Average number of positions filled	108	109		

### Operating Expenses (\$000's)

<b>Personnel Services including Overtime</b>	\$ 11,588	\$ 12,103	\$ 12,700	\$ 13,950
Overtime	317	615	260	311

### Non-Personnel Services:

Chemicals and Supplies	124	149	171	178
Utilities	1,170	1,877	1,258	843
Contractual Services, etc.	4,754	5,032	5,090	5,291
Small Equipment	40	33	63	78
<b>Total Non-Personnel Services</b>	<b>6,089</b>	<b>7,092</b>	<b>6,582</b>	<b>6,389</b>

<b>Total Operations &amp; Maintenance</b>	<b>\$ 17,677</b>	<b>\$ 19,195</b>	<b>\$ 19,281</b>	<b>\$ 20,340</b>
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<b>Capital Equipment</b>	<b>\$ 6,165</b>	<b>\$ 20,227</b>	<b>\$ 9,343</b>	<b>\$ 2,618</b>
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Targeted Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Calls answered within 40 seconds	85%	85%	85%	85%
Dispatch Water and Sewer Emergencies within 10 Minutes		85%	90%	90%
AMR Target - to obtain actual meter readings	75%	90%	95%	98%
Collection Rate		98%	98%	98%
Regular Accounts Billed Monthly / Special Accounts as Scheduled	98%	97%	97%	97%

**CUSTOMER SERVICE**

**OVERVIEW**

FY 2018 Major Planned Activities and Changes

- Continue replacement of approximately 90,000 water meters and meter transmitting units (MTU's) as part of DC Water's Automated Meter Reading (AMR) replacement program
- Implementation and go live of the new Customer Information System (eCIS) for the retail customers billing and reporting
- Recruit for new positions and reclassification in relation to the eCIS project to improve revenue and collection assurance
- Transition in-house of Back Office billing functions to improve efficiency in timely and accurate billing
- Enhance customer service excellence to increase first call resolutions and effortless customer experience to reduce repeat calls and escalations
- Perform Customer Satisfaction Survey
- Implement knowledge development and talent management
- Relocation to the new Headquarters building

FY 2019 Major Recommended Activities and Changes

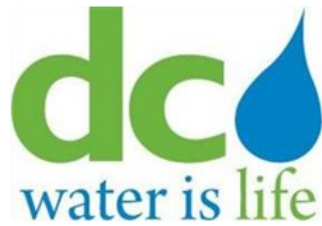
- Continue AMR installations for large meters
- Continue CIS implementation
- Implement System Availability Fee
- Complete the Customer Service Satisfaction Survey, analyze results and perform follow-up
- Continue the enhancement of customer services excellence
- Continue knowledge development and talent management

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Implementation of the new eCIS and installation of AMR's in FY 2018 and FY 2019 will impact personnel and non-personnel O&M costs
- Process mapping and standard operating procedures development support would increase contractual costs



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**Cluster: CUSTOMER CARE & OPERATIONS**  
**Department: DISTRIBUTION & CONVEYANCE SYSTEMS**

**FUNCTIONS**

**NPS BUDGET**

**FY 2019**  
**\$ 51,611,000**

**POSITIONS**

**FY 2017**

<b>Authorized</b>	<b>89</b>
Average Positions Filled	79
Year-End Positions Filled	77
<b>FY 2018</b>	<b>FY 2019</b>
88	90

Director's Office & Emergency Management	Pumping Operations	SCADA Process Control	Maintenance	Potomac Interceptor
8 - Positions	29 - Positions	14 - Positions	32 - Positions	7 - Positions
Manage the overall distribution and conveyance water and sewer system	Operate Water Pumping Stations, Storage Facilities and Water Towers	Operate and maintain SCADA Applications, Hardware and Network Support	Plan, coordinate and perform all corrective, emergency, preventative, and predictive maintenance	Operate and maintain Potomac Interceptor (PI) Sewer
Manage the Emergency Management Program	Operate Sanitary and Combined Sewer Facilities to ensure maximize flow to Blue Plains	Execute Storm Water Pollution Prevention Plan inspections and prepare reports	Maintain and troubleshoot mechanical process systems and equipment	Operate and maintain PI Flow Meters and odor control facilities and manholes
Manage the Vulnerability Assessment	Inspect inflatable dams to ensure proper function during rain events	Operate and maintain all Process Instrumentation and controls	Plan, schedule, and perform condition monitoring for process equipment	Manage Miss Utility services in Virginia and Montgomery County, Maryland
Manage Emergency preparedness training for DC Water staff and contractors	Operate Northeast Boundary Swirl Facility	Facilitate, compile and administer Consent Decree reporting	Maintain/update Engineering Records	Monitor Right-of-Way to maintain integrity and prevent encroachment

**DISTRIBUTION AND CONVEYANCE SYSTEMS**

**MISSION:** To provide high resiliency, customer focused delivery of water distribution and sewer collection pumping services every minute of every day.

**BUDGET OVERVIEW:** The approved FY 2019 budget is higher than the approved FY 2018 budget by approximately \$3.1 million primarily due to personnel service cost adjustments, increased headcount costs, increases in contractual services costs and water purchase.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	88	89	88	90
Average number of positions filled	75	79		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 9,666	\$ 10,147	\$ 9,732	\$ 11,276
Overtime	759	862	541	800
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	1,008	1,438	776	744
Utilities	4,609	4,144	4,168	3,965
Water Purchase	26,345	26,796	30,156	30,520
Contractual Services, etc.	3,527	3,864	3,608	4,979
Small Equipment	148	185	50	126
<b>Total Non-Personnel Services</b>	<b>35,638</b>	<b>36,427</b>	<b>38,758</b>	<b>40,335</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 45,304</b>	<b>\$ 46,574</b>	<b>\$ 48,490</b>	<b>\$ 51,611</b>
<b>Capital Equipment</b>	<b>\$ 478</b>	<b>\$ 1,986</b>	<b>\$ 1,700</b>	<b>\$ 1,700</b>
<b>Targeted Performance Measures</b>				
Critical Equipment Availability (98%)	98%	98	98%	98
Number of inspections completed on Potomac Interceptor meters	400	400	400	400

## DISTRIBUTION AND CONVEYANCE SYSTEMS

### OVERVIEW

#### FY 2018 Major Planned Activities and Changes

- Ensure adequate flow and distribution of retail water throughout the District of Columbia
- Ensure maximization of water conveyance to Blue Plains according to the Nine (9) Minimum Control Plan
- Coordinate, plan and perform all emergency and corrective maintenance operations for mechanical, electrical and industrial equipment
- Perform Potomac Interceptor Odor Control Carbon replacement at Odor Control Facilities located in the District of Columbia and Montgomery County, Maryland
- Continue to implement plans for compliance inspections
- Ensure Supervisory Control And Data Acquisition (SCADA) system availability to operators and other stakeholders
- Ensure SCADA system is secure from cyber intrusion
- Continually enhance and optimize the pump stations automatic controls
- Manage the distribution system pressure and water quality, and provide sewer flow monitoring
- Continue the implementation of the Multi-Jurisdictional Use Facilities (MJUF) Costs

#### FY 2019 Major Recommended Activities and Changes

- Continue to implement plans for compliance inspections
- Expand safety program by ensuring compliance at all work areas throughout the District of Columbia
- Increase availability of data through the SCADA system
- Implement findings from vulnerability and risk assessment
- Continue Total Productive Maintenance and Reliability Centered Maintenance programs

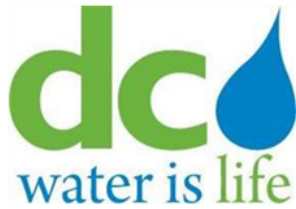
#### Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- No major items identified





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**Cluster: CHIEF ENGINEER**  
**Department: ENGINEERING & TECHNICAL SERVICES**  
**FUNCTIONS**

**BUDGET**

**FY 2019**  
**\$24,790,000**

POSITIONS	
FY 2017	
Authorized	166
Average Positions Filled	152
Year-End Positions Filled	147
FY 2018	FY 2019
166	150

Design	Engineering Management	Planning	Water & Sewer Construction	Asset Management	Quality Management
55 - Positions	18 - Positions	16 - Positions	55 - Positions	2 - Positions	4 - Positions
Designs capital projects, including all linear projects and facilities projects outside Blue Plains	Ensure DETS contract documents comply with DC Water and EPA Procurement Regulations Recommend all contract awards	Asset Management Continually inspects and assesses the condition of buried assets and vertical facilities.	Administer contracts for new construction, major repair and modifications to water & sewer systems and facilities	Development, implementation and oversight of DC Water's Asset Management Program including identification of assets and use of risk based methodologies to effectively manage assets	Develops, implements, and monitors all aspects of the Department's Quality Management System (QMS); Leads the QMS integration and training within the Department
Develops all Small Diameter Water mains and select Sewer Rehab designs Review, create and maintain standards to ensure technical adequacy	Manage and track the CIP Manage and track EPA Grants Develop, prepare and coordinate DETS operating budget	Develops and Maintains the water and sewer hydraulic models. Develops the 10-year CIP for all water and sewer system infrastructure improvements	Inspect construction of DC Water facilities by contractors, other District agencies and private developers Manage Critical Customer Concerns as necessary w/Gov't leadership	Manages and works with DC Water staff and consultants to ensure that DC Waters asset management policies and practices are consistent and being followed.	Provides field oversight and audit functions to ensure project procedures and documents are in compliance with quality plans and DC Water Standards.
Provide engineering support to operating departments Provide topographic survey support	Manage DETS engineering systems hardware/software	Coordinates with user jurisdictions for capital and O&M cost allocations of joint use facilities	QA/QC Inspection of Precast structures		Tracks project performance and implements improvements to policies and procedures to sustain compliance with quality standards through the QMS

**ENGINEERING & TECHNICAL SERVICES**

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

**BUDGET OVERVIEW:** The approved FY 2019 budget is lower than the approved FY 2018 budget by \$1.9 million due to the creation of a new Wastewater Engineering department, resulting in the transfer of 15 FTEs from Engineering & Technical Services.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	166	166	166	150
Average number of positions filled	155	152		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 21,581	\$ 22,102	\$ 23,344	\$ 21,989
Overtime	740	1,063	1,024	864
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	122	176	196	193
Utilities	397	439	490	636
Contractual Services, etc.	1,876	2,327	2,592	1,910
Small Equipment	78	82	106	62
Total Non-Personnel Services	2,472	3,025	3,384	2,802
<b>Total Operations &amp; Maintenance</b>	\$ 24,053	\$ 25,126	\$ 26,728	\$ 24,790
<b>Capital Equipment</b>	\$ -	\$ 132	\$ 20	\$ 20
<b>Targeted Performance Measures</b>				
	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Percentage of KPI's Completed	80%	80%	80%	80%
Use 100% of Clean Water Act grant funds	100%	100%	100%	100%
Use 100% of Safe Drinking Water Act grant funds	100%	100%	100%	100%

**ENGINEERING & TECHNICAL SERVICES**

**OVERVIEW**

FY 2019 Major Planned Activities and Changes

- Continue to validate and prioritize Capital Improvement Program (CIP) projects using the enterprise Asset Management Framework
- Lead and manage timely and on-budget delivery of CIP projects
- Implement Water, Wastewater Treatment and Sewer Facility Plans and corresponding Asset Management Plans
- Improve program management and project development and implementation across the service areas
- Improve metering and development of the sewer hydraulic model
- 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
- Continue implementation of the Total Nitrogen/Wet Weather plan for Blue Plains Advanced Wastewater Treatment Plan (AWTP) through the completion and placing on-line of the Tunnel Dewatering Pump station/Enhanced Clarification project (required on-line per Consent Decree - March 23, 2018)
- Continue implementation of the Long Term Control Plan (DC Clean Rivers)
- Monitor EPA Fair Share Objectives
- Develop and implement biosolids related projects to ensure continued success of the Biosolids Management Plan/Program
- Obtain grant funds, as appropriate, under the Clean Water Act, Safe Drinking Water Act and FEMA
- Ensure all grant funding is obligated in accordance with grant requirements

FY 2019 Major Recommended Activities and Changes

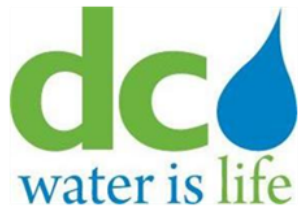
- Continue departmental realignment/reorganization planning and implementation, including increased staffing in critical areas
- Continue to validate and prioritize CIP projects using the Enterprise Asset Management Framework

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Additional staffing to support implementation of the \$4.0 billion CIP for FY 2018 – FY 2027



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**Cluster: CHIEF ENGINEER**

**Department: WASTEWATER ENGINEERING**

**FUNCTIONS**

**BUDGET**

**FY 2019**  
**\$3,064,000**

POSITIONS	
FY 2017	
Authorized	0
Average Positions Filled	0
Year-End Positions Filled	0
FY 2018	FY 2019
0	15

Program Management Branch	Blue Plains Project Branch
8 - Positions	7 - Positions
<ul style="list-style-type: none"> <li>Develop and maintain long-term facility planning process</li> <li>Generate bid documents for construction and rehabilitation projects</li> </ul>	<ul style="list-style-type: none"> <li>Administer contracts for construction management, new construction, major repairs, modifications and start-up to the Blue Plains Advanced Wastewater Treatment Plant</li> </ul>
<ul style="list-style-type: none"> <li>Provide engineering data for development and maintenance of the Capital Improvement Plan (CIP)</li> <li>Technical and policy coordination with other jurisdictions and federal agencies</li> </ul>	<ul style="list-style-type: none"> <li>Perform construction management of new construction, major repairs and modifications to process and non- process facilities</li> </ul>
<ul style="list-style-type: none"> <li>Review and approve Process Control System (PCS), Supervisory Control and Data Acquisition (SCADA) and Instrumentation &amp; Control (I&amp;C) engineering documents for compliance with established guidelines and standards</li> </ul>	<ul style="list-style-type: none"> <li>Perform design reviews and coordinate construction work with other departments at Blue Plains</li> </ul>
<ul style="list-style-type: none"> <li>Manage the Engineering responsibilities for all PCS and SCADA related projects from planning, design, construction, commissioning and operational support</li> </ul>	
<ul style="list-style-type: none"> <li>Coordinate PCS/SCADA projects with Washington Aqueduct Division (WAD) and other agencies</li> </ul>	

**WASTEWATER ENGINEERING**

**MISSION:** To provide the structural capability needed to begin the in-sourcing process of the design and construction management functions, with reliance on outside consultants for specialized expertise as part of the delivery of the Capital Improvement Program.

**BUDGET OVERVIEW:** As part of the reorganization of the Chief Engineering cluster, a new Wastewater Engineering department was created from Engineering & Technical Services.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	-	-	-	15
Average number of positions filled	-	-	-	
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ -	\$ -	\$ -	\$ 2,310
Overtime	-	-	-	36
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	-	-	-	13
Utilities	-	-	-	-
Contractual Services, etc.	-	-	-	736
Small Equipment	-	-	-	5
Total Non-Personnel Services	-	-	-	754
<b>Total Operations &amp; Maintenance</b>	\$ -	\$ -	\$ -	\$ 3,064
<b>Capital Equipment</b>	\$ -	\$ -	\$ -	\$ -
<b>Targeted Performance Measures</b>				
	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Percentage of KPI's Completed	N/A	N/A	N/A	Criteria not yet established



**WASTEWATER ENGINEERING**

**OVERVIEW**

FY 2019 Major Planned Activities and Changes

- Develop and maintain long-term facility planning process
- Generate bid documents for construction and rehabilitation projects
- Provide engineering data for development and maintenance of the Capital Improvement Plan (CIP)
- Provide staff support for environmental policy issues affecting DC Water
- Technical and policy coordination with other jurisdictions and federal agencies
- Review and approve PCS, SCADA and I&C engineering documents for compliance with established guidelines and standards
- Explore new technologies that can be used to increase operational efficiency of our wastewater treatment, sewer collection and water distribution systems

FY 2019 Major Recommended Activities and Changes

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures



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**BUDGET**

**FY 2019  
\$3,046,000**

**POSITIONS**

**FY 2017**

<b>Authorized</b>	<b>15</b>
Average Positions Filled	13
Year-End Positions Filled	13
<b>FY 2018</b>	<b>FY 2019</b>
15	15

**Cluster: CHIEF ENGINEER**

**Department: DC CLEAN RIVERS (CSO - LTCP)**

**FUNCTIONS**

DCCR Planning and Design	DCCR Construction	DCCR Green Infrastructure (GI)
6 - Positions	5- Positions	4 - Positions
Manage and oversee the planning and design phase of the \$2.7 billion, 25 year Clean Rivers Program	Manage and oversee the construction phase of the 20 year Clean Rivers Project	Manage and oversee the completion of the Green Infrastructure (GI) Program, siting and planning for GI projects
Oversee the program consultant's management of design contracts; and guide value engineering efforts to improve the 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 (MOU) development and negotiation with District
Develop risk mitigation strategies for all Clean Rivers projects and ensure adherence to all design related consent decree milestones	Develop risk mitigation strategies for all Clean Rivers projects, inspect tunnel construction and other CSO abatement facilities	Manage the design and construction of GI Challenge
Provide assistance in creating an accurate DC Clean Rivers Engineering Assets inventory with the integration of DC Water's operating facilities	Identify and mitigate potential project delay and scope growth	Ensure adherence to all GI consent decree milestones

**CLEAN RIVERS (CSO LTCP)**

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

**BUDGET OVERVIEW:** The approved FY 2019 budget has no significant changes to the approved FY 2018 budget.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	15	15	15	15
Average number of positions filled	14	13		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 2,613	\$ 2,597	\$ 2,691	\$ 2,661
Overtime	-	-	-	-
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	3	3	19	26
Utilities	106	102	41	110
Contractual Services, etc.	107	54	244	249
Small Equipment	6		-	
<b>Total Non-Personnel Services</b>	<b>222</b>	<b>159</b>	<b>304</b>	<b>385</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 2,835</b>	<b>\$ 2,757</b>	<b>\$ 2,995</b>	<b>\$ 3,046</b>
<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Targeted Performance Measures</b>				
	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Meet all CSO LTCP consent decree milestones	100%	100%	100%	100%

## CLEAN RIVERS (CSO LTCP)

### OVERVIEW

#### FY 2018 Major Planned Activities and Changes

- Complete construction of Joint Base Anacostia-Bolling (JBAB) Overflow and Diversions Structures
- Complete construction of Anacostia River Tunnel
- Complete construction of the Main Pumping Station Diversions
- Complete construction of Northeast Boundary Tunnel Utility relocation project
- Continue construction of CSO 021 Diversion Facilities
- Complete Poplar Point Pumping Station Replacement and Main Outfall Sewers Diversion
- Commission and place Phase I of Anacostia River Tunnel System Project in operation
- Begin construction of Northeast Boundary Tunnel
- Complete procurement and begin the construction of Piney Branch Diversion Structures
- Continue DC Clean Rivers Engineering Assets inventory with the integration of DC Water’s operating facilities
- Continue development of Facility Planning for the Potomac River Tunnel (PRT) System
- Continue development of the Environmental Impact Statement (EIS) for PRT System
- Continue construction of Rock Creek Project I (RC-A) including Green Infrastructure (GI) Challenge projects
- Complete construction of Alley Palooza projects that include GI
- Begin construction of Potomac River Project I (PR-A)
- Complete implementation for pilot phase of Drain the Rain (Downspout Disconnection Program)
- Continue implementation of National GI Certification Program

#### FY 2019 Major Recommended Activities and Changes

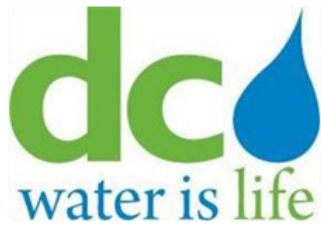
- Continue construction of Northeast Boundary Tunnel (NEBT)
- Complete the Facility Planning for the PRT System
- Complete the development of the EIS for PRT System
- Complete the construction of CSO 021 Diversion Facilities
- Continue the construction of Piney Branch Diversion Structures
- Begin planning and design for CSO-025/026 Separation (PR-C)
- Complete the construction of RC-A (including GI Challenge projects)
- Begin post-construction monitoring of RC-A
- Complete the construction of PR-A
- Begin post-construction monitoring of PR-A
- Continue implementation of National GI Certification Program

#### Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Operation and maintenance of completed tunneling projects



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**Cluster: CHIEF ENGINEER**

**Department: PERMIT OPERATIONS**

**BUDGET**

**FY 2019**  
**\$2,760,000**

**POSITIONS**

**FY 2017**

<b>Authorized</b>	<b>15</b>
Average Positions Filled	13
Year-End Positions Filled	13
<b>FY 2018</b>	<b>FY 2019</b>
15	15

**FUNCTIONS**

<b>15 Positions</b>	
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	

**PERMIT OPERATIONS**

**MISSION:** To manage DC Water's development and permit services.

**BUDGET OVERVIEW:** The approved FY 2019 budget increased approximately \$0.5M over FY 2018 budget due to salary adjustments in personnel services.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	15	15	15	15
Average number of positions filled	14	13		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 1,653	\$ 1,811	\$ 1,791	\$ 2,205
Overtime	4	11	2	99
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	7	11	31	38
Utilities	314	342	332	353
Contractual Services, etc.	75	68	130	153
Small Equipment			10	11
<b>Total Non-Personnel Services</b>	<b>396</b>	<b>421</b>	<b>503</b>	<b>555</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 2,049</b>	<b>\$ 2,233</b>	<b>\$ 2,295</b>	<b>\$ 2,760</b>
<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Approved</b>	<b>FY 2019 Approved</b>
Process all permit applications in accordance with the service level agreement timeframe (85%)	85%	85%	85%	85%



**PERMIT OPERATIONS**

**OVERVIEW**

FY 2018 Major Planned Activities and Changes

- Incorporation of customer service functions of reimbursable inspections cost account maintenance
- Integration of online applications for permits
- Assessment of as-built fees for projects in order to fund out of house development of as-built drawings
- Introduction of System Availability Fees (SAF) for new water and sewer connections and renovation or redevelopment projects for existing connections to the District’s potable water and sanitary sewer systems based on the SAF meter size
- Improve the as-built fee estimation process
- Third Party Portal integration for Hydrant Use, Taps and Meter Sets

FY 2019 Major Recommended Activities and Changes

- Implementation of the System Availability Fee (SAF)
- Continue Support of As-built fee collection
- Continue support of account refunds where applicable
- Add Enterprise level GIS Data, i.e. Permits and construction status integrated with Maximo

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- None



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**Cluster: INDEPENDENT OFFICES**

**Department: GENERAL MANAGER**

**BUDGET**

**FY 2019  
\$4,301,000**

**FUNCTIONS**

POSITIONS	
FY 2017	
Authorized	15
Average Positions Filled	15
Year-End Positions Filled	15
FY 2018	FY 2019
16	16

16 - Positions
Provides overall operational and policy direction in support of the Board of Director's Strategic Plan
Organize, plan and direct all operations of the Authority
Ensure development and implementation of improvement processes to increase operational efficiencies

**GENERAL MANAGER**

**MISSION:** The General Manager's Office administers, plans, organizes and directs the operations of DC Water.

**BUDGET OVERVIEW:** The approved FY 2019 budget is slightly higher than the approved FY 2018 budget by \$0.2 million due to personnel service cost adjustments.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	16	15	16	16
Average number of positions filled	15	15		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 3,170	\$ 3,286	\$ 3,221	\$ 3,394
Overtime	11	11	9	9
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	12	21	13	13
Utilities	28	26	37	36
Contractual Services, etc.	634	720	868	858
Small Equipment	-	-	-	
<b>Total Non-Personnel Services</b>	<b>674</b>	<b>767</b>	<b>917</b>	<b>907</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 3,844</b>	<b>\$ 4,053</b>	<b>\$ 4,138</b>	<b>\$ 4,301</b>
<b>Capital Equipment</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Approved</b>	<b>FY 2019 Approved</b>
Implement all policies and directives of the Board of Directors	100%	100%	100%	100%

**GENERAL MANAGER**

**OVERVIEW**

FY 2018 Major Planned Activities and Changes

- Support implementation of the revised DC Water Strategic Plan
- Administer and enhance DC Water’s comprehensive performance management system (Advancing Blue) for both union and non-union employees
- Utilize findings of employee engagement survey to implement initiatives and programs designed to enhance and sustain a results driven, high-performing work culture
- Administer and enhance DC Water’s permanent succession plan and leadership development program (Leading Blue)
- Continue to administer oversight of DC Water operational and financial performance

FY 2019 Major Recommended Activities and Changes

- No major changes anticipated

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- No major items identified



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**Cluster: INDEPENDENT OFFICES**

**Department: OFFICE OF THE SECRETARY (BOARD)**

**BUDGET**

**FY 2019  
\$599,000**

**POSITIONS**

**FY 2017**

<b>Authorized</b>	<b>2</b>
Average Positions Filled	2
Year-End Positions Filled	2
<b>FY 2018</b>	<b>FY 2019</b>
2	2

**FUNCTIONS**

**2 - Positions**

Manage logistics for Board of Directors and Committee meetings, Public Hearings, Workshops, 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 maintain custodial of all books, records and official documents of the Board

Administer the subpoena process and provide Notary Service for the Authority

**OFFICE OF THE SECRETARY (BOARD)**

**MISSION:** To support the Board of Directors in developing and reviewing the DC Water's strategic goals, providing executive level assistance in planning, coordinating and executing assignments, and ensuring that the Board's business and activities are effectively managed.

**BUDGET OVERVIEW:** The approved F Y 2019 budget is relatively flat compared to the approved FY 2018.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	2	2	2	2
Average number of positions filled	2	2		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 282	\$ 306	\$ 296	\$ 293
Overtime	13	13	8	9
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	20	24	18	18
Utilities	9	8	7	6
Contractual Services, etc.	216	221	278	281
Small Equipment	-		-	1
<b>Total Non-Personnel Services</b>	<b>244</b>	<b>253</b>	<b>303</b>	<b>306</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 526</b>	<b>\$ 559</b>	<b>\$ 599</b>	<b>\$ 599</b>
<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>				
	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Provide timely and accurate Board and Committee agendas, reports and minutes	100%	100%	100%	100%
Follow-up and complete Board actions	100%	100%	100%	100%



**OFFICE OF THE SECRETARY (BOARD)**

**OVERVIEW**

FY 2018 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, the general public and stakeholders by use of state-of-the-art technology that supports 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

FY 2019 Major Recommended Activities and Changes

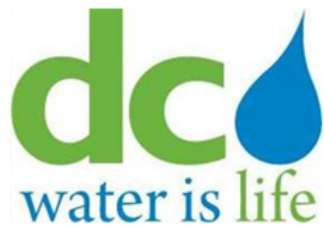
- No major activities and/or changes expected in FY 2019

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- No direct impact envisioned at this time



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**Cluster: INDEPENDENT OFFICES**

**Department: INTERNAL AUDIT (outsourced)**

**FUNCTIONS**

**BUDGET**

**FY 2019  
\$ 940,000**

**POSITIONS**

**FY 2017**

<b>Authorized</b>	<b>0</b>
Average Positions Filled	0
Year-End Positions Filled	0
<b>FY 2018</b>	<b>FY 2019</b>
0	0

Oversight	Insight	Foresight
Conduct periodic audits	Assess programs and policies	Identify trends and challenges to prevent a crisis
Conduct audits requested by the Board of Directors and/or 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

**INTERNAL AUDIT**

**MISSION:** The mission of Internal Audit (IA) is to provide independent, objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of DC Water. IA assists the organization 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.

**BUDGET OVERVIEW:** The approved FY 2019 budget is relatively flat to the FY 2018 budget.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	-	-	-	-
Average number of positions filled	-	-	-	-
<b>Operating Expenses</b>				
<b>Personnel Services including Overtime</b>	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-
<b>Non-Personnel Services:</b>				
Supplies	-	-	-	-
Utilities	8	7	5	7
Contractual Services, etc.	989	571	902	933
Small Equipment	-	-	-	-
<b>Total Non-Personnel Services</b>	<b>997</b>	<b>578</b>	<b>907</b>	<b>940</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 997</b>	<b>\$ 578</b>	<b>\$ 907</b>	<b>\$ 940</b>
<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Approved</b>	<b>FY 2019 Approved</b>
Internal Audit Work Planned	14	12	14	8

## INTERNAL AUDIT

### OVERVIEW

#### FY 2018 Major Planned Activities and Changes

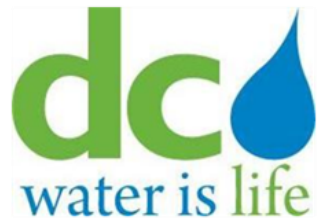
- Conduct an updated risk assessment and internal audit plan for the Authority
- Continue to manage DC Water’s hotline and implement the hotline protocol
- Report to the Board of Directors via the Audit Committee on the status of prior internal findings and management action plans
- Conduct follow-up procedures on newly presented audit findings and determine status of management action plans
- Implement committee and Board approved audit plans

#### FY 2019 Major Recommended Activities and Changes

- No major changes anticipated



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**Cluster: INDEPENDENT OFFICES**  
**Department: GENERAL COUNSEL**  
**FUNCTIONS**

**BUDGET**

**FY 2019**  
**\$ 8,557,000**

POSITIONS	
FY 2017	
Authorized	16
Average Positions Filled	14
Year-End Positions Filled	14
FY 2018	FY 2019
14	16

Litigation	Administrative Law
Appellate	Board of Directors Support
Bankruptcy	Draft, review and advise on contract and Authority policies and procedures
Contract	Clean Water & Clean Air Acts Compliance
Construction	Patent
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

**GENERAL COUNSEL**

**MISSION:** To support DC Water's mission by providing legal advice and services to the Board of Directors, the General Manager and the DC Water's departments.

**BUDGET OVERVIEW:** The approved FY 2019 budget is higher than the approved FY 2018 budget by approximately \$1.2 million primarily due to personnel service cost adjustments and two additional headcount, and contractual services for litigation.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	14	16	14	16
Average number of positions filled	13	14		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 1,853	\$ 2,110	\$ 2,066	\$ 2,525
Overtime	-	0	2	3
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	7	6	9	8
Utilities	21	19	21	22
Contractual Services, etc.	7,123	4,770	5,236	6,003
Small Equipment				
<b>Total Non-Personnel Services</b>	<b>7,150</b>	<b>4,794</b>	<b>5,266</b>	<b>6,032</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 9,003</b>	<b>\$ 6,905</b>	<b>\$ 7,332</b>	<b>\$ 8,557</b>
<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>				
	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Hours of employee time spent on direct work 1,700	1,700	1,700	1,700	1,700



**GENERAL COUNSEL**

**OVERVIEW**

FY 2018 Major Planned Activities and Changes

- Continue to manage litigation
- Continue to provide support to Clean Rivers Project and other long term Capital Improvement Program (CIP) Projects
- Provide legal support for Green Infrastructure activities
- Create Global and Domestic Compliance Group to reduce regulatory and claims exposure
- Support Intellectual Property monetarization activities and the Foreign Corrupt Practices Act/Foreign Corrupt Practices Act (FCPA/OFPA)
- Provide legal support for vetting regulation initiations (triennial WQS reviewing and others)

FY 2019 Major Recommended Activities and Changes

- Provide legal support to all CIP projects, LTCP, Clean Rivers and Green Infrastructure, including compliance activities
- Provide legal support in all environmental issues affecting DC Water CIP Projects, permits and ongoing operations
- Provide legal support to the Global and Domestic Compliance Group
- Provide legal support for the Authority’s efforts to acquire capital assets related to expansion of service capabilities

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Obtain local and federal environmental permits needed for operations
- National Pollutant Discharge Elimination System (NPDES) Permit negotiations
- Provide legal support for the ongoing LTCP & CIP and Green Infrastructure activities
- Negotiate a comprehensive Title V Operating Permit
- Support Head Quarter Office (HQO) land use regulatory compliance
- Support relocation of fleet and sewer service operations



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**Cluster: INDEPENDENT OFFICES**  
**Department: EXTERNAL AFFAIRS**

**FUNCTIONS**

**BUDGET**

**FY 2019**  
**\$2,470,000**

**POSITIONS**

**FY 2017**

Authorized	13
Average Positions Filled	12
Year-End Positions Filled	12
<b>FY 2018</b>	<b>FY 2019</b>
14	13

Production and Operations	Communications and Government Relations	Public Outreach
4 - Positions	6 - Positions	3 - Positions
Facilitate communications training for employees (e.g. media speakers bureau, focus groups)	Prepare speeches, editorials, special reports and stakeholder presentations as well as articles for community and weekly newspapers and press releases	Partner on specific project/programs with neighborhood commissions, business, civic and environmental groups and organizations and schools
Manage the production of the Annual Report, Water Quality Report and Marketing materials	Produce newsletters, brochures, DC Water exhibits and materials. Provide editing support for other departmental communication projects and produce special high-profile project communications materials	Prepare exhibits, develop and coordinate community service and customer outreach activities
Produce Public Service Announcements, Commercials and Videos. Manage Speakers Bureau, department's budget, produce live and archived webcasts of Board meetings and manager stakeholder presentations and Plant tours	Respond to local/national media inquiries, manage website content; track and strategically influence relevant policy proposals. Establish and enhance working relationship with elected and appointed officials. Pursue state and federal government funding opportunities	Coordinate stakeholder presentations and community events; conduct Sewer Science and other public school programs

## EXTERNAL AFFAIRS

**MISSION:** To provide information about DC Water services and programs and to raise awareness about DC Water's efforts and achievements to improve the quality of life in the region by protecting the environment in which it operates and supporting the community it serves.

**BUDGET OVERVIEW:** The approved FY 2019 budget is relatively flat compared to the FY 2018.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	14	12	14	13
Average number of positions filled	12	12		
<b>Operating Expenses: (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 1,653	\$ 1,697	\$ 1,936	\$ 1,846
Overtime	0	1	27	5
<b>Non-Personnel Services:</b>				
Chemical and Supplies	50	11	10	2
Utilities	22	27	26	33
Contractual Services, etc.	421	391	551	576
Small Equipment	-	10	7	12
<b>Total Non-Personnel Services</b>	<b>493</b>	<b>440</b>	<b>594</b>	<b>623</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 2,146</b>	<b>\$ 2,137</b>	<b>\$ 2,531</b>	<b>\$ 2,470</b>
<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>				
	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Approved</b>	<b>FY 2019 Approved</b>
Publication of DC Water's Annual Report	1	1	1	1
Publication of Customer Newsletter	10	10	10	10
Publication of Clean River's Update	2	2	2	2
Publication of Employee Newsletter	12	12	12	12
Publication of Water Quality Report	1	1	1	1
Senior speech and presentation development	10	10	10	10
Community meetings/outreach re: lead, rates, CSO/CIP projects, etc.	100	100	100	100

**EXTERNAL AFFAIRS**

**OVERVIEW**

FY 2018 Major Planned Activities and Changes

- Expand communications and marketing around tap water, with emphasis on partnerships with the business community, universities and civic/neighborhood groups
- Continue tap water promotion and distribution at large festivals - H Street Festival, DC Vegetable Fest, and Pride Festival
- Expand DC Water’s internal (employee) outreach, working closely with Human Capital Management, the Office of the CEO & General Manager and other departments
- Ramp up Clean Rivers outreach with a sustained public education campaign
- Enhance DC Water’s social media strategies
- Ongoing rebranding efforts
- Continue to expand and enhance DC Water’s relationships with local media, community bloggers and trade press
- Monitor and make design modifications and text edits to new website including ongoing testing and maintenance

FY 2019 Major Recommended Activities and Changes

- No major changes anticipated

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- No direct impact



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**Cluster: INDEPENDENT OFFICES**  
**Department: HUMAN CAPITAL MANAGEMENT**

**FUNCTIONS**

<b>BUDGET</b>
<b>FY 2019</b> <b>\$8,281,000</b>

<b>POSITIONS</b>	
<b>FY 2017</b>	
<b>Authorized</b>	<b>28</b>
Average Positions Filled	25
Year-End Positions Filled	26
<b>FY 2018</b>	<b>FY 2019</b>
25	28

Talent	Operations	Labor Relations	Director's Office
10 - Positions	11 - Positions	4 - Positions	3 - Positions
Recruitment, onboarding, training and development	Market analysis, Performance pay, job evaluation and position control	Labor Relations, Arbitration, and grievance resolution	Strategic initiatives
Performance management,, Succession planning and Employee engagement	Administration of Benefits, Wellness, American Disabilities Act, Drug and Alcohol testing, Workers Compensation, and Employee assistance	Employee relations	Change management
Education assistance, Internship, Rewards and recognition	Systems, data integrity, records management and predictive analytics	Equal Employment Opportunity and Workplace Violence	Management of resources and operations

**HUMAN CAPITAL MANAGEMENT**

**MISSION:** To deliver high quality, innovative, valued and timely human capital management services 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.

**BUDGET OVERVIEW:** The approved FY 2019 budget is higher than the approved FY 2018 budget by approximately \$0.3 million primarily due to personnel service cost adjustments for the departmental reorganization, and slightly offset by lower contractual services.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	25	28	25	28
Average number of positions filled	23	25		

<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 3,584	\$ 3,664	\$ 4,020	\$ 4,545
Overtime	3	5	4	6

<b>Non-personnel Services:</b>				
Supplies	52	18	34	34
Utilities	44	44	43	48
Contractual Services, etc.	4,101	3,380	3,889	3,655
Small Equipment	-	-	-	-
<b>Total Non-Personnel Services</b>	<b>4,196</b>	<b>3,443</b>	<b>3,965</b>	<b>3,737</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 7,780</b>	<b>\$ 7,107</b>	<b>\$ 7,986</b>	<b>\$ 8,281</b>

<b>Capital Equipment</b>	\$ -	\$ -	\$ -	\$ -
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Targeted Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
120 days from job posting to hire	120	120	120	110
10 days to initiate disciplinary action	7	7	7	7
14 days new hire benefit set-up	14	14	14	12
22.5 Average number training hours per FTE	22.5	22.5	22.5	23.0
Comparison DC Water Employees Compensation (100%) vs Market 50th-%tile	100%	100%	100%	100%



## HUMAN CAPITAL MANAGEMENT

### OVERVIEW

#### FY 2018 Major Planned Activities and Changes

- Complete working conditions for all five Unions and DC Water
- Finalize all DC Water policies and procedures with the Unions after impacts and effects of bargaining for update and approval by the GM/CEO
- Continue departmental reorganization to focus on HCM operations, talent, strategy, succession planning, and change management
- Continue with new talent acquisition and onboarding program focused on enhancing quality of hire and employee engagement
- Design and administer Employee Engagement Survey and create the plan to address the feedback
- Continue working upwards towards Innovating and program initiatives designed to improve service delivery and business unit maturity
- Implement “Advancing Blue” Performance Management System and Coaching Strategies for all Union employees and direct supervisors
- Design and implement an annual global compliance module to ensure all staff are educated on all matters related to compliance
- Design and implement a frontline supervisory training capturing four critical areas of knowledge around Human Resources/Equal Employment Opportunity, Labor Relations, Leadership/Management, and Performance Management
- Continue implementing HCM Dashboard of key performance indicators for HCM programs and services
- Launch “Leading Blue” leadership development program training to include new employees, first time managers, mid-level and executive level managers
- Implement Ceridian DayForce Enterprise application as the core HR, Payroll, Benefits, Self Service, and Applicant Tracking Enterprise System
- Begin to assess and provide scope of work for a new ERP system to encapsulate all DC Water practices under one operating cloud

#### FY 2019 Major Recommended Activities and Changes

- Recommend and implement medical plan design changes to avoid the Patient Protection and Affordable Care Act (PPACA) excise “Cadillac” tax exposure projected for 2020
- Bargain for and Implement the new Compensation Agreement for DC Water union employees
- Ongoing performance management systems training for DC Water union employees
- Conduct assessments for all DC Water Succession Planning program participants
- Begin negotiation of the Compensation Agreement for all five unions and DC Water

#### Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Dayforce training in FY 2018 & FY 2019

## FY 2018 AND FY 2019 TALENT DEVELOPMENT PLAN

### TALENT DEVELOPMENT OVERVIEW

At DC Water, our talent is our people, Team Blue. Talent development consists of training and development strategies and programs that motivate, engage, and educate our employees to cultivate a high performing workforce and results driven culture. Our ability to meet demands, realize our vision and fulfill our mission relies on the character and competence of our talent. Simply put, achieving world-class relies on Team Blue!

Goal #1 of the Board Strategic Plan, Blue Horizon 2020, is to “develop, maintain, and recruit a high-performing workforce.” Meeting this goal is dependent on the relationship between our management team and the employees they lead. As a result, we are connecting the concept development with building a culture of coaching. 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. Our leaders are charged with:

- Improving individual performance
- Opening up new possibilities for team members
- Removing obstacles in the way of success
- Playing a role in the ongoing development of the employees under their supervision

At DC Water, our management team leads by coaching and coaching 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.

**External Training** – classes and programs that support individual employee development needs and requirements, not designed by an external vendor. 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.

**eLearning** - online courses housed within our learning management system (LMS), Cornerstone.

### FY 2017 ACCOMPLISHMENTS

In FY 2017 we completed a transformation of our Talent and Development team. Our goal was to create an organizational structure which would allow us to have a more comprehensive approach to managing the Authority’s talent. We hired three key personnel to help us continue to execute on our strategy: Manager Talent Management; Employee Engagement Program Manager; and Performance Management Program Manager. We piloted **Leading Blue**, Cohort I and selected **Leading Blue** Cohort II participants for our second pilot in 2018. The feedback thus far on this year-long program has been better than expected. The New Hire Orientation program was streamlined from two to one day providing the employees the skills needed to add work value immediately.

The Authority continued to leverage its relationships with colleges and universities we use through the Tuition Assistance program. We started a year long journey creating our college vendor Partner Program. The goal is to reduce tuition costs and establish paths to pay the schools directly. This reduces paperwork and streamlines the payment process for all. This year our employees continued to pursue critical infrastructure certifications in the areas of: Professional Engineering and Program Management. Also in FY 2017, 56 employees participated in the Education Assistance Reimbursement benefit program. DC Water provided \$178,000 to assist employees continue their education programs.

The DC Water Summer Internship Program was enhanced this year. For the first time, pre-screening and interviews were conducted which led to a high number of quality candidates. We hired 50 interns from a pool of over 200 candidates. The diverse group of students were from local areas such as Maryland, Virginia, and the District of Columbia and as far away as Nigeria, Ghana, Indonesia, Malawi, Vietnam, and China. Another first for our interns this year was participating in an Intern Expo at the end of the 10-week program, where each intern presented their key contributions and work progress in a science fair type of format. All DC Water employees were invited and there was significant attendance, with the interns receiving considerable praise. The interns were also treated to a “day out,” at Terrapin Adventures and participated in Lunch & Learn facilitated by the learning &

development specialists on topics such as Networking, Responsible Social Media Use, and Leadership.

Web-based (e-learning) training on Personally Identifiable Information was developed and piloted for official launch in FY 2018.

### **FY 2018 and FY 2019 Training Budgets**

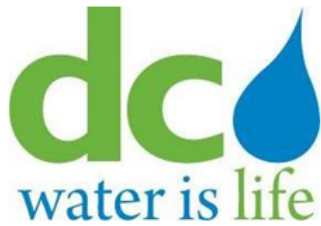
The approved FY 2019 training budget totals \$1.8 million, which is relatively flat compared to the approved FY 2018 budget.

The Talent branch of Human Capital Management (HCM) 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. Considerable attention will continue to be given to Performance Management, Succession Planning, and Employee Engagement. Additionally, we will complete development of two critical training paths: Web-based Enterprise Compliance Training and Front-Line Supervisor training for all current and new supervisors.

The Talent branch will lead the charge in the development of the workforce of the future.



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## Cluster: INDEPENDENT OFFICES

### Department: INFORMATION TECHNOLOGY

#### FUNCTIONS

#### BUDGET

**FY 2019**  
\$11,541,000

#### POSITIONS

##### FY 2017

Authorized	28
Average Positions Filled	26
Year-End Positions Filled	27
<b>FY 2018</b>	<b>FY 2019</b>
28	28

Infrastructure & Operation	Enterprise Solutions	Project Management Office	Office of the CIO & Other
10 - Positions	8 - Positions	3 - Positions	7 - Positions
Provide technical support for applications and manage the IT infrastructure. Develop and provide standards for System Architecture/Integration	Maintain, service and enhance DC Water's enterprise applications	Support project planning, management, and implementation	Manage Information Technology initiatives, functions and assets of the enterprise
Maintain DC Water's technology standards. Implement & support radio systems/phone	Support DC Water Authority wide and business unit goals, objectives and business functions	Integrate and provide product support for the financial, payroll, maintenance and customer information and billing, AMR, IVR, AM systems	Manage project implementations and database administration
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 & Project Management services for the enterprise	Design and implement Cyber security strategy for the enterprise. Test and validate Cyber protections
Manage the Solution Center (Help Desk)	Support the IT Governance process and maintain information needed to make sound business decisions for local and executive IT steering committees (ESC and LSCs)	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	Support Disaster Recovery for the Authority

**INFORMATION TECHNOLOGY**

**MISSION:** 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 development of efficient business.

**BUDGET OVERVIEW:** The approved FY 2019 budget is higher than the approved FY 2018 budget by \$0.2 million primarily due to personnel service cost adjustments.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	28	28	28	28
Average number of positions filled	26	26	-	-
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 4,035	\$ 3,866	\$ 4,167	\$ 4,330
Overtime	10	14	15	15
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	13	8	59	42
Utilities	158	226	179	152
Contractual Services, etc.	6,750	6,105	6,817	6,923
Small Equipment	36	149	94	94
<b>Total Non-Personnel Services</b>	<b>6,956</b>	<b>6,489</b>	<b>7,148</b>	<b>7,211</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 10,991</b>	<b>\$ 10,354</b>	<b>\$ 11,315</b>	<b>\$ 11,541</b>
<b>Capital Equipment</b>	<b>\$ 4,991</b>	<b>\$ 11,543</b>	<b>\$ 8,100</b>	<b>\$ 9,295</b>
<b>Targeted Performance Measures</b>				
	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Approved</b>	<b>FY 2019 Approved</b>
98% Network uptime round the clock	99%	99%	99%	99%
96% of all high priority tickets completed within 4 hours	98%	97%	98%	98%
60% Tickets closed by Tier I support	65%	68%	70%	70%
50% of Projects Completed on-time	60%	57%	60%	60%
98% Network uptime during peak hours	98%	99%	98%	98%

**INFORMATION TECHNOLOGY**

**OVERVIEW**

FY 2018 Major Planned Activities and Changes

- Complete implementation of new CIS system along with Kona (Asset Management platform) and related components
- Begin implementation of Enterprise Resource Planning System (replacement for Lawson)
- Complete mobility projects for both field and blue plains operations
- Execute Livelink, CA Project & Portfolio Management (CA PPM) CA PPM and Microsoft Office Upgrades
- Migrate Pipeline to Office 365 and SharePoint 2013
- Complete Permits Automation project (electronic permits application)
- Implement Application Lifecycle Management Solution for testing automation
- Increase penetration of field force automation
- Continue implementation of the technologies necessary to support the As-Built processes
- Continue implementation of remaining components of the meter replacement program

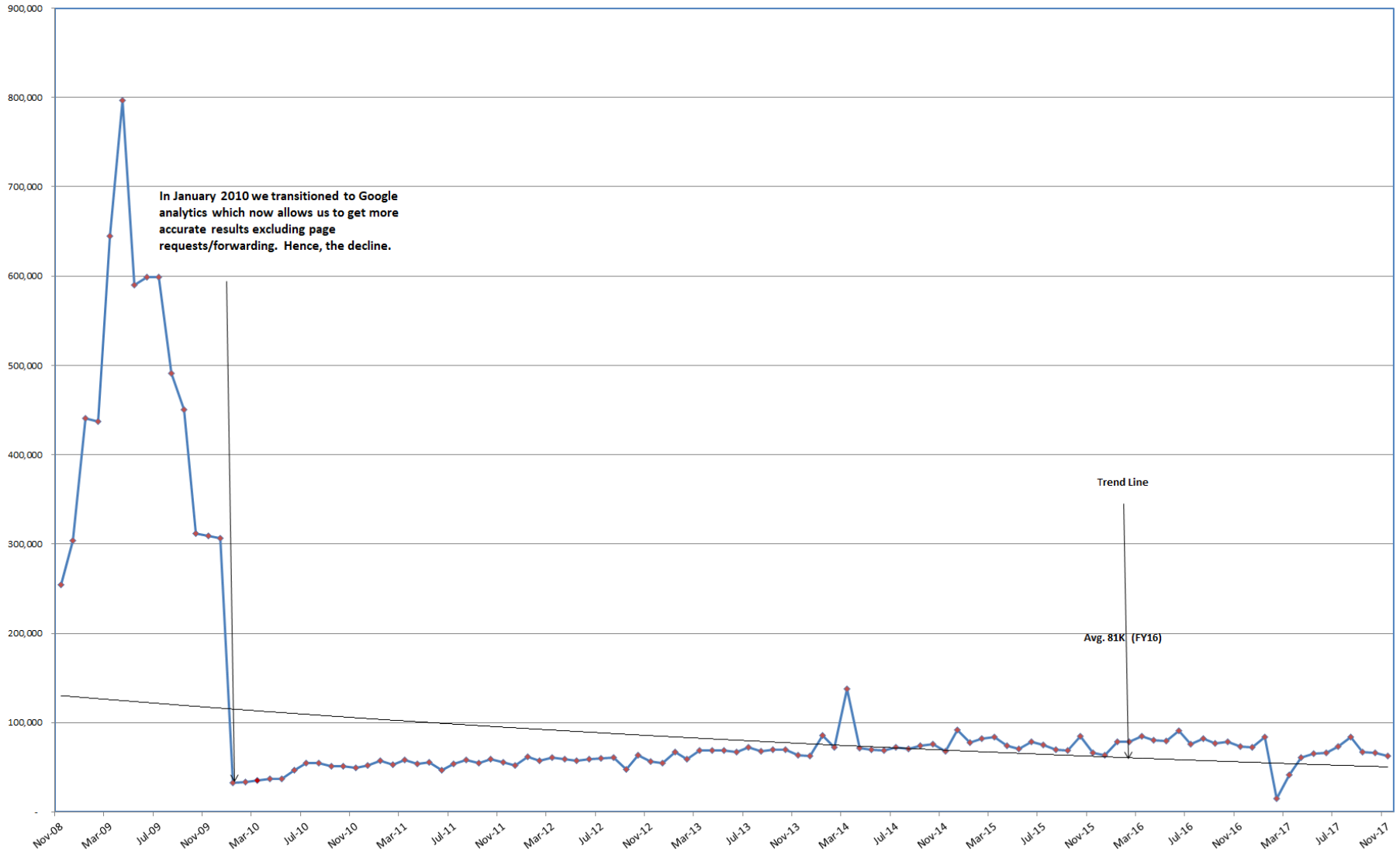
FY 2019 Major Recommended Activities and Changes

- Continue implementation of Enterprise Resource Planning System (replacement for Lawson, Dayforce and other HCM systems)
- Complete implementation of the technologies necessary to support the As-Built processes
- Finalize penetration of field force automation
- Upgrade Maximo & ArcGIS to the next supported version

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Contract labor and FTEs to support new Customer Information System (CIS), Advanced Metering Infrastructure (AMI) and Interactive Voice Recognition (IVR) solutions once they are in place
- Implementation of Application Lifecycle Management Solution will impact the operating budget for FY2019 due to license maintenance costs

NOVEMBER 2008 - NOVEMBER 2017







**Cluster: INDEPENDENT OFFICES**

**Department: PROCUREMENT**

**FUNCTIONS**

**BUDGET**

**FY 2019**  
**\$ 5,685,000**

POSITIONS	
FY 2017	
Authorized	36
Average Positions Filled	32
Year-End Positions Filled	35
FY 2018	FY 2019
36	36

Category Management	Purchasing Administration	Contract Compliance	Materials Management
14 – Positions	4 – Positions	5 - Positions	13 - Positions
Manage DC Water's procurement process for products and services	Manage requisition process and purchasing operations	Manage DC Water's small business development, outreach programs, and local hiring initiative	Manage the warehouse and associated functions
Develop category and sourcing strategies	Provide procurement system administrative support	Manage the DC WaterWorks, purchase & travel cards and other contract compliance programs	Administer the material control system and associated functions, conduct spot, cycle and annual physical inventory
Manage vendor relationships	Represent Procurement and manage all IT system projects that impacts Procurement System	Maintain the department's web page	Provide direction and guidance on inventory policies and procedures, disposal of excess and obsolete inventory

**PROCUREMENT**

**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, Small, and Disadvantaged Business Enterprises (LSDBE) contracting participation.

**BUDGET OVERVIEW:** The approved FY 2019 budget is relatively flat compared to the approved FY 2018 budget.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	36	36	36	36
Average number of positions filled	29	32		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 3,697	\$ 4,155	\$ 4,631	\$ 4,579
Overtime	31	26	30	30
<b>Non-Personnel Services:</b>				
Supplies	30	36	34	41
Utilities	62	67	57	63
Contractual Services, etc.	818	869	945	997
Small Equipment	-	1	5	5
<b>Total Non-Personnel Services</b>	<b>910</b>	<b>973</b>	<b>1,041</b>	<b>1,106</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 4,608</b>	<b>\$ 5,128</b>	<b>\$ 5,672</b>	<b>\$ 5,685</b>
<b>Capital Equipment</b>	<b>\$ 11</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>				
	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Timely processing of small purchases within 7 working days	95%	95%	95%	95%
Issue Invitation for Bid (IFB) and award contracts within 90 calendar days	95%	95%	95%	95%
Issue Requests for Proposal (RFP) and award contracts within 120 calendar days	95%	95%	95%	95%
Issue Procurement request for inventory restock within one (1) business day of approval	95%	95%	95%	95%
System and physical issue of all stock request within same day of authorized request	95%	95%	95%	95%

**PROCUREMENT**

**OVERVIEW**

FY 2018 Major Planned Activities and Changes

- Enhance eSourcing tool (Sourcing/Contract Management/Supplier Portal/Supplier Scorecard/Spend Analytic) to continue improvement in procurement efficiency and results
- Continue enhancement of Materials Management System and process
- Refine category management and strategic sourcing capabilities
- Continue training of procurement staff on strategic sourcing, category management, and Microsoft tools
- Generate, capture, and report cost savings through category management and strategic sourcing projects
- Continue improvement and expansion of the DC WaterWorks program (a local hire initiative)
- Begin selection process for the upgrade/replacement of a new Enterprise Resource Planning system (Supply Chain Management)

FY 2019 Major Recommended Activities and Changes

- Achieve near 100% customer (internal) satisfaction
- Generate, capture, and report cost savings through category management and strategic sourcing projects
- Continue to improve process and eSourcing tool to reach the best practice goal
- Optimize organization structure to improve resource utilization and best match skill sets
- Continue stabilization/enhancement of materials management system and process
- Continuously improve category strategies to improve vendor base while lowering cost and supply risk
- Provide continuous training of procurement staff and Contracting Officer’s Technical Representative (COTRs) to improve vendor relationships and performance

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Training and, related subscription costs for new ERP system



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## Cluster: CHIEF FINANCIAL OFFICER

### Department: FINANCE, ACCOUNTING & BUDGET

#### FUNCTIONS

Finance	Accounting	Financial Systems & Control	Budget	Rates and Revenue
12 - Positions	23 - Positions	3 - Positions	11 - Positions	4 - Positions
Oversight and management of the OCFO, including finance, accounting, budget, financial systems & control, and Rates & Revenue	Manage accounting and financial reporting functions of the organization, Comprehensive Annual Financial Report (CAFR), and financial transactions	Manage and Support organization-wide Financial System and related applications to ensure accountability and safeguarding of the Authority's assets	Board Committees' reporting process and Financial relationship with the Washington Aqueduct	Short and long-range financial planning, revenue forecasting, and monitoring and rate setting processes
Manage and oversee Treasury, Debt and Risk Management functions of the organization	Establish accounting and reporting policies, maintain financial records and effective internal control structure	Management of Financial System, including upgrades and enhancements	Develop, monitor and report the annual operating and 10 Year CIP budgets	Manage cost of service studies for water & sewer, fire protection fee, and Potomac Interceptor customers
Debt and investment portfolios, operations of cashiering and banking services	Payroll operations, vendor payment operation and asset management finance and accountability	Financial System user support/access control/user training and Business Intelligence and Reporting	Prepare AGM quarterly reports, stormwater billing, Financial Report	Monitors accounts receivable and delinquencies greater than 90 days and Prepare independent budget and rate review for public hearing
Administer all insurance and risk management activities, manage all general liability and tort claims for DC Water's Operations	Manage the billing activities of the organization, including grants and county billing operations		Perform ongoing financial management of critical programs and maintain department's web page	

#### BUDGET

**FY 2019**  
\$16,341,000

#### POSITIONS

**FY 2017**

Authorized 52

Average Positions Filled 48

Year-End Positions Filled 48

**FY 2018** **FY 2019**

49 53

**FINANCE, ACCOUNTING AND BUDGET**

**MISSION:** Manage all of DC Water's financial activities to maintain sound financial condition; and to ensure performance that meets the expectations of the Board, stakeholders and the broader financial community.

**BUDGET OVERVIEW:** The approved FY 2019 budget increased by approximately \$1.0 million compared to the approved FY 2018 budget due to personnel service cost adjustments and headcount.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	49	52	49	53
Average number of positions filled	47	48		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 6,756	\$ 7,123	\$ 7,038	\$ 8,097
Overtime	27	25	40	40
<b>Non-Personnel Services:</b>				
Chemical and Supplies	28	26	40	40
Utilities	184	187	171	67
Contractual Services, etc.	6,173	5,959	8,045	8,132
Small Equipment	0	1	4	4
Total Non-Personnel Services	6,385	6,173	8,261	8,244
<b>Total Operations &amp; Maintenance</b>	\$ 13,141	\$ 13,296	\$ 15,299	\$ 16,341
<b>Capital Equipment</b>	\$ 434	\$ 252	\$ 8,850	\$ 7,800
<b>Targeted Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Approved</b>	<b>FY 2019 Approved</b>
Manage DC Water's financial operations to ensure revenue projections and O&M expenditures are within budget	Revenue - 99%	103.6%	Revenue - 99%	99%
	Expenditures - 90%	96%	Expenditures - 95%	95%
Comply with the Board's investment policy and strategy	100%	100%	100%	100%
Benchmarks: Short-Term Funds - ML 3 months US T-Bill Index and Core Funds - ML 1 - 3 year	65 basis points	102	78 basis points	159
	113 basis points	143	189 basis points	177
Manage DC Water's financial operations to ensure 140% senior debt service coverage	528%	547%	406%	561%
Meet or exceed the 120 day operating and maintenance expense with the objective of maintaining at least \$125.5 million in operating reserves as set by Board policy	162.6 million	147.2 million	125.5 million	140 million
Issue Comprehensive Annual Financial Report (CAFR)	February	February	February	February
Pay 97% of all undisputed invoices within 30 days	97%	97%	97%	97%

## FINANCE, ACCOUNT & BUDGET

### OVERVIEW

#### FY 2018 Major Planned Activities and Changes

##### **Finance:**

- Analyze and evaluate operating reserve level requirements
- Administer post compliance reporting for all outstanding debt and monitor bond market for Green Bond issuance and performance
- Continue to evaluate investment portfolio strategy, performance and reporting
- Issue debt as required for liquidity in accordance with the 10-year financial plan
- Issue Request for Proposal for bond counsel services
- Update and revise Investor Relations portion of the DC Water website
- Complete Rolling Owner Controlled Insurance Program (ROCIP) property valuation of DC Water assets

##### **Rates and Revenue:**

- Continue water balance monitoring
- Continue to monitor economic conditions and affordability
- Coordinate as needed with operating departments to implement new Customer Information System (CIS)
- Review of Clean Rivers Impervious Area Charge (CRIAC) to explore discount options for non-profit organizations, small businesses, charitable and religious organizations and low-income customers not enrolled in Customer Assistance Program (CAP)
- Cost of Service Study for Fire Protection Fee
- Cost of Service Study on Operating Reserves and study on Renewal & Replacement Reserves
- Engineering Study for assets condition assessment
- Cost of Service Study for Water and Sewer rates
- Cost of Service Study for miscellaneous fees including permit fee, cross-connection fee and fats, oils & grease, etc.
- Independent review of budget, rates and preparation for the public hearing on multi-year rate proposals

##### **Financial Systems & Controls:**

- Continue the preparation for and selection process for the upgrade/replacement of Enterprise Resource Planning (ERP) system

##### **Accounting:**

- Coordinate and support Internal Auditors
- Minimize/eliminate paper check payments to vendors
- Implement Ceridian DayForce HR/Payroll System
- Ensure a clean external audit opinion

### FINANCE, ACCOUNT & BUDGET (CONT')

- Issuance of quarterly financial reports and annual Comprehensive Annual Financial Report (CAFR)
- Continue to review and update Capitalization Policy
- Financial Reporting Assessment and Development
- Increase focus on CIP, Intangible and Fixed Assets
- Develop Accounting Policy and Procedures for Innovation Program
- Federal Appropriations/Grants /Wholesale Customer Billing Audit
  - Continue improvements to the wholesale customer operating and capital billing processes
  - Document FEMA reimbursement request process
  - Continue timely process for bond draw and CSO appropriation reimbursement request
  - Issuance of annual operating settlement for wholesale customer
  - Assist with implementation of the billing methodology process for the Multi Jurisdiction Use Facilities (MJUF)
  - Coordinate the WSSC audit of FY 2015 operating cost
  - Provide support for the Audit of Financial Statements and Federal Awards Programs

**Budget:**

- Develop, monitor and report the annual operating and 10 year CIP budgets
- Ongoing financial management of critical programs
  - Continue monitoring of key financial performance targets
  - Document business procedures for new budget processes in support of new ERP system
- Implement streamlined and continue improvements to the budget planning process

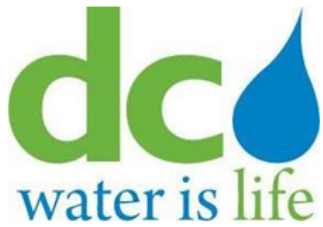
FY 2019 Major Recommended Activities and Changes

- Continue improvements to the budget development and reporting processes
- Explore alternative revenue generating initiatives
- New bond issuance
- Continue with FY 2018 major activities
- Implementation of System Availability Fee (SAF), and other fees approved by the Board
- Begin implementation of a new ERP system

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- There is \$300,000 in the FY 2018 budget for ERP Financial System requirements and selection. This involves hiring a consulting firm to assist DC Water with requirements gathering, and the system integrator selection
- In the FY 2019, there is \$300,000 for a new ERP Financial System annual subscription/maintenance fee, \$500,000 for data conversion, user training, and the project administration





**Cluster: SUPPORT SERVICES**

**Department: ASSISTANT GENERAL MANAGER**

**BUDGET**

**FY 2019  
\$578,000**

**FUNCTIONS**

POSITIONS	
FY 2017	
Authorized	3
Average Positions Filled	3
Year-End Positions Filled	3
FY 2018	FY 2019
3	3

Facilities Management	Security	Occupational Safety & Health	Fleet Management
Develop and direct the strategic objectives of the Authority's support services divisions			
Oversee and direct the administrative services functions that support the achievement of the Enterprise's goals			

**ASSISTANT GENERAL MANAGER - SUPPORT SERVICES**

**MISSION:** To oversee and direct the administrative services functions that support the achievement of DC Water's goals.

**BUDGET OVERVIEW:** The approved FY 2019 budget is relatively flat compared to FY 2018 budget with the support of the Women of Water (WoW) initiative.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
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**Positions: (FTE's)**

Number of authorized positions	3	3	3	3
Average number of positions filled	3	3		

**Operating Expenses (000's)**

<b>Personnel Services including Overtime</b>	\$ 462	\$ 481	\$ 490	\$ 504
Overtime	1	0	-	1

**Non-Personnel Services:**

Supplies	1	2	2	4
Utilities	7	10	4	8
Contractual Services, etc.	3	14	17	62
Small Equipment	-		-	-
<b>Total Non-Personnel Services</b>	<b>12</b>	<b>25</b>	<b>23</b>	<b>74</b>

<b>Total Operations &amp; Maintenance</b>	<b>\$ 474</b>	<b>\$ 506</b>	<b>\$ 514</b>	<b>\$ 578</b>
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<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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Targeted Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
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Planning Meetings with directors of supporting departments:

Facilities Management	4	4	4	4
Security	4	4	4	4
Fleet Management	4	4	4	4
Human Capital Management*	4			
Procurement*	4			
Occupational Safety & Health	4	4	4	4

**ASSISTANT GENERAL MANAGER - SUPPORT SERVICES**

**OVERVIEW**

FY 2018 Major Planned Activities and Changes

- Continue implementation of initiatives in line with Goal #6 – Assure safety and security under DC Water Strategic Plan
- Continue to enhance operating excellence through innovation, sustainability, and adoption of best practices in the areas of safety, security, facilities and fleet
- Enhance customer confidence and satisfaction
- Successfully implement appropriate recommendations of the Vulnerability Assessment
- Maturing of safety functions
- Continue employee resource initiative for Women of Water (WoW)

FY 2019 Major Recommended Activities and Changes

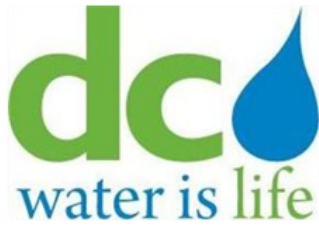
- Begin marketing of Support Services functions
- Continue maturing of Support Services functions

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- No major items identified



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**Cluster: SUPPORT SERVICES**

**Department: FACILITIES MANAGEMENT**

**FUNCTIONS**

**BUDGET**

**FY 2019  
\$9,615,000**

**POSITIONS**

**FY 2017**

**Authorized 59**

**Average Positions Filled 52**

**Year-End Positions Filled 50**

**FY 2018 FY 2019**

**57 56**

Office Services	Operations	Mechanical Services
9 - Positions	35 - Positions	12 - Positions
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	Fire suppression and detection

**FACILITIES MANAGEMENT**

**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.

**BUDGET OVERVIEW:** The approved FY 2019 budget increase of approximately \$1.0 million is primarily due to increase in personnel services, coupled with increases in contractual services costs for building, maintenance services including the new Head Quarter Office (HQO).

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	59	59	57	56
Average number of positions filled	55	52		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 5,632	\$ 5,407	\$ 5,619	\$ 5,832
Overtime	315	276	238	300
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	554	491	548	553
Utilities	74	89	217	223
Contractual Services, etc.	1,706	1,773	2,242	2,930
Small Equipment	101	70	69	77
<b>Total Non-Personnel Services</b>	<b>2,434</b>	<b>2,423</b>	<b>3,076</b>	<b>3,783</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 8,066</b>	<b>\$ 7,830</b>	<b>\$ 8,695</b>	<b>\$ 9,615</b>
<b>Capital Equipment</b>	<b>\$ 2,057</b>	<b>\$ 1,933</b>	<b>\$ 1,855</b>	<b>\$ 2,855</b>
<b>Targeted Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Approved</b>	<b>FY 2019 Approved</b>
Annual work orders closed	7,450	6,889	7,500	8,500

## FACILITIES MANAGEMENT

### OVERVIEW

#### FY 2018 Major Recommended Activities and Changes

- Relocation of offices and departments into the new Head Quarter Office (HQO)
- Begin relocation of offices and departments into vacated Central Office Facilities (COF) Building
- Continue the implementation of Emergency lighting program
- Continue to maintain the grounds, landscape, signage and general interior site aesthetics for all DC Water facilities

#### FY 2019 Major Recommended Activities and Changes

- Continue the implementation of the Building Automation Program (HVAC systems)
- Continue relocation of offices and departments into vacated Central Office Facilities (COF) Building
- Adhere to and follow the results of the Maturity Modeling Program
- Continue to implement new industry innovations

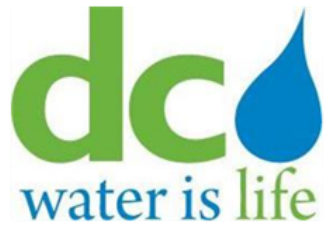
#### Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Increased ability to monitor and maintain DC Water facilities and its expanding property inventory
- Continued improvement of CMF, COF, Bryant Street and I25 O Street systems and buildings, while reducing the overall maintenance efforts and ultimately expenditures



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**Cluster: SUPPORT SERVICES**

**Department: SECURITY**

**BUDGET**

**FY 2019  
\$ 7,807,000**

**FUNCTIONS**

POSITIONS	
FY 2017	
Authorized	7
Average Positions Filled	9
Year-End Positions Filled	8
FY 2018	FY 2019
9	9

Security Operations	Security Asset Protection
5 - Positions	4 - Positions
Identification and Badge Control	Electronic security asset testing and maintenance
Guard force and traffic management	Management of security related Capital Improvement Plan projects
Emergency Management & First Response and community awareness/training	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

**SECURITY**

**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, as well as protect all DC Water property and products.

**BUDGET OVERVIEW:** The approved FY 2019 budget increase of approximately \$0.2 million over the FY 2018 budget is mainly due to personnel services and contract services cost adjustments.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	7	9	9	9
Average number of positions filled	7	9		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 850	\$ 1,048	\$ 1,050	\$ 1,119
Overtime	-	1	-	-
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	20	82	53	66
Utilities	15	23	266	304
Contractual Services, etc.	5,638	5,675	6,118	6,268
Small Equipment	22	28	50	50
<b>Total Non-Personnel Services</b>	<b>5,694</b>	<b>5,807</b>	<b>6,487</b>	<b>6,688</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 6,544</b>	<b>\$ 6,855</b>	<b>\$ 7,537</b>	<b>\$ 7,807</b>
<b>Capital Equipment</b>	<b>\$ 101</b>	<b>\$ 848</b>	<b>\$ 563</b>	<b>\$ 515</b>
<b>Targeted Performance Measures</b>				
Completion times to initial security investigation report. Target = NTE 21 days	21 days	21 days	21 days	21 days
Response times to register/complete initial incident reports: Target = 24 hours	24 hours	24 hours	24 hours	24 hours
Number of DC Water community trained/briefed on Security/Parking/Crime Prevention issues: Target = 8.3% of population per month	8.30%	8.30%	5.00%	5.00%
Turnover rate of Guard Force Officers = NTE 25% per month	<25%	<25%	<10%	<10%
Camera Operational Uptime: Target = 95%	95%	95%	97%	98%
Smart Card Readers Operational Uptime: Target = 95%	95%	95%	97%	98%

**DEPARTMENT OF SECURITY**

**OVERVIEW**

FY 2018 Major Planned Activities and Changes

- Partially initiate Phase III of Hardening Project at Blue Plains
- Continue License Plate Recognition (LPR) technology at Blue Plains and Bryant Street
- Implement ‘Self-Service’ visitor temporary pass management system
- Complete updating of Vulnerability Assessment incorporating operational elements
- Initiate construction of Blue Plains Main Entrance modifications
- Initiate integration of operations cameras at ‘off-Blue Plains’ locations
- Continue build of dedicated Security network (virtual network)
- Incorporate Physical Security Information Management (PSIM) technology into Security Command Center (SCC)
- Continue security measures at new Head Quarter Office (HQO)

FY 2019 Major Recommended Activities and Changes

- Complete upgrades to security measures at new Head Quarter Office (HQO)
- Conduct construction feasibility study of Blue Plains Main Entrance
- Continue integration efforts throughout DC Water
- Continue individual building security assessments
- Continue transfer to upgraded lock hardware
- Complete LPR at Bryant Street and HQ compounds

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Continued improvement of security systems will reduce overall maintenance, improved 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 Headquarters Building anticipated by FY 2018 is expected to increase security operations costs



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**BUDGET**

**FY 2019**  
**\$2,247,000**

**POSITIONS**

**FY 2017**

Authorized	11
Average Positions Filled	9
Year-End Positions Filled	10
<b>FY 2018</b>	<b>FY 2019</b>
9	11

**Cluster: SUPPORT SERVICES**

**Department: OCCUPATIONAL SAFETY AND HEALTH**

**FUNCTIONS**

Operations Safety	Construction Safety	Data and Analysis
7 - Positions	3 - Positions	1 - Position
Compliance with environmental health and safety management system	Compliance with environmental health and safety management system	Compliance with environmental health and safety management system
Implement comprehensive safety program including facility and crew safety inspections	Oversight of the comprehensive construction safety program	Develop and analyze safety metrics
Coordinate with Office of Emergency Management to adhere to requirements of Occupational Safety & Health Administration (OSHA) and National Fire Protection Association (NFPA)	Oversight of Rolling Owner Controlled Insurance Program (ROCIP) safety program	Generate and provide required safety reports
Oversight of hazardous waste program and storage tank compliance	Coordinate with Office of Emergency Management to adhere to requirements of Occupational Safety & Health Administration (OSHA) and National Fire Protection Association (NFPA)	Administer and maintain safety database
Identify, develop, schedule and deliver required safety training		

**OCCUPATIONAL SAFETY AND HEALTH**

**MISSION:** To provide technical services and support that ensures a safe and healthy work environment for all DC Water employees.

**BUDGET OVERVIEW:** The approved FY 2019 budget is higher than the approved FY 2018 budget by approximately \$0.3 million primarily due to personnel service cost adjustments and FTEs

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
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**Positions: (FTE's)**

Number of authorized positions	9	11	9	11
Average number of positions filled	9	11		

**Operating Expenses (\$000's)**

<b>Personnel Services including Overtime</b>	\$ 1,204	\$ 1,290	\$ 1,370	\$ 1,604
Overtime	1	-	1	1

**Non-Personnel Services:**

Supplies	36	11	28	29
Utilities	49	30	32	43
Contractual Services, etc.	262	540	514	566
Small Equipment	5	7	5	5
<b>Total Non-Personnel Services</b>	<b>352</b>	<b>588</b>	<b>580</b>	<b>643</b>

<b>Total Operations &amp; Maintenance</b>	<b>\$ 1,556</b>	<b>\$ 1,878</b>	<b>\$ 1,950</b>	<b>\$ 2,247</b>
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<b>Capital Equipment</b>				
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Targeted Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
OSHA recordable accidents per hours worked (Reduce 10%) Target = 6.0	6.5	4.5	4.1	3.7
Lost time work cases due to non-fatal accidents per hours worked. Target = 1.9	5.2	3.7	3.3	3
No. of time contractor work stopped due to unplanned unsafe conditions. Target = 0	0.0		0.0	
No. of formally raised safety related employee concerns reported (increase 10%)- Good Catch	8	47	52	57
No. of Vehicle Accidents (Prev). Target = 35	15	47	42	38

## OCCUPATIONAL SAFETY AND HEALTH

### OVERVIEW

#### FY 2018 Major Planned Activities and Changes

- Continue to implement Environmental Health and Safety Management Program in line with Strategic Goal #6 of the Board Strategic Plan
- Continue to provide support to the Office of Risk Management in the oversight of the Rolling Owner Controlled Insurance Program (ROCIP) for DC Water contractors
- Begin preliminary implementation of new Occupational Safety and Health requirement for medical monitoring program for Crystalline Silica and Hearing Conservation
- Assess organization compliance with new OSHA and National Fire Protection Association standards
- Conduct training needs assessment in all departments to identify gaps in safety training and develop a strategy and schedule for implementing an effective and sustainable training program
- Begin implementation of the Department’s maturity model with emphasis on reducing the number of vehicle accidents and occupational injuries

#### FY 2019 Major Recommended Activities and Changes

- Implement a Damage Utility Prevention Program
- Continue to provide support to the Office of Risk Management in the oversight of the ROCIP and Non-ROCIP Programs for DC Water
- Begin implementation of damage prevention initiative to reduce the occurrence of utility strikes by both in-house and contractor crews
- Continue to implement OSHA requirement for medical monitoring program
- Focused and full implementation of the safety training program
- Continue implementation of the maturity model

#### Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- No direct impact



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**Cluster: SUPPORT SERVICES**

**Department: FLEET MANAGEMENT**

**FUNCTIONS**

<b>BUDGET</b>
<b>FY 2019</b> <b>\$5,773,000</b>

<b>POSITIONS</b>	
<b>FY 2017</b>	
Authorized	7
Average Positions Filled	7
Year-End Positions Filled	6
<b>FY 2018</b>	<b>FY 2019</b>
7	8

Maintenance	Administrative	Acquisition
3 – Positions	3 - Positions	2 – Positions
Preventive and repair maintenance	Fleet Rightsizing – process improvements, contract monitoring and budget management	Acquisition and Disposal of vehicle and equipment
Management of vehicles, equipment, parts and DC Water loaner pool program	Performance Measurements - percent of uptime and availability of vehicles  Manage CDL Safe Drivers Program	Integration and retrofitting of vehicles - mobile technology support
Manage fleet maintenance contractor and vendors	Manage and support the Fleet Wave System  Monitor fuel usage	Inventory control

**FLEET MANAGEMENT**

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

**BUDGET OVERVIEW:** The approved FY 2019 budget is higher than the approved FY 2018 budget by approximately \$0.5 million primarily due to personnel cost adjustments and contractual services cost for automotive maintenance, repair and automotive inspection.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
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**Positions: (FTE's)**

Number of authorized positions	7	7	7	8
Average number of positions filled	7	7		

**Operating Expenses (\$000's)**

<b>Personnel Services including Overtime</b>	\$ 853	\$ 892	\$ 871	\$ 1,009
Overtime	4	3	3	4

**Non-Personnel Services:**

Chemicals and Supplies	11	6	18	19
Utilities	642	727	743	775
Contractual Services, etc.	3,809	3,460	3,625	3,900
Small Equipment	48	99	65	70
<b>Total Non-Personnel Services</b>	<b>4,511</b>	<b>4,292</b>	<b>4,450</b>	<b>4,764</b>

<b>Total Operations &amp; Maintenance</b>	<b>\$ 5,364</b>	<b>\$ 5,184</b>	<b>\$ 5,321</b>	<b>\$ 5,773</b>
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<b>Capital Equipment</b>	<b>\$ 4,852</b>	<b>\$ 5,582</b>	<b>\$ 4,000</b>	<b>\$ 4,500</b>
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Targeted Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
Preventive maintenance completed on schedule	98%	98%	98%	98%
Vehicles available for use	98%	98%	98%	98%
DC Water Priority vehicle in-service	98%	98%	98%	98%

**FLEET MANAGEMENT**

**OVERVIEW**

FY 2018 Major Planned Activities and Changes

- Continue implementation of Field Services Mobile Support Technology Program - upgrading, staging, and profiling
- Continue systems integration and upgrades to Fleet Management Information System (FMIS-WAVE), Geotab and Rideshare program
- Continue utilization of grants and enterprise collaborations for the purchase of Alternative Fueled Vehicles (AFV’s), Hybrid Plug-in Electric Vehicles (HPEV’s), Plug-in Electric Vehicles (PEV’s), Bio-Diesel, Flex-Fuel Vehicles and Custom Fleet Solutions
- Continue the “Right Sizing-Effective Efficiency Use” Program to reduce the carbon footprint and acquire best value equipment
- Continue purchasing Customized Smart Infrastructure and Advanced Technology, Clean Idle, certified clean Diesel, electric vehicles
- Continue increased usage of environmentally friendly and Bio-based Products and Cleaners where applicable
- Plan for relocation to new Fleet Facilities

FY 2019 Major Recommended Activities and Changes

- Continue implementation and upgrade of Field Services Mobile Support Technology Programs meshing, smart Infrastructure and vehicle sensor technology
- Continue systems integration and upgrades to Fleet Management Information System(WAVE,) Geotab, Rajant Mesh and Rideshare program
- Perform assessment of the Priority Equipment and major change outs according to Departmental Programs
- Begin to transition Fleet to an In-house Operation
- Continue utilization of grants and enterprise collaborations for the purchase of Alternative Fueled Vehicles (AFV’s), Hybrid Plug-in Electric
- Continue the “Right Sizing- Effective Efficiency Use” Program as well as begin the re-issuance of underutilized units
- Continue purchasing Customized Smart Infrastructure and Advanced Technology, Clean Idle, certified clean Diesel, electric vehicles
- Continue increased usage of environmentally friendly Soy and Bio-based Products and Cleaners where applicable
- Continue to follow the timeframe of relocation and transition to the new Fleet Facility

Impact of Capital Projects on FY 2018 and FY 2019 Operating Expenditures

- Relocation and transition into the new facility
- The ability to perform certain maintenance tasks will be reduced resulting in an increase in vehicle downtimes



**Target - 97%**

