

**APPROVED BUDGETS**

**dc** water is life®

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-four 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, 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, 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.

### \*Executive Team

<b>CEO &amp; General Manager</b>	<b>Chief Engineer</b>	<b>Chief External Affairs</b>	<b>Chief Financial Officer</b>	<b>Chief Information Officer</b>	<b>Chief Marketing Officer</b>	<b>Chief Operating Officer</b>	<b>Chief Procurement Officer</b>	<b>Chief of Staff</b>	<b>General Counsel</b>
--	---------------------------	---------------------------------------	--	--	--	--	--	-------------------------------	----------------------------

As DC Water strives in its mission to be a “best in world” organization, 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.

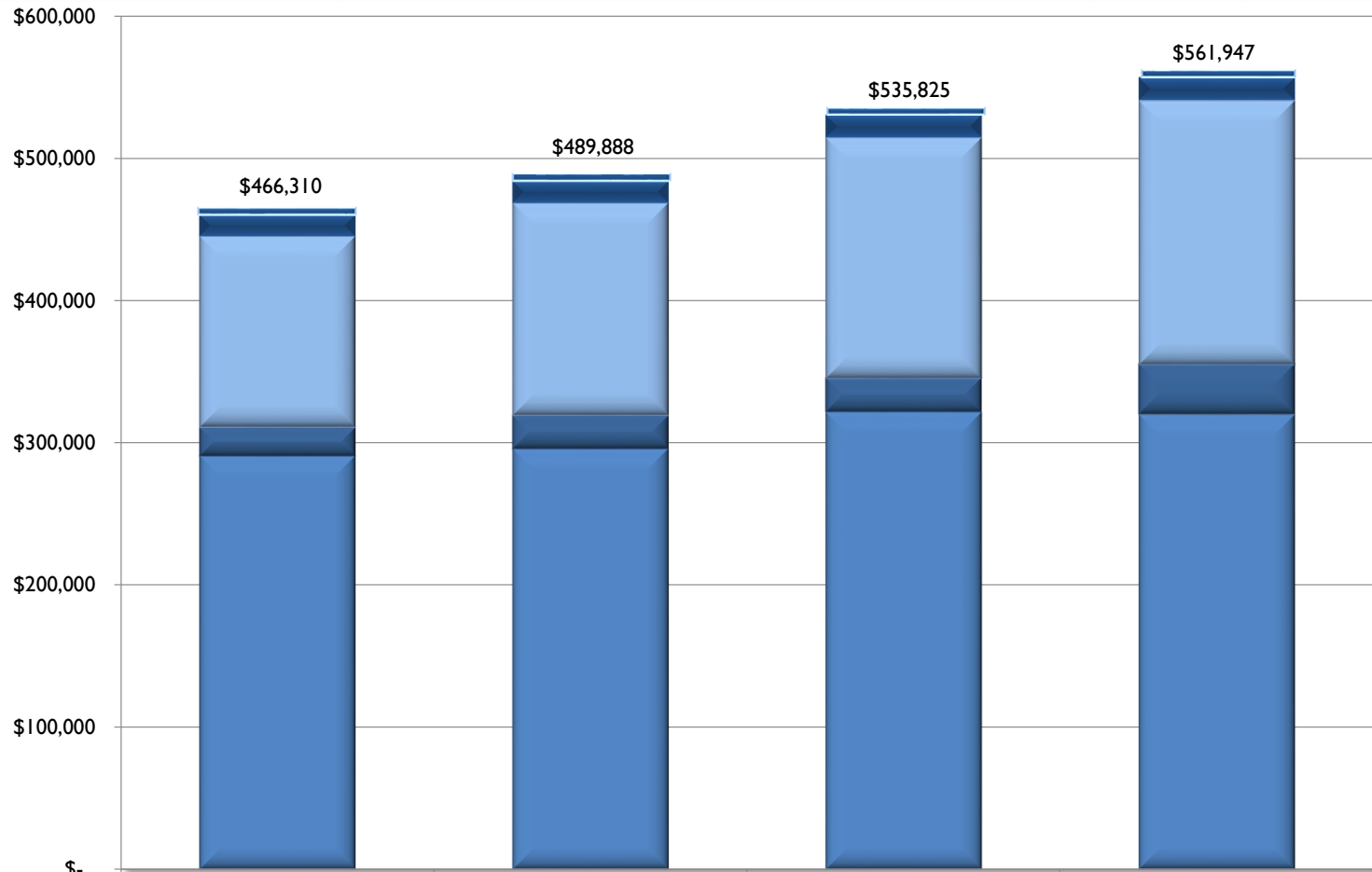
In FY 2016, this resulted in various departmental and cluster group reorganization across the Authority, including:

- Department of Engineering and Technical Services – creation of a Wastewater Engineering Department dedicated to delivering capital improvements at Blue Plains and increase efficiencies in the current structure;
- Independent Offices Cluster – integration of Human Capital Management (HCM) and Procurement Departments from Support Services cluster group to enhance service delivery and improve core operations to meet employee and customer needs. As part of the Authority’s vision to achieve world-class business unit maturity, HCM was reorganized to keep pace with industry best practices and emerging trends;
- Customer Care and Operations Cluster – continuing efforts to improve operations and processes. This resulted in the consolidation of the contract management functions in Water Services Department.



# Comparative Operating Expenditure Budgets

\$ in thousands



	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
■ ROW	\$5,100	\$5,100	\$5,100	\$5,100
■ PILOT	\$15,337	\$15,644	\$15,957	\$16,276
■ Debt Service	\$134,845	\$149,781	\$169,346	\$185,480
■ Cash Financed Capital Improvements	\$20,058	\$23,475	\$24,014	\$35,260
■ Operations & Maintenance	\$290,970	\$295,888	\$321,408	\$319,831

# Operations and Maintenance Expenditures by Category

summary

overview

financial plan

rates&rev

capital

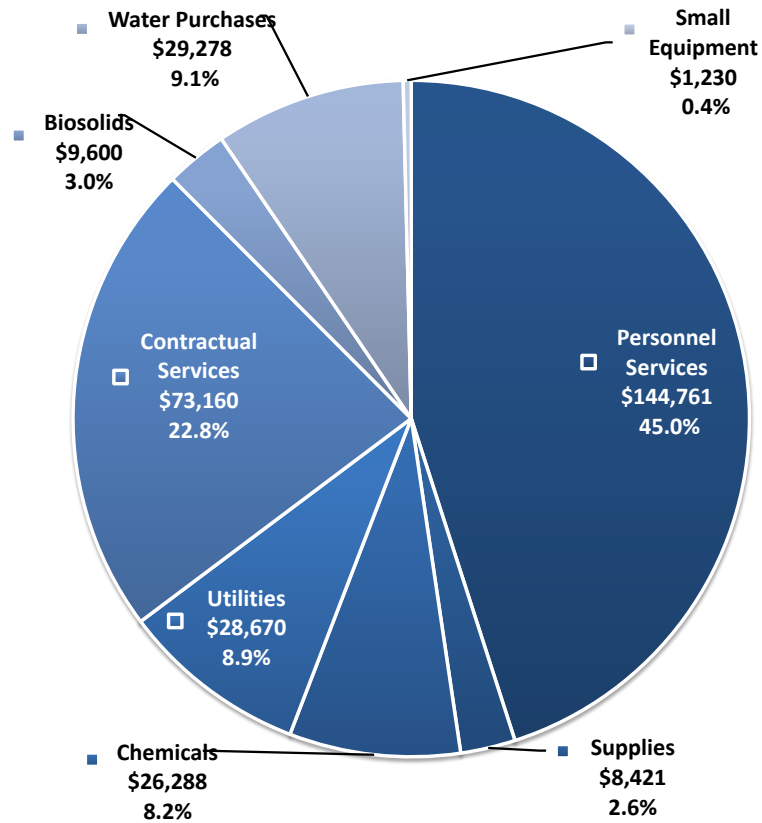
financing

departmental

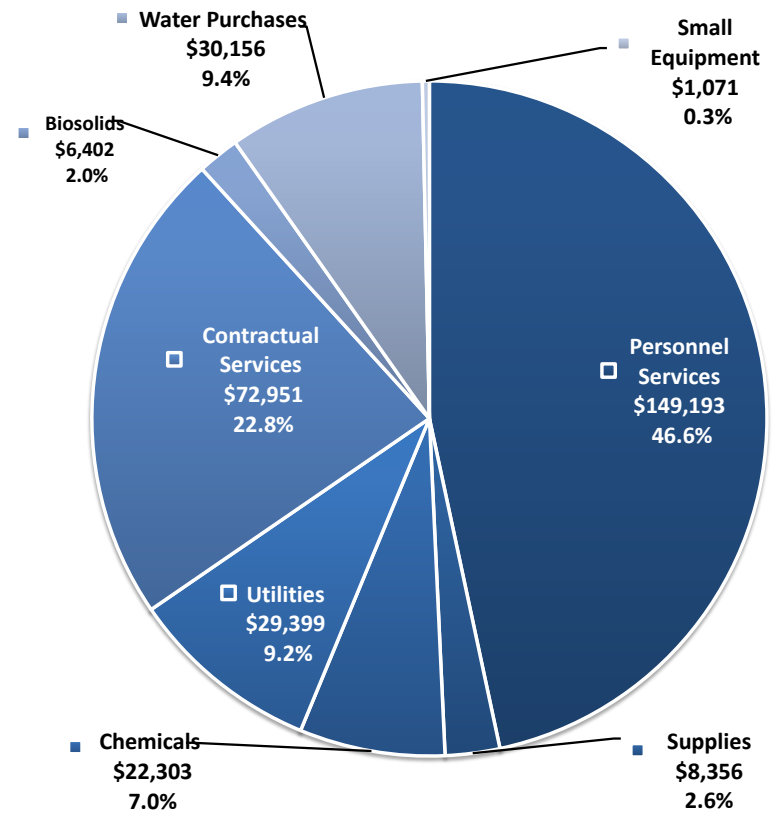
glossary

\$ in thousands

**FY 2017 Approved**



**FY 2018 Approved**



# Operating Expenditures by Object

FY 2015 - FY 2018, \$ in thousands

Object	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 APPROVED	FY 2018 APPROVED
Personnel Services	\$ 133,935	\$ 141,886	\$ 144,761	\$ 149,193
Contractual Services	66,241	74,087	82,760	79,354
Water Purchases	29,109	26,345	29,278	30,156
Chemicals and Supplies	30,306	28,965	34,709	30,658
Utilities	30,848	23,934	28,670	29,399
Small Equipment	531	672	1,230	1,071
<b>Subtotal Operations &amp; Maintenance Expenditures</b>	<b>290,970</b>	<b>295,888</b>	<b>321,408</b>	<b>319,831</b>
Debt Service	134,845	149,781	169,346	185,480
Cash Financed Capital Improvements	20,058	23,475	24,014	35,260
Payment in Lieu of Taxes	15,337	15,644	15,957	16,276
Right of Way Fees	5,100	5,100	5,100	5,100
<b>Total Operating Expenditures</b>	<b>\$ 466,310</b>	<b>\$ 489,888</b>	<b>\$ 535,825</b>	<b>\$ 561,947</b>
Personnel Services charged to Capital Projects	(18,702)	(17,648)	(21,934)	(21,061)
<b>Total Net Operating Expenditures</b>	<b>\$ 447,608</b>	<b>\$ 472,240</b>	<b>\$ 513,891</b>	<b>\$ 540,886</b>

# Operating Expenditures by Department & Cluster

FY 2015 - FY 2018, \$ in thousands

Departments & Clusters	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 APPROVED	FY 2018 APPROVED
<b>BLUE PLAINS</b>	<b>\$ 99,010</b>	<b>\$ 90,467</b>	<b>\$ 109,515</b>	<b>\$ 101,917</b>
Maintenance Services	18,902	18,564	21,057	19,558
WWT-Operations	73,078	64,983	80,466	74,686
WWT-Process Engineering	7,030	6,921	7,991	7,673
<b>CHIEF ENGINEER</b>	<b>27,603</b>	<b>29,203</b>	<b>30,394</b>	<b>32,018</b>
D.C. Clean Rivers	2,487	2,835	3,023	2,995
Engineering & Technical Services	23,040	24,319	25,126	26,728
Permit Operations	2,075	2,049	2,244	2,295
<b>CHIEF FINANCIAL OFFICER</b>	<b>11,970</b>	<b>13,141</b>	<b>14,391</b>	<b>15,299</b>
Finance, Accounting & Budget	11,970	13,141	14,391	15,299
<b>CUSTOMER CARE &amp; OPERATIONS</b>	<b>98,503</b>	<b>101,232</b>	<b>106,767</b>	<b>106,180</b>
Customer Service	17,009	17,677	18,679	19,281
Sewer Services	13,978	14,846	15,077	14,315
Water Services	21,974	23,407	22,936	24,094
Distribution & Conveyance System	45,543	45,302	50,075	48,490
<b>INDEPENDENT OFFICES</b>	<b>34,310</b>	<b>39,896</b>	<b>37,300</b>	<b>40,480</b>
Board Secretary	441	526	625	599
External Affairs	2,164	2,146	2,272	2,531
General Counsel	7,014	9,003	5,823	7,332
General Manager	3,209	3,844	4,373	4,138
Human Capital Management	6,895	7,780	7,823	7,986
Information Technology	10,258	10,992	11,045	11,315
Internal Audit	850	997	890	907
Procurement	3,479	4,608	4,450	5,672
<b>SUPPORT SERVICES</b>	<b>19,574</b>	<b>21,950</b>	<b>23,041</b>	<b>23,936</b>
Assistant General Manager - Support Services	393	473	527	513
Fleet Management	4,813	5,365	5,456	5,321
Occupational Safety & Health	1,437	1,556	1,691	1,871
Facilities Management	7,712	8,013	8,490	8,695
Security	5,219	6,545	6,877	7,536
<b>Subtotal O &amp; M Expenditures</b>	<b>290,970</b>	<b>295,888</b>	<b>321,408</b>	<b>319,831</b>
Debt Service	134,845	149,781	169,346	185,480
Cash Financed Capital Improvements	20,058	23,475	24,014	35,260
Payment in Lieu of Taxes	15,337	15,644	15,957	16,276
Right of Way Fees	5,100	5,100	5,100	5,100
<b>Total Operating Expenditures</b>	<b>\$ 466,310</b>	<b>\$ 489,888</b>	<b>\$ 535,825</b>	<b>\$ 561,947</b>
Personnel Services charged to Capital Projects	(18,702)	(17,648)	(21,934)	(21,061)
<b>Total Net Operating Expenditures</b>	<b>\$ 447,608</b>	<b>\$ 472,240</b>	<b>\$ 513,891</b>	<b>\$ 540,886</b>

FY 2017 Approved Budget by Department by Category

\$ in thousands

	Pos	Pay	Fringe	Overtime	Total Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Dept.
<b>O</b> Wastewater Treatment - Operations	121	\$ 10,020	\$ 3,140	\$ 1,451	\$ 14,611	\$ 1,285	\$ 25,895	\$ 19,353	\$ 9,619	\$ 9,600	\$ -	\$ 102	\$ 65,854	\$ 80,466
<b>p</b> Wastewater Treatment - Process Engineering	40	3,348	1,124	120	4,591	628	-	64	2,692	-	-	16	3,400	7,991
<b>e</b> Maintenance Services	116	8,986	2,891	700	12,578	3,457	-	164	4,639	-	-	220	8,480	21,057
<b>r</b> Water Services	190	12,888	4,313	1,100	18,301	635	30	210	3,610	-	-	150	4,635	22,936
<b>a</b> Sewer Services	119	8,094	2,717	900	11,711	472	40	803	1,991	-	-	60	3,366	15,077
<b>t</b> Customer Service	124	8,958	2,988	260	12,206	171	-	1,239	5,013	-	-	50	6,472	18,679
<b>i</b> Distribution & Conveyance Systems	88	7,200	2,293	750	10,243	701	323	4,450	4,854	-	29,278	226	39,832	50,075
<b>o</b> Engineering and Technical Services	166	15,844	5,194	1,063	22,102	176	-	439	2,327	-	-	82	3,025	25,126
<b>n</b> D.C Clean Rivers	16	2,062	692	5	2,759	10	-	97	157	-	-	-	265	3,023
<b>s</b> Permit Operations	15	1,292	434	15	1,741	26	-	340	138	-	-	-	503	2,244
<b>Subtotal Operations</b>	<b>995</b>	<b>78,692</b>	<b>25,787</b>	<b>6,364</b>	<b>110,843</b>	<b>7,561</b>	<b>26,288</b>	<b>27,159</b>	<b>35,039</b>	<b>9,600</b>	<b>29,278</b>	<b>907</b>	<b>135,832</b>	<b>246,675</b>
<b>A</b> General Manager	15	2,229	748	8	2,984	13	-	29	1,347	-	-	-	1,389	4,373
<b>d</b> Office of the Secretary (Board)	2	207	70	5	282	18	-	8	316	-	-	1	343	625
<b>m</b> Internal Audit	-	-	-	-	-	-	-	8	883	-	-	-	890	890
<b>i</b> General Counsel	15	1,508	506	2	2,017	8	-	20	3,779	-	-	-	3,806	5,823
<b>n</b> External Affairs	13	1,290	433	27	1,750	10	-	33	471	-	-	7	522	2,272
<b>s</b> Human Capital Management	25	2,888	838	5	3,731	34	-	48	4,008	-	-	2	4,092	7,823
<b>i</b> Information Technology	28	3,006	1,009	27	4,042	64	-	161	6,654	-	-	124	7,003	11,045
<b>t</b> Procurement	34	2,525	848	30	3,403	41	-	66	935	-	-	5	1,047	4,450
<b>r</b> Finance, Accounting and Budget	48	4,899	1,644	30	6,573	53	-	207	7,554	-	-	4	7,818	14,391
<b>a</b> AGM - Support Services	3	371	125	1	497	1	-	10	19	-	-	-	30	527
<b>t</b> Facilities Management	59	4,105	1,354	250	5,710	548	-	104	2,078	-	-	50	2,780	8,490
<b>i</b> Security	7	633	213	-	846	19	-	24	5,954	-	-	35	6,031	6,877
<b>o</b> Occupational Safety and Health	9	931	312	2	1,245	37	-	36	363	-	-	10	446	1,691
<b>n</b> Fleet Management	7	625	210	4	839	16	-	757	3,760	-	-	85	4,617	5,457
<b>Subtotal Administration</b>	<b>265</b>	<b>25,218</b>	<b>8,309</b>	<b>390</b>	<b>33,919</b>	<b>860</b>	<b>-</b>	<b>1,512</b>	<b>38,121</b>	<b>-</b>	<b>-</b>	<b>323</b>	<b>40,815</b>	<b>74,733</b>
<b>Subtotal O &amp; M Expenditures</b>	<b>1,260</b>	<b>\$ 103,911</b>	<b>\$ 34,096</b>	<b>\$ 6,754</b>	<b>\$ 144,761</b>	<b>\$ 8,421</b>	<b>\$ 26,288</b>	<b>\$ 28,670</b>	<b>\$ 73,160</b>	<b>\$ 9,600</b>	<b>\$ 29,278</b>	<b>\$ 1,230</b>	<b>\$ 176,647</b>	<b>\$ 321,408</b>
Debt Service														169,346
Cash Financed Capital Improvements														24,014
Payment in Lieu of Taxes														15,957
Right of Way														5,100
<b>Total Operating Expenditures</b>														<b>\$ 535,825</b>
Personnel Services charged to Capital Projects														(21,934)
<b>Total Net Operating Expenditures</b>														<b>\$ 513,891</b>

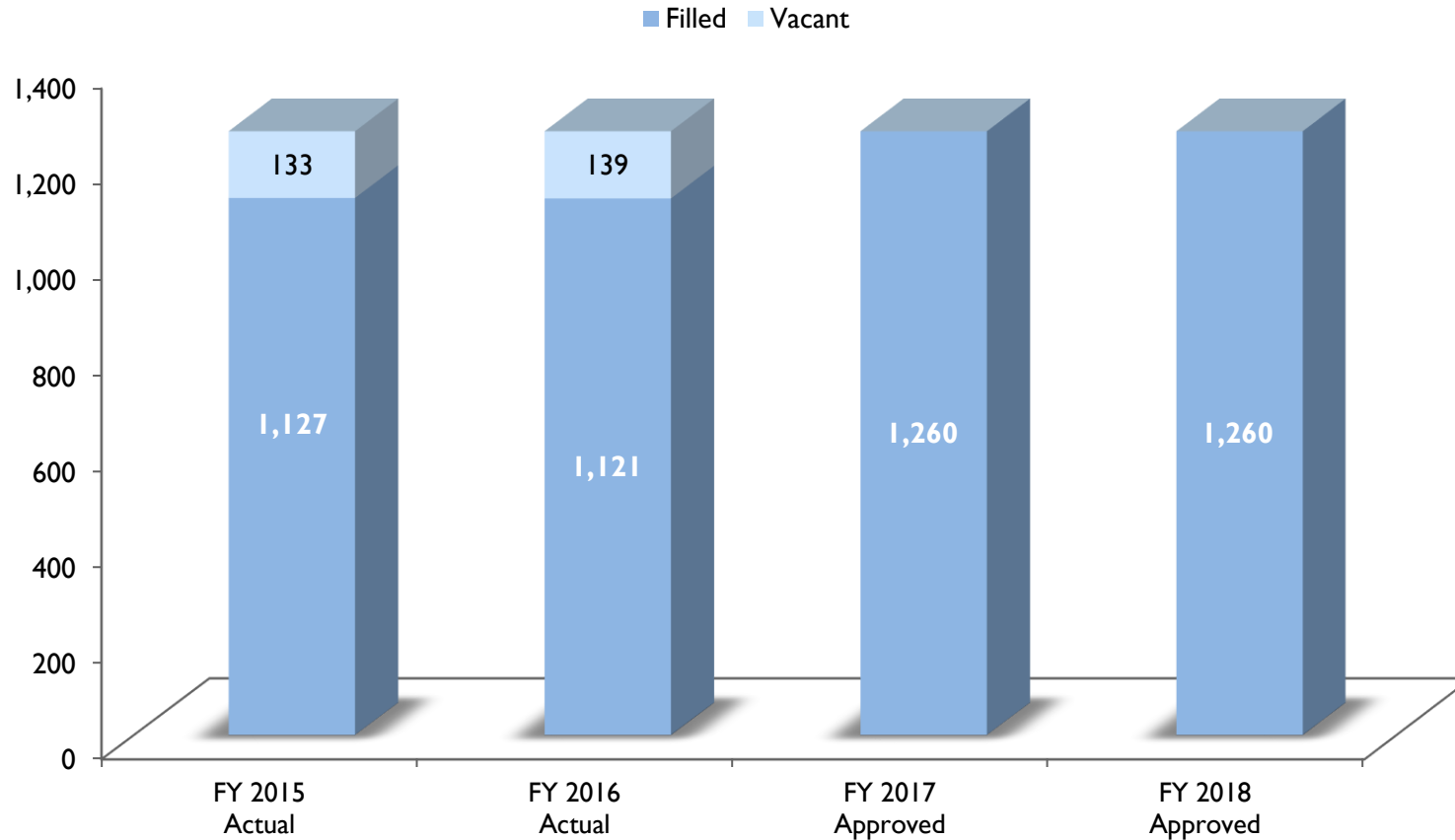
FY 2018 Approved Budget by Department by Category

\$ in thousands

	Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Dept.	
Operations	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	
	Wastewater Treatment - Process Engineering	39	3,542	1,172	64	4,778	452	-	59	2,371	-	14	2,895	7,673	
	Maintenance Services	115	8,778	2,794	500	12,072	3,545	-	159	3,571	-	210	7,486	19,558	
	Water Services	190	13,352	4,454	1,047	18,853	617	-	300	3,750	-	100	4,766	23,619	
	Water Quality and Technology						71	15	-	339	-	-	50	475	475
	Sewer Services	115	7,968	2,665	900	11,533	534	25	815	1,372	-	-	35	2,782	14,315
	Customer Service	126	9,348	3,091	260	12,700	171	-	1,258	5,090	-	-	63	6,582	19,281
	Distribution & Conveyance Systems	88	6,915	2,276	541	9,732	622	154	4,168	3,608	-	30,156	50	38,758	48,490
	Engineering and Technical Services	166	16,773	5,547	1,024	23,344	196	-	490	2,592	-	-	106	3,384	26,728
	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>
Administration	General Manager	16	2,412	799	9	3,221	13	-	37	868	-	-	917	4,138	
	Office of the Secretary (Board)	2	215	73	8	296	18	-	7	278	-	-	303	599	
	Internal Audit	-	-	-	-	-	-	-	5	902	-	-	-	907	907
	General Counsel	14	1,538	526	2	2,066	9	-	21	5,236	-	-	5,266	7,332	
	External Affairs	14	1,421	488	27	1,936	10	-	26	551	-	-	7	594	2,531
	Human Capital Management	25	3,092	925	4	4,020	34	-	43	3,889	-	-	-	3,965	7,986
	Information Technology	28	3,111	1,041	15	4,167	59	-	179	6,817	-	-	94	7,148	11,315
	Procurement	36	3,461	1,140	30	4,631	34	-	57	945	-	-	5	1,041	5,672
	Finance, Accounting and Budget	49	5,211	1,787	40	7,038	40	-	171	8,045	-	-	4	8,261	15,299
	AGM - Support Services	3	366	124	-	490	1	-	4	18	-	-	-	23	513
	Facilities Management	57	4,187	1,367	238	5,792	548	-	217	2,242	-	-	69	3,076	8,868
	Security	9	657	220	-	876	53	-	266	6,118	-	-	50	6,486	7,362
	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>-</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 2015 - FY 2018



Due to the high historical vacancy rate, starting FY 2014, DC Water made a strategic decision to maintain the authorized head count until lower single-digit vacancy rate is accomplished. To achieve this goal, all vacancies have partial or full funding to support hiring efforts without impacting operations.

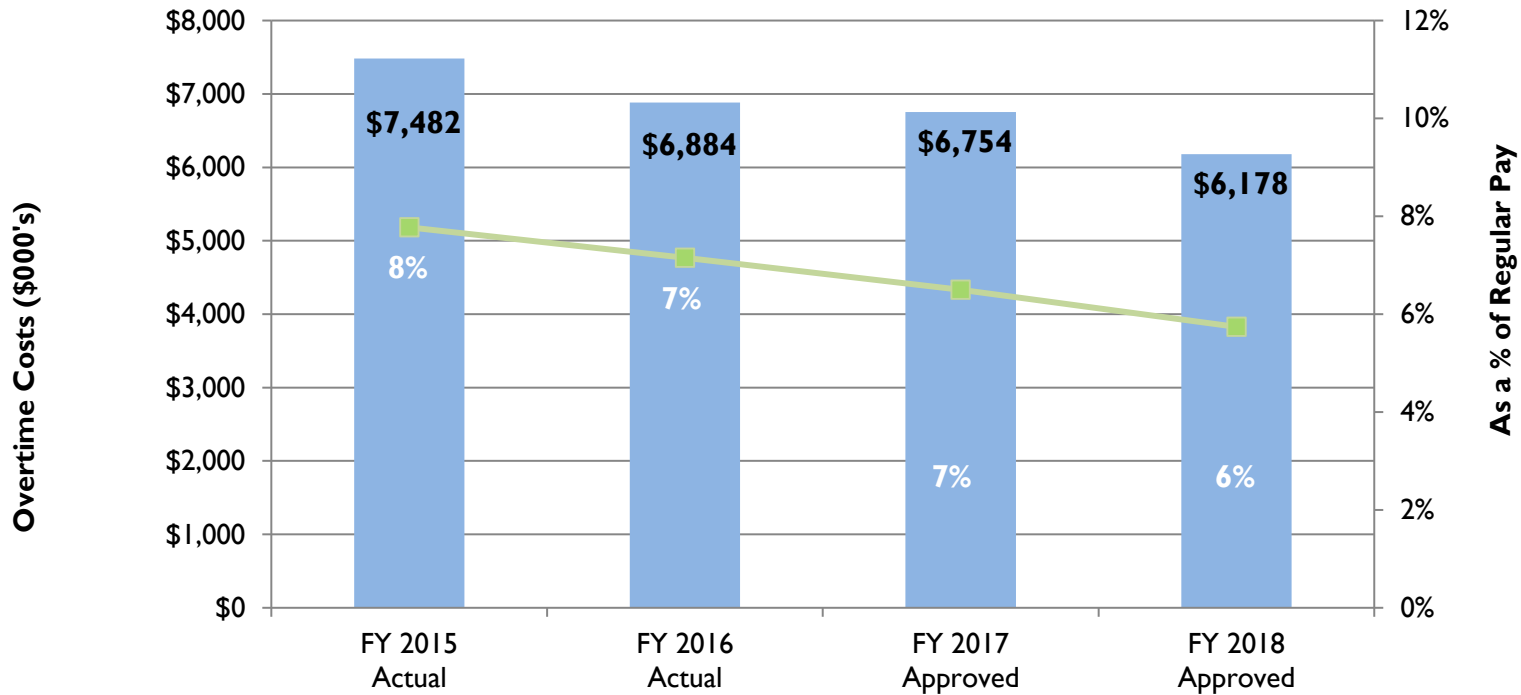
Authorized Positions by Department

		FY 2015				FY 2016				FY 2017	FY 2018
		Authorized	Average Filled	Average Vacant	Year -End Filled	Authorized	Average Filled	Average Vacant	Year -End Filled	Approved	Approved
O	Wastewater Treatment - Operations	121	112	10	115	122	114	8	113	121	122
p	Wastewater Treatment - Process Engineering	40	25	15	23	39	27	12	31	40	39
e	Maintenance Services	116	107	9	108	115	104	11	102	116	115
r	Water Services	190	163	27	168	195	168	27	172	190	190
a	Sewer Services	119	107	12	108	110	105	5	92	119	115
t	Customer Service	124	112	12	115	125	108	17	104	124	126
i	Distribution & Conveyance Systems	88	68	20	71	89	75	14	75	88	88
o	Engineering and Technical Services	166	147	19	149	166	155	11	156	166	166
n	D.C. Clean Rivers	16	13	3	14	15	14	1	14	16	15
s	Permit Operations	15	14	1	14	15	14	1	13	15	15
<b>Subtotal</b>		<b>995</b>	<b>868</b>	<b>127</b>	<b>885</b>	<b>991</b>	<b>883</b>	<b>108</b>	<b>872</b>	<b>995</b>	<b>991</b>
A	General Manager	15	11	4	15	16	15	1	16	15	16
d	Office of the Secretary (Board)	2	2	-	2	2	2	0	2	2	2
m	Internal Audit	-	-	-	-	-	-	-	-	-	-
i	General Counsel	15	12	3	13	14	13	1	14	15	14
n	External Affairs	13	13	0	12	14	12	2	12	13	14
i	Human Capital Management	25	24	1	23	25	23	2	21	25	25
s	Information Technology	28	23	5	27	28	26	2	25	28	28
t	Procurement	34	24	10	24	36	29	7	31	34	36
r	Finance, Accounting and Budget	48	45	3	46	49	47	2	48	48	49
a	Assistant General Manager - Support Services	3	2	1	2	3	3	0	3	3	3
t	Facilities Management	59	56	3	55	59	55	4	55	59	57
i	Security	7	6	1	7	7	7	0	7	7	9
o	Occupational Safety and Health	9	9	-	9	9	9	-	9	9	9
n	Fleet Management	7	6	1	7	7	7	0	6	7	7
<b>Subtotal</b>		<b>265</b>	<b>234</b>	<b>31</b>	<b>242</b>	<b>269</b>	<b>247</b>	<b>21</b>	<b>249</b>	<b>265</b>	<b>269</b>
<b>Total Positions</b>		<b>1,260</b>	<b>1,102</b>	<b>158</b>	<b>1,127</b>	<b>1,260</b>	<b>1,130</b>	<b>130</b>	<b>1,121</b>	<b>1,260</b>	<b>1,260</b>

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

# Annual Overtime Trend

\$ in thousands



The Authority's overtime target is 6 percent of regular pay. The high overtime costs in FY 2015 were due primarily to higher water main breaks from extreme cold temperatures during the winter season. In FY 2016, overtime costs were lower due to the implementation of overtime audit recommendations and process improvements in scheduling of overtime related activities.

# Overtime by Department

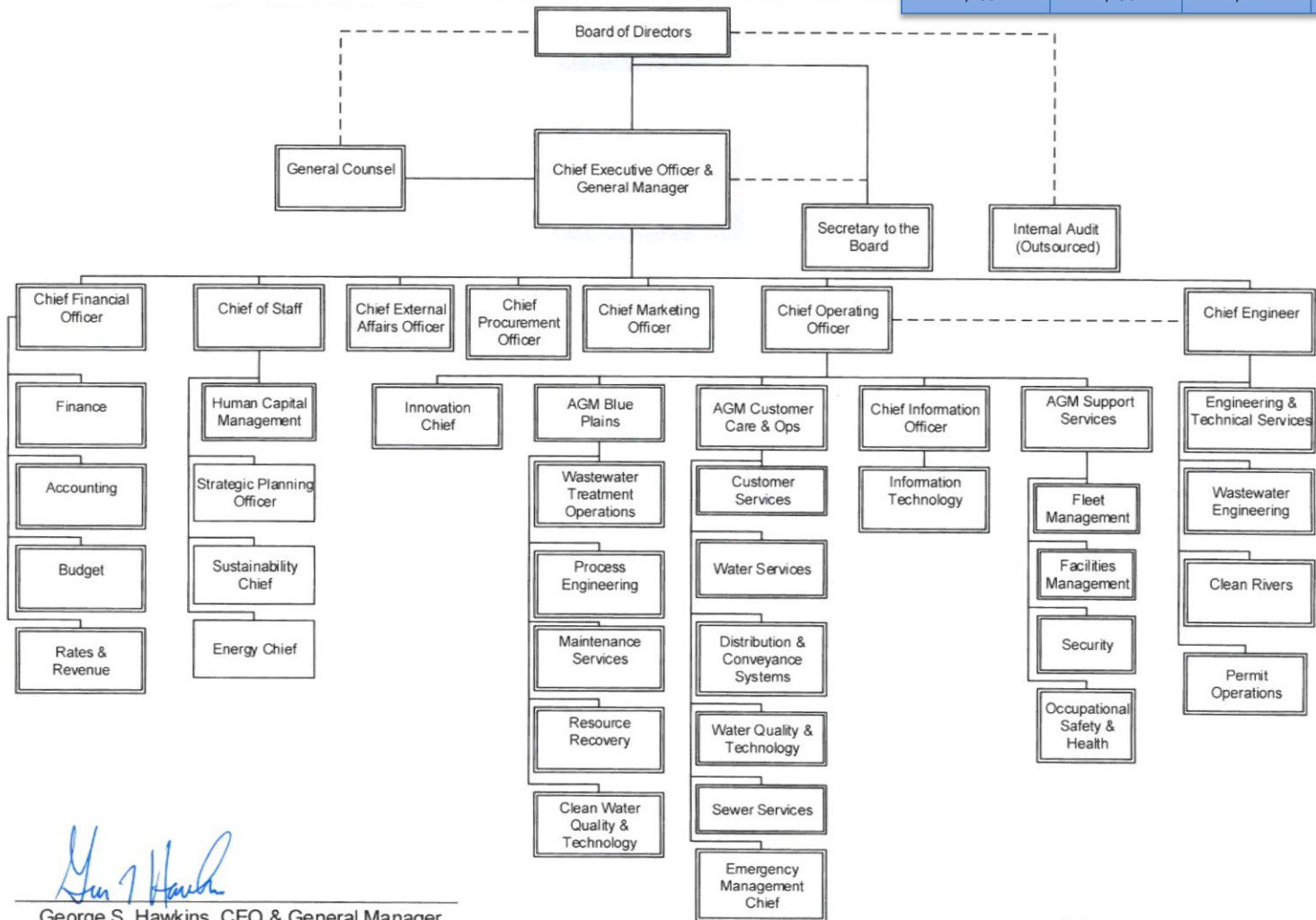
\$ in thousands

Department	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
Wastewater Treatment - Operations	\$ 1,272	\$ 1,625	\$ 1,451	\$ 1,463
Wastewater Treatment - Process Engineering	58	30	120	64
Maintenance Services	979	393	700	500
Water Services	1,618	1,591	1,100	1,047
Sewer Services	941	1,010	900	900
Customer Service	263	316	260	260
Distribution and Conveyance Systems	860	759	750	541
Engineering and Technical Services	1,109	740	1,063	1,024
DC Clean Rivers	9	0	5	-
Permit Operations	3	4	15	2
General Manager	12	11	8	9
Office of the Board Secretary	12	13	5	8
Internal Audit	-	-	-	-
General Counsel	0	0	2	2
External Affairs	1	0	27	27
Information Technology	12	10	27	15
Finance, Accounting & Budget	39	27	30	40
Assistant General Manager - Support Services	2	1	1	-
Human Capital Management	6	3	5	4
Facilities Management	259	315	250	238
Security	0	-	-	-
Procurement	23	31	30	30
Occupational Safety and Health	1	1	2	1
Fleet Management	5	4	4	3
<b>Total</b>	<b>\$ 7,482</b>	<b>\$ 6,884</b>	<b>\$ 6,754</b>	<b>\$ 6,178</b>

# Organization Chart

**FY 2018  
Operating Budget  
\$561,947,000**

POSITIONS				
FY 2016				
Authorized	Average Positions Filled	Year-End Positions Filled	FY 2017	FY 2018
1,260	1,130	1,121	1,260	1,260



George S. Hawkins, CEO & General Manager





## Cluster: BLUE PLAINS

### Department: WASTEWATER TREATMENT OPERATIONS

#### FUNCTIONS

**BUDGET**

**FY 2018**  
**\$74,686,000**

#### POSITIONS

##### FY 2016

Authorized	122
Average Positions Filled	114
Year-End Positions Filled	113
<b>FY 2017</b>	<b>FY 2018</b>
121	122

Plant Operations	Resource Recovery	Clean Water Quality & Technology
102 - Positions	6 - Positions	14 - 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 2018 budget is lower than the approved FY 2017 budget by \$5.8 million mainly due to projected decreases in chemicals attributable to the Digester Project and the Filtrate Treatment Facilities (FTF) coming online in 2018, and hauling costs resulting from the production of class A biosolids.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	121	122	121	122
Average number of positions filled	109	114		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 14,087	\$ 15,094	\$ 14,612	\$ 15,001
Overtime	1,272	1,625	1,451	1,463
<b>Non-Personnel Services:</b>				
Supplies	1,155	868	1,285	1,234
Chemicals	22,385	20,819	25,895	22,109
Utilities	21,979	15,037	19,353	19,968
Contractual Services, etc.	5,173	7,657	9,619	9,838
Biosolids	8,265	5,611	9,600	6,402
Small Equipment	35	20	102	134
<b>Total Non-Personnel Services</b>	<b>58,991</b>	<b>50,012</b>	<b>65,854</b>	<b>59,685</b>
<b>Total Operations</b>	<b>\$ 73,078</b>	<b>\$ 65,106</b>	<b>\$ 80,466</b>	<b>\$ 74,686</b>
<b>Capital Equipment</b>	<b>\$ 69</b>	<b>\$ 98</b>	<b>\$ 110</b>	<b>\$ 110</b>

Targeted Performance Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
Achieve NACWA Award Status	Gold	Gold	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 2017 Major Planned Activities and Changes

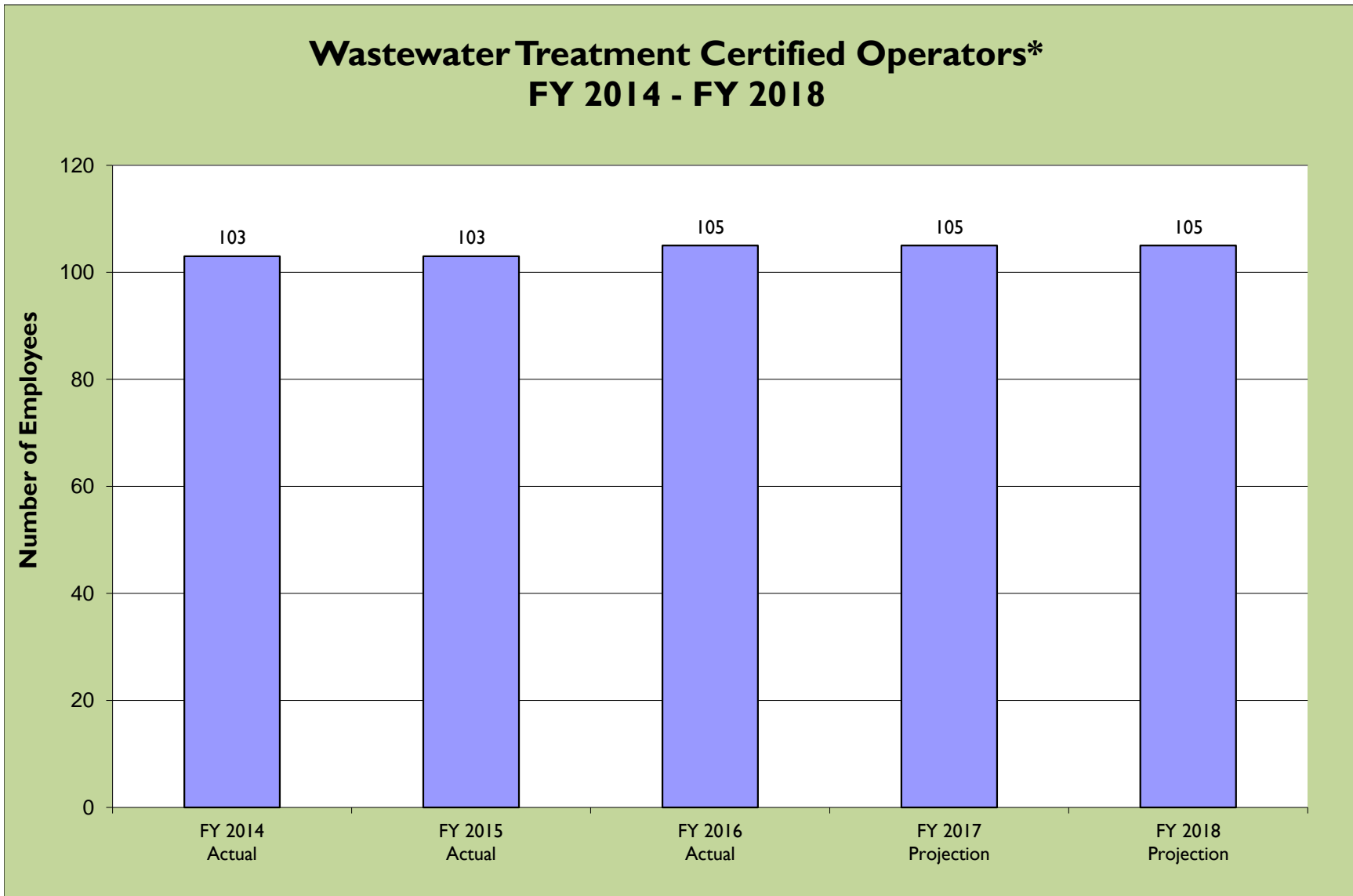
- Maintain full compliance with the National Pollutant Discharge Elimination Systems (NPDES) permit
- Continue training of operators on new Filtrate Treatment Facilities (FTF) and Wet Weather Facility scheduled for commissioning in the fiscal year 2018
- Continue to support implementation of other CIP 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, Filtrate Treatment Facilities (FTF) and Tunnel Dewatering Pumping Station (TDPS) aka Wet Weather Facility
- Continue implementation of High Priority Rehabilitation Program to ensure availability of critical process equipment
- Continue implementation of Safety and Operator Cross Training
- Implement Goal #6 of the DC Water Board Strategic Plan to establish a Safety Management System in concert with OSHA 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 maintain low number of offsite odor complaints
- Implementation of marketing plan for Class A exceptional quality Bloom
- 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 2018 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
- Begin the operation and maintenance of the Filtrate Treatment Facilities (FTF) and Tunnel Dewatering Pumping Station (TDPS)

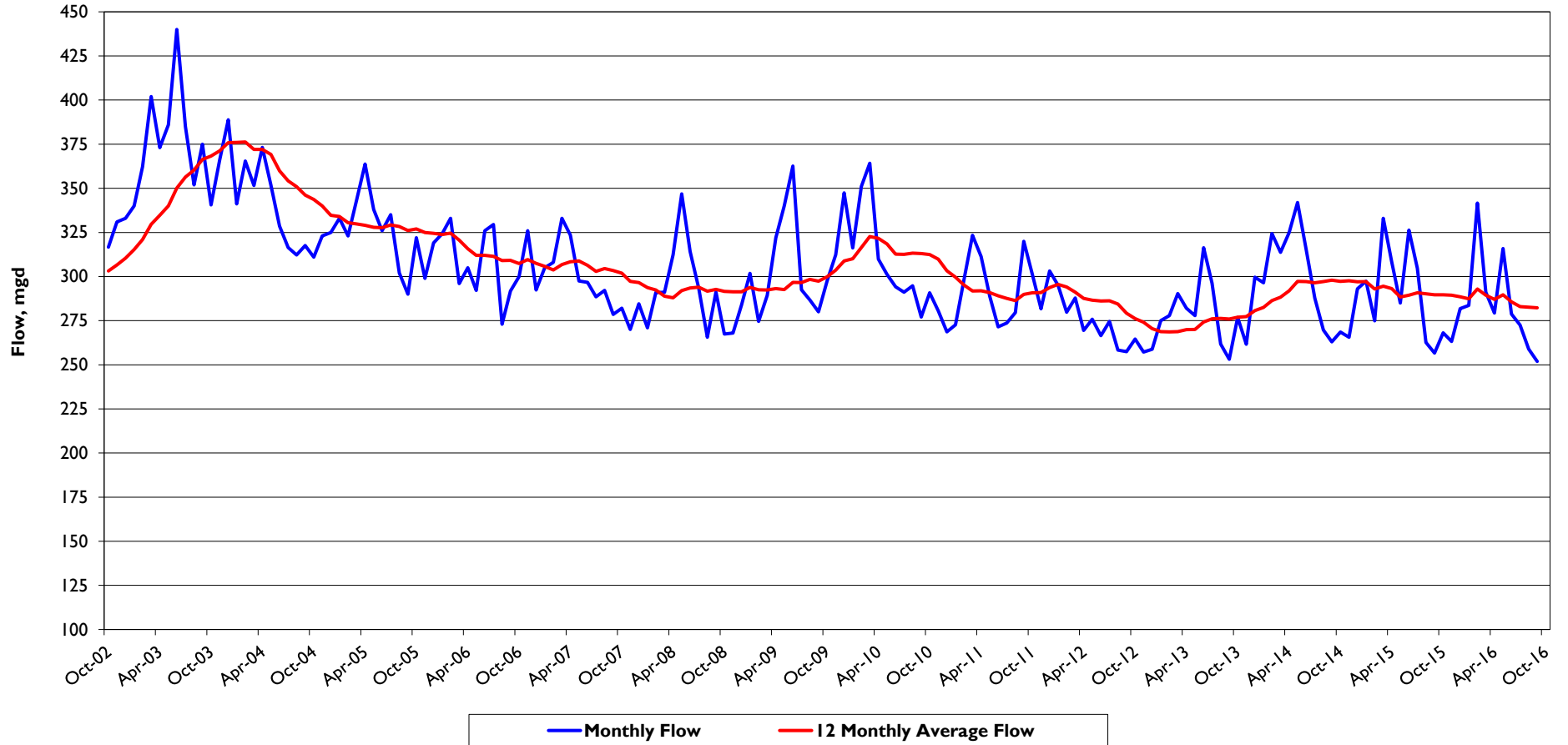
Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Continuous optimization of the CHP performance in FY2017 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



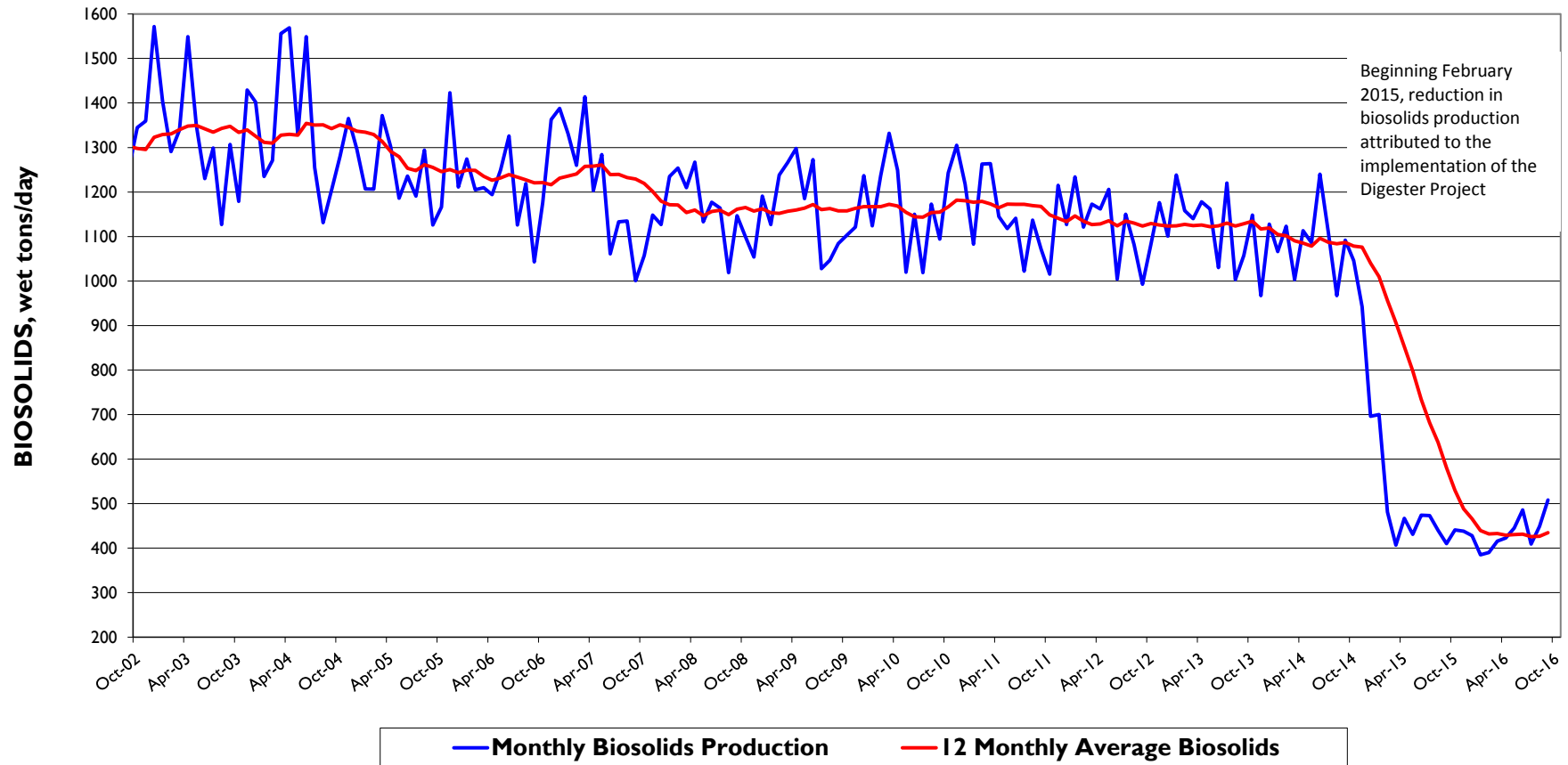
\*Includes all positions with Certified Wastewater Treatment Plant Operator License

OCTOBER 2002 - OCTOBER 2016

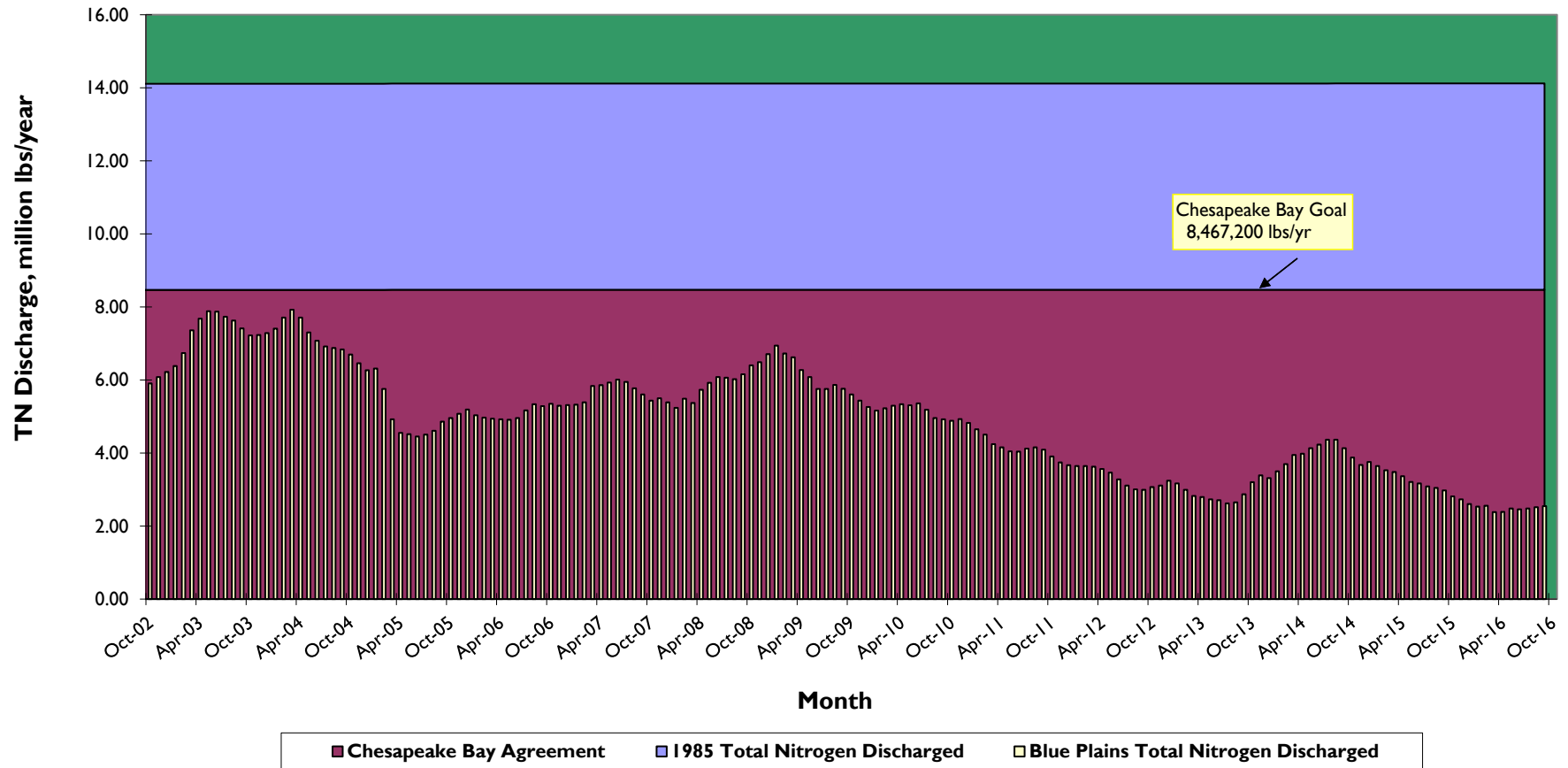




OCTOBER 2002 - OCTOBER 2016



OCTOBER 2002 - OCTOBER 2016





**this page intentionally left blank**



**Cluster: BLUE PLAINS**

**Department: WASTEWATER TREATMENT PROCESS ENGINEERING**

**FUNCTIONS**

**BUDGET**

**FY 2018  
\$7,673,000**

**POSITIONS**

**FY 2016**

Authorized	39
Average Positions Filled	27
Year-End Positions Filled	31
<b>FY 2017</b>	<b>FY 2018</b>
40	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 2018 operating budget decreased by approximately \$0.3 million below the approved FY 2017 budget mainly in supplies and contractual services costs. The decrease in the Authorized headcount is as a result of reorganization within the cluster group.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	40	39	40	39
Average number of positions filled	25	27		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 3,325	\$ 3,539	\$ 4,591	\$ 4,778
Overtime	58	30	120	64
<b>Non-Personnel Services:</b>				
Supplies	330	236	628	452
Occupancy	57	46	64	59
Contractual	3,309	3,084	2,692	2,371
Equipment	9	15	16	14
Total Non-Personnel Services	3,704	3,381	3,400	2,895
<b>Total Operations &amp; Maintenance</b>	\$ 7,030	\$ 6,921	\$ 7,991	\$ 7,673
<b>Capital Equipment</b>	\$ 1,087	\$ 1,134	\$ 1,000	\$ 1,000
<b>Targeted Performance Measures</b>				
	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
Critical Equipment Availability (97%)	97%	97%	97%	97%



**WASTEWATER TREATMENT – PROCESS ENGINEERING**

**OVERVIEW**

FY 2017 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 Pumping Station and Enhanced Clarification Facilities (TDPS/ECF) & Gravity Thickener Upgrades
- Continue upgrade and manage 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
- Continue the Unit Shelf Replacement (spares) Program
- Startup and training for new capital projects – Filtrate Treatment Facilities (FTF) & TDPS/ECF
- Develop and deploy key performance indicators in Process Engineering, Control Systems, and Control Maintenance groups
- Begin reorganization of Process Engineering roles, responsibilities, and reporting structure

FY 2018 Major Recommended Activities and Changes

- Continue to build on planned activities of FY 2017
- Startup and training for new capital projects – Filtrate Treatment Facilities (FTF), RWWPS2 Upgrades, Tunnel Dewater Pump Station and Enhanced Clarification Facilities (TDPS/ECF)
- Continue to optimize recently commissioned capital projects – Main Process Train (MPT), Enhanced Nitrogen Removal Facility (ENRF), Final Dewatering Facility (FDF) and FTF
- Conduct process design reviews for capital projects (i.e. Headworks Upgrades)
- Fine tune and monitor key performance indicators in Process Engineering, Control Systems, and Control Maintenance groups
- Conduct aggressive training program to support reduction in contracted work force

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Increased preventive maintenance costs for new equipment and facilities
- Increased effort for training and commissioning of new facilities – FTF, TDPS/ECR and RWWPS2



**this page intentionally left blank**



**Cluster: BLUE PLAINS**

**Department: MAINTENANCE SERVICES**

**FUNCTIONS**

**BUDGET**

**FY 2018  
\$ 19,558,000**

**POSITIONS**

**FY 2016**

<b>Authorized</b>	<b>115</b>
Average Positions Filled	104
Year-End Positions Filled	102
<b>FY 2017</b>	<b>FY 2018</b>
116	115

<b>Electrical Maintenance</b>	<b>Mechanical Maintenance</b>	<b>Maintenance Management</b>
<b>35 - Positions</b>	<b>68 - Positions</b>	<b>12 - Positions</b>
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 2018 budget is lower than the approved FY 2017 budget by \$1.5 million primarily due to anticipated transfer of major contracts inhouse.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	116	115	116	115
Average number of positions filled	107	104		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 11,952	\$ 11,223	\$ 12,578	\$ 12,072
Overtime	979	393	700	500
<b>Non-Personnel Services:</b>				
Supplies	3,088	3,343	3,457	3,545
Utilities	126	150	164	159
Contractual Services, etc.	3,589	3,717	4,639	3,571
Small Equipment	148	130	220	210
<b>Total Non-Personnel Services</b>	<b>6,950</b>	<b>7,339</b>	<b>8,480</b>	<b>7,486</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 18,902</b>	<b>\$ 18,563</b>	<b>\$ 21,057</b>	<b>\$ 19,558</b>
<b>Capital Equipment</b>	<b>\$ 3,881</b>	<b>\$ 4,132</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>
<b>Targeted Performance Measures</b>				
	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
Critical Equipment Availability (97%)	98%	Criteria Not Established	98%	Criteria Not Established

**MAINTENANCE SERVICES**

**OVERVIEW**

FY 2017 Major Planned Activities and Changes

- Continue to perform preventive, corrective and predictive maintenance services in all treatment process area equipment to improve reliability, reduce down time and maximize asset life
- Continue all methanol maintenance activities inhouse 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 and develop the part “Item Master” in Maximo using Failure Mode Effect Analysis (FMEA) and the results of Reliability Centered Maintenance (RCM) Analyses
- Continue to track, report, and analyze asset failures by cost to identify “poor performers”
- Continue Preventive Maintenance Validation Team’s improvement program and implementing tasks based on the FMEA and RCM results
- Continue to build equipment reliability program (predictive maintenance/condition monitoring)
- Continue building a world class lubrication program within the equipment reliability group
- Continue to increase safety awareness by planning and scheduling work orders, enhancing equipment specific LOTO (lockout/tag-out) procedure and conducting Job Safety Analyses
- Develop and deploy new key performance indicators to measure maintenance efficiency and productivity
- Increase level of work order planning and schedule compliance to reduce level of reactive maintenance

FY 2018 Major Recommended Activities and Changes

- Culture of Reliability and Asset Management fully embraced by everyone in the department and being shared throughout the Authority
- Transition of electrical utilization control and systems contract inhouse
- Assume full maintenance responsibilities for the Tunnel Pump Station, Enhanced Clarification, and Filtrate Treatment (DEMON) Process

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Full acceptance of capital project maintenance; Cambi, Digestion, Main Process Train, Final Dewatering, Tunnel Pump Station, Enhanced Clarification, and Filtrate Treatment (DEMON) Process





**this page intentionally left blank**



## Cluster: CUSTOMER CARE & OPERATIONS

### Department: WATER SERVICES

#### FUNCTIONS

**BUDGET**

**FY 2018  
\$24,094,000**

**POSITIONS**

**FY 2016**

<b>Authorized</b>	<b>195</b>
<b>Average Positions Filled</b>	<b>168</b>
<b>Year-End Positions Filled</b>	<b>172</b>
<b>FY 2017</b>	<b>FY 2018</b>
<b>190</b>	<b>190</b>

Distribution Maintenance	Distribution Control	Contract Management	Linear Asset Management	Water Quality & Technology
59 – Positions	84 - Positions	29 - Positions	5 - Positions	18 Positions
Repair and replace water main service lines, valves and hydrants	Inspect, exercise and perform preventative maintenance on the 40,000 system valves	Establish and administer a comprehensive asset management program for both water and sewer systems	Provides detailed data management related to process improvement and long-range financial planning	Environmental Protection Agency (EPA) drinking water compliance, monitoring and reporting
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	Focused attention to linear assets in Water Distribution and Sewer Collection systems	Perform distribution system research (i.e. lead and copper, discolored water, microbial)
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	Will optimize and prioritize capital program projects	Control and monitor corrosion in the water distribution system, and conduct routine water quality analysis
Support departmental safety efforts and assist in investigations as first responder during emergencies	Inspect, exercise and perform preventative maintenance on all the hydrants in the system	Update asset inventory data & perform QA/QC analysis	Lower lifecycle/maintenance costs and improve service life of assets	Manage cross connection program, direct daytime flushing activities

**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 2018 budget is higher than the approved FY 2017 budget by approximately \$1.2 million primarily due to personnel service cost adjustments, coupled with increases in contractual services due to reallocation of the One Call Center and DC permit fees functions from Sewer Services as part of the reorganization of the CC&O cluster. This budget includes funding for a proposed Water Quality & Technology Department currently under review.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	190	190	190	190
Average number of positions filled	163	168		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 17,767	\$ 18,840	\$ 18,301	\$ 18,853
Overtime	1,618	1,591	980	1,047
<b>Non-personnel Services:</b>				
Supplies & Chemicals	951	901	665	703
Utilities	276	176	210	300
Contractual Services, etc.	2,975	3,488	3,610	4,089
Water Purchases	-		-	-
Small Equipment	5	44	150	150
<b>Total Non-Personnel Services</b>	<b>4,207</b>	<b>4,609</b>	<b>4,635</b>	<b>5,241</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 21,974</b>	<b>\$ 23,449</b>	<b>\$ 22,936</b>	<b>\$ 24,094</b>
<b>Capital Equipment</b>	<b>\$ 322</b>	<b>\$ 493</b>	<b>\$ 425</b>	<b>\$ 425</b>
<b>Targeted Performance Measures</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Approved</b>
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	25,000	25,000	25,000	25,000
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 2017 Major Planned Activities and Changes

- Continue to expand the Cross Connection Prevention program to improve processes, increase resources, update regulations and implementation of applicable fees and fines
- Broaden the ongoing water quality research program to better assess root causes for all water quality complaints
- Continue implementation of the Asset Management Program to improve predictive, preventative and corrective maintenance activities
- Continue to inspect all public fire hydrants at least once a year and perform required repairs
- Continue to flow test 1,500 hydrants per year in accordance with the requirements of the Memorandum of Understanding (MOU) with DC Fire and Emergency Medical Services (DC FEMS), as well as respond to new service connection requests from developers
- 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
- Develop the ability to interface Asset Management Software to provide real-time data on open/shut status to GIS
- 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

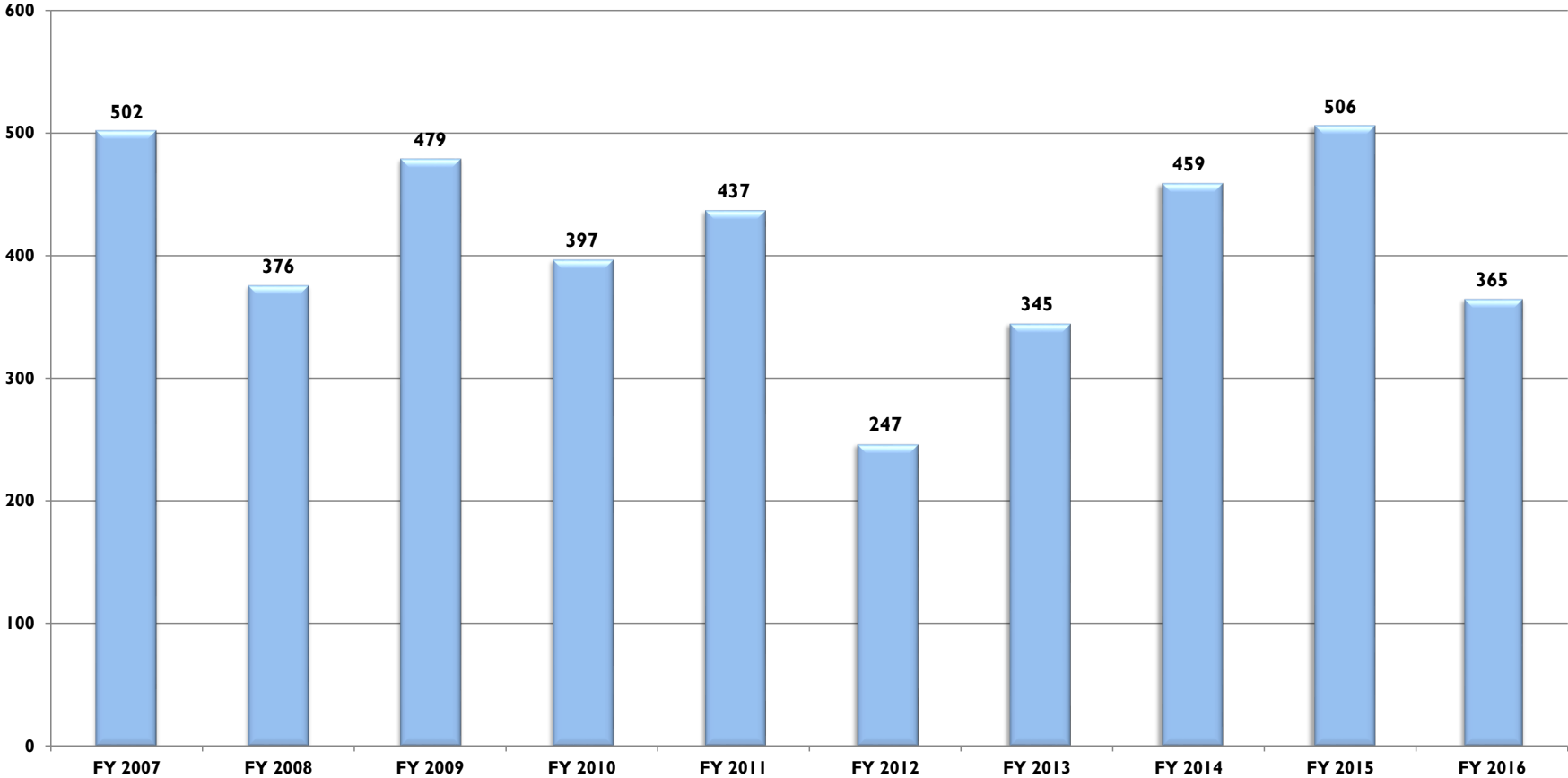
FY 2018 Major Recommended Activities and Changes

- Continue implementation of the Asset Management Program
- Establish Enforcement Task Force to protect the Water and Sewer Distribution System from illegal activities such as cross connection contamination, unlawful dumping of Fats, Oil and Grease (FOG), unauthorized fire hydrant use, and illegal connections into the water and sewer system
- Develop the ability to interface Asset Management Software to provide real-time data on open/close status to GIS
- Continue enhancements to the repair/replacement process for the water distribution system assets
- Continue mobile computing efforts to improve operational efficiencies and data collection
- Develop and implement the ability to provide near real-time operational asset status information (e.g., valve open/closed) in the work management system and GIS
- Continue annual inspection of public fire hydrants at least once a year and perform required repairs in accordance with the existing MOU
- Continue to execute main line replacements using operational resources where traditional capital improvement projects have not been available

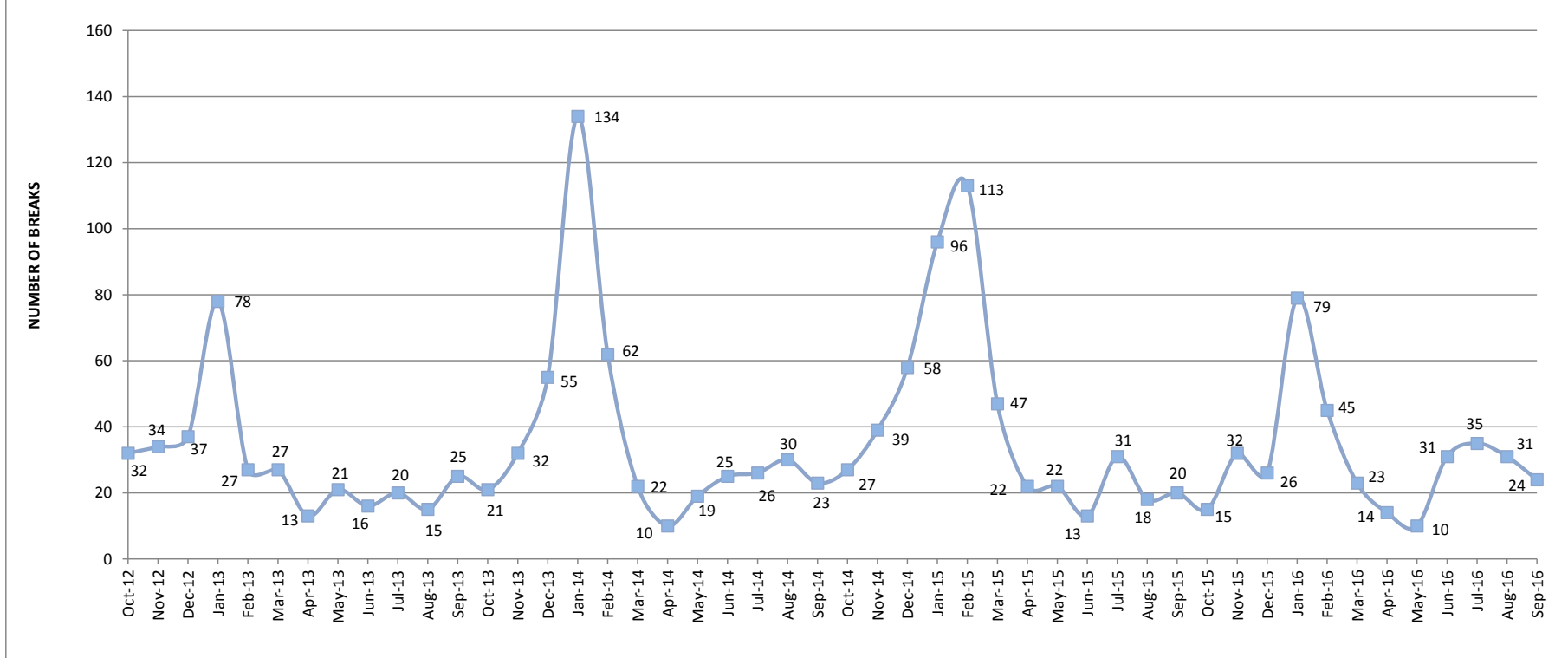
Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- No major items identified

FY 2007 - FY 2016



October 2012 thru September 2016





**this page intentionally left blank**





**Cluster: CUSTOMER CARE & OPERATIONS**

**Department: SEWER SERVICES**

**FUNCTIONS**

**BUDGET**

**FY 2018**  
**\$14,315,000**

**POSITIONS**

**FY 2016**

<b>Authorized</b>	<b>110</b>
Average Positions Filled	105
Year-End Positions Filled	92
<b>FY 2017</b>	<b>FY 2018</b>
119	115

Inspection and Maintenance	Construction and Repair
54 – Positions	56 - 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, and Monitor & Control Operations	Install and repair catch basins. Responsible for the cleaning and maintenance operations of regular catch basins, stormceptors, and grate ponds
Enforcement of Fats, Oils and Grease (FOG) removal program	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 2018 budget is lower than the FY 2017 budget by \$0.8 million primarily due to personnel services adjustments, coupled with reduction in various contractual services line items following re-organization in the CC&O cluster to consolidate construction contract management activities, including five (5) FTEs transferred to the Water Services Department.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	119	116	119	115
Average number of positions filled	108	105		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 11,198	\$ 12,057	\$ 11,711	\$ 11,533
Overtime	954	1,010	900	900
<b>Non-Personnel Services:</b>				
Supplies	498	702	472	534
Chemicals	14	-	40	25
Utilities	1,011	606	803	815
Contractual Services, etc.	1,242	1,546	1,991	1,372
Small Equipment	14	33	60	35
Total Non-Personnel Services	2,779	2,887	3,366	2,782
<b>Total Operations &amp; Maintenance</b>	\$ 13,978	\$ 14,944	\$ 15,077	\$ 14,315
<b>Capital Equipment</b>	\$ 58	\$ 284	\$ 250	\$ 250
<b>Targeted Performance Measures</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Approved</b>
Percentage of KPI's Completed	80%	80%	80%	80%

**SEWER SERVICES**

**OVERVIEW**

FY 2017 Major Planned Activities and Changes

- Continue the implementation of an asset management strategy and system for water and sewer infrastructure in conjunction with Department of Water Services
- Continue replacement of Sewer Laterals using Trenchless Technologies
- Work with IT and Fleet Management Departments to install laptops with GIS and Maximo capabilities in sewer service vehicles
- Continue cleaning of water quality catch basins in accordance with DOEE cleaning requirements
- Implement Standard Operating Procedures to maximize flows to Blue Plains during wet weather events with DC Clean Rivers Program
- Work with DETS to implement Odor, Corrosion and Green House Gases Master Plan for Collection System
- Coordinate DSS involvement with DETS/Clean Rivers Program and Department of Distribution and Conveyance Systems (DDCS)
- Coordinate Asset Management and Maximo Enhancement with Water Services and Information Technology Departments
- Administer construction contract for sewer main line rehabilitation and sewer lateral replacement
- Continue to perform close circuit television inspections on major storm and sanitary sewer lines
- Provide Condition Assessment and Failure Analysis on obstructed sewer mains and laterals
- Focus on a root control program capable of bringing corrective maintenance work in-house rather than having it performed by contractors
- Provide training for new Utility Service Worker positions that will support the inspection and maintenance of sewer mains and lateral lines
- Perform Redzone Robotics Closed-Captioned TV (CCTV) inspection pilot
- Perform Flowfinity application pilot to capture and record critical infrastructure data
- Track and report Multi-Jurisdictional Use Facilities (MJUF) operations and maintenance costs

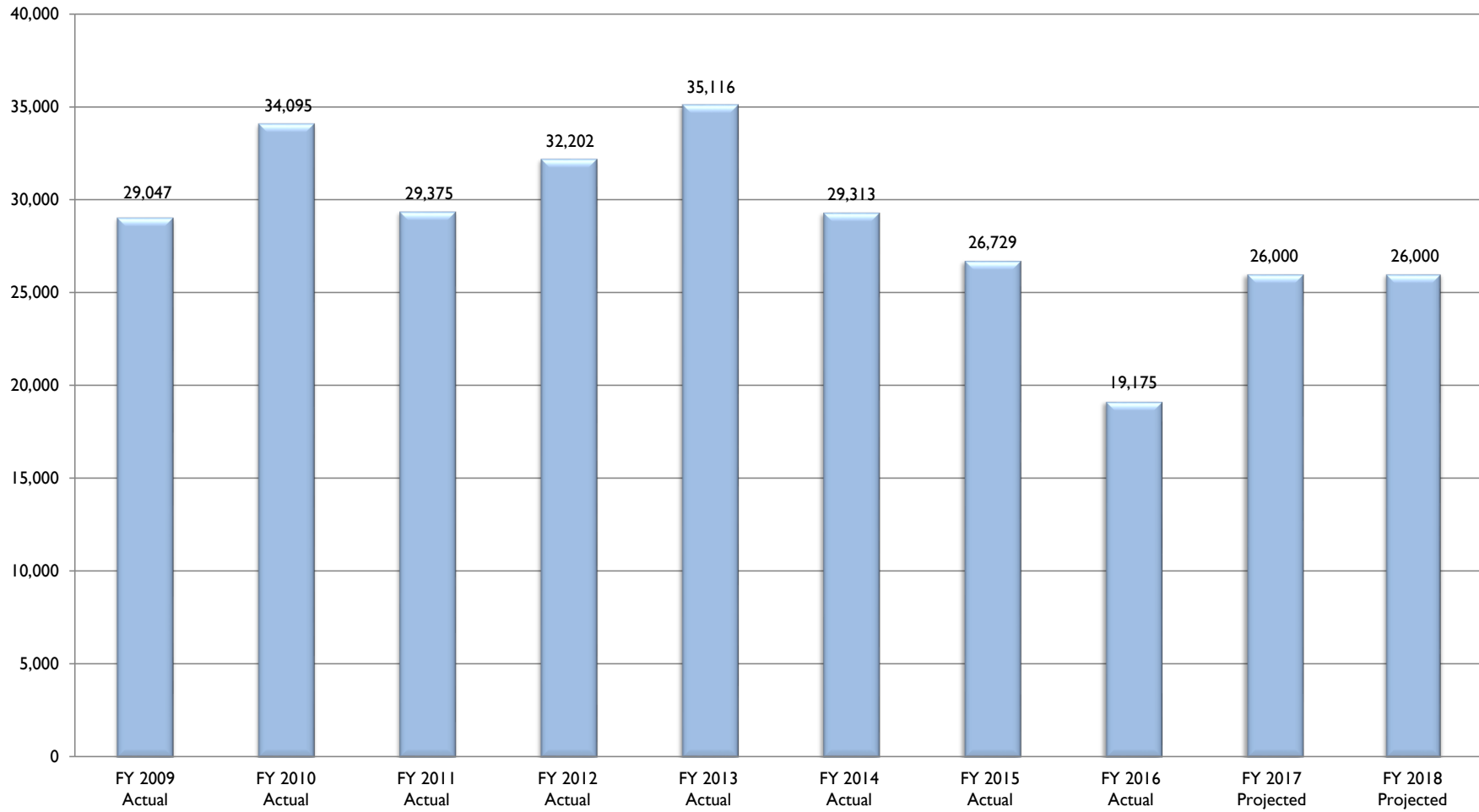
FY 2018 Major Recommended Activities and Changes

- Coordinate with DETS' ongoing construction activities at Poplar Point Pumping Station to include relocation of a section of mainline sewer
- Work with DDCS to begin new program to integrate rainfall prediction into SCADA to improve operational planning during high flow forecast
- Continue coordination efforts with DC Clean Rivers Program on construction activities that interface with sewer operations
- Work with DETS to secure all permits for the completion of the rehabilitation phase and return to service on the segment of the Upper Potomac Interceptor Sewer that is currently out of service, and located in Georgetown
- Continue replacement of Sewer Laterals using Trenchless Technologies
- Begin Redzone Robotics CCTV Inspection Program for 8-inch - 12-inch sewers
- Begin roll-out of Flowfinity application department wide

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Manage the FOG program to effectively reduce the adverse impact on the sewer system of odors, sewer backups, corrosion in pipes and excessive wear on pumps

**FY 2009 - FY 2018**





## Cluster: CUSTOMER CARE & OPERATIONS

### Department: CUSTOMER SERVICE

#### FUNCTIONS

BUDGET		Office of the Director	Credit and Collections	Customer Integration	Customer Care	Meter and Field Services
FY 2018 \$19,281,000		6 - Positions	11 - Positions	17 - Positions	46 - Positions	45 - Positions
POSITIONS		Manage customer care and operations cluster initiatives and operations	Manage receivables and collections process on delinquent accounts, including multi-family service termination, property lien filing, dunning process and receivership	Manage billing process and improvement of customer information and billing system.	Respond to customer calls, correspondence and internet/on-line requests	Maintain, install, test, repair and replace meters. Provide planning and project management for future systems implementations. Perform interior inspections, and termination of service for non-payment of bills
FY 2016						
Authorized	125	Manage Customer Service, Water Services, Sewer Services, and Distribution & Conveyance Systems Departments	Manage Customer Assistance Program (CAP)	Monitor and assist large accounts	Assist customers in Payment Office	Manage meter replacement/ automated meter reading project
Average Positions Filled	108					
Year-End Positions Filled	104					
FY 2017	FY 2018					
124	126					

**CUSTOMER SERVICE**

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

**BUDGET OVERVIEW:** The approved FY 2018 budget is higher than the approved FY 2017 budget by approximately \$0.6 million primarily due to personnel service cost adjustments.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	124	125	124	126
Average number of positions filled	112	108		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 11,292	\$ 11,588	\$ 12,206	\$ 12,700
Overtime	263	317	260	260
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	135	124	171	171
Utilities	1,105	1,170	1,239	1,258
Contractual Services, etc.	4,442	4,754	5,013	5,090
Small Equipment	35	40	50	63
Total Non-Personnel Services	5,717	6,089	6,472	6,582
<b>Total Operations &amp; Maintenance</b>	\$ 17,009	\$ 17,677	\$ 18,679	\$ 19,281
<b>Capital Equipment</b>	\$ 5,889	\$ 6,165	\$ 21,898	\$ 6,041
<b>Targeted Performance Measures</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Approved</b>
Calls answered within 40 seconds	86%	85%	85%	85%
Percentage of AMR Meters Read	90%	75%	80%	90%
Sustained Retail 90-day receivable balance (not including IAC)	\$6.4 Million	\$6.8 Million	\$7.0 Million	\$7 Million
Top 100 Accounts Billed as Scheduled	98%	98%	98%	98%

**CUSTOMER SERVICE**

**OVERVIEW**

FY 2017 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 of the new Customer Information System (CIS)
- Prepare for move to new Headquarters building

FY 2018 Major Recommended Activities and Changes

- Continue AMR installations
- Continue CIS implementation
- Implement System Availability Fee
- Perform Customer Service Satisfaction Survey

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Determination of in-house or hosted solution for CIS will affect the FY 2017 Capital and Operating budgets, differently
- Project and data management support for AMI meter replacement project would increase contractual labor costs



**this page intentionally left blank**





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

**FUNCTIONS**

**BUDGET**

**FY 2018**  
**\$48,490,000**

**POSITIONS**

**FY 2016**

<b>Authorized</b>	<b>89</b>
Average Positions Filled	75
Year-End Positions Filled	75
<b>FY 2017</b>	<b>FY 2018</b>
88	88

Pumping Operations	SCADA Process Control	Maintenance	Potomac Interceptor	Emergency Management
28 - Positions	15 - Positions	33 - Positions	5 - Positions	8 - Positions
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, preventive, and predictive maintenance	Operate and maintain Potomac Interceptor (PI) Sewer	Develop and administer the Emergency Management Program
Operate Sanitary and ensure Combined Sewer Facilities to maximize flow to Blue Plains	Perform Storm Water Pollution Prevention Plan inspections and reports	Maintain and troubleshoot mechanical process systems and equipment	Operate and maintain PI Flow Meters and odor control facilities and manholes	Direct emergency response and planning activities throughout the Authority
Inspect inflatable dams to 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 service in VA and Montgomery County, MD	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	Perform Vulnerability Assessments

**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 2018 budget is lower than the FY 2017 budget by approximately \$1.6 million primarily due to personnel service cost adjustments, coupled with cost reductions in various software matrix and contractual service line items. These reductions were offset in part by increase in water purchases and transfer of one (1) FTE from the Customer Service Department.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	88	89	88	88
Average number of positions filled	66	75		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 8,616	\$ 9,666	\$ 10,243	\$ 9,732
Overtime	860	759	750	541
<b>Non-Personnel Services:</b>				
Supplies	967	852	701	622
Chemicals	-	156	323	154
Utilities	4,282	4,609	4,450	4,168
Water Purchase	29,109	26,345	29,278	30,156
Contractual Services, etc.	2,458	3,527	4,854	3,608
Small Equipment	111	148	226	50
<b>Total Non-Personnel Services</b>	<b>36,927</b>	<b>35,638</b>	<b>39,832</b>	<b>38,758</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 45,543</b>	<b>\$ 45,304</b>	<b>\$ 50,075</b>	<b>\$ 48,490</b>
<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ 478</b>	<b>\$ 925</b>	<b>\$ 625</b>
	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
Targeted Performance Measures				
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 2017 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, preventive and corrective maintenance operations for mechanical, electrical and industrial equipment
- Direct emergency response and planning activities throughout the Authority
- Continue to implement a Critical Infrastructure Protection Plan (CIPP) and resource management plan
- Expand emergency preparedness training for employees
- Continue coordination of DC Water’s Emergency Management Programs with other internal and external agencies
- Perform Potomac Interceptor Odor Control Carbon replacement at Odor Control Facilities located in the District of Columbia and Montgomery County, Maryland
- Track and report Multi-Jurisdictional Use Facilities (MJUF) operations and maintenance costs

FY 2018 Major Recommended Activities and Changes

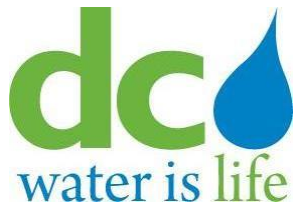
- Continue to implement plans for compliance inspections
- Expand safety program by ensuring compliance at all work areas throughout the District of Columbia
- Increase availability of data through Supervisory Control and Data Acquisition (SCADA) system to all water and sewer facilities
- Implement findings from Vulnerability and Risk Assessments
- Continue execution of the Office of Emergency Management training and exercise plan
- Update Emergency Management Plan and Continuity of Operations Plan (COOP)
- Enhance the performance of field response resources, including technology and communication updates of the Emergency Command Van and field communication units
- Complete the implementation and execution of the Authority-wide emergency communication strategy
- Continue to track and report Multi-Jurisdictional Use Facilities (MJUF) operations and maintenance costs

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- No major items identified



**this page intentionally left blank**



## Cluster: CHIEF ENGINEER

### Department: ENGINEERING and TECHNICAL SERVICES

#### FUNCTIONS

#### BUDGET

**FY 2018**  
\$26,728,000

#### POSITIONS

##### FY 2016

Authorized 166

Average Positions Filled 155

Year-End Positions Filled 156

FY 2017 FY 2018

166 166

Program Management	Design	Engineering & Asset Management	Planning	Water & Sewer Construction	Wastewater Engineering
5 - Positions	64 - Positions	22 - Positions	13 - Positions	54 - Positions	8 - Positions
Develop and maintain long-term facility planning process and generate bid documents for projects	Review, create and maintain standards to ensure technical adequacy	Develop and maintain contract specification, solicitations, awards and monitor DC Water budgets	Develops the 10-year CIP for all water and sewer system infrastructure improvements. Acquire permits needed for CIP programs	Administer contractors for new construction, major repairs and modifications to water and sewer systems	Perform design reviews and coordinate construction work with other departments
Provide data for production of the Capital Improvement Plan (CIP) and support for environmental policy issues affecting DC Water	Manage pipeline and facility CIP project designs outside Blue Plains and provide technical engineering expertise to support operating departments	Ensure contract documents comply with DC Water and Environmental Protection Agency Procurement Regulations	Coordinate with user jurisdictions for capital and operations and maintenance cost allocations of joint user facilities	Inspect construction of DC Water facilities by contractors and other District of Columbia agencies and private developers	Administer contracts for construction management, new construction, major repairs, modifications and start-up
Manage professional engineering firms retained for program management	Provide survey support for DC Water and maintain Enterprise Geographical Information System	Manage and track the CIP, EPA grants and engineering systems hardware and software	Continually inspect and assess the condition of buried assets and facilities		

**ENGINEERING AND 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 2018 budget is higher than the approved FY 2017 budget by \$1.6 million primarily due to personnel service cost adjustments, and contractual services for shared matrix cost items.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	166	166	166	166
Average number of positions filled	145	155		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 21,066	\$ 21,581	\$ 22,102	\$ 23,344
Overtime	1,109	740	1,063	1,024
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	126	122	176	196
Utilities	293	397	439	490
Contractual Services, etc.	1,555	1,876	2,327	2,592
Small Equipment	-	78	82	106
Total Non-Personnel Services	1,975	2,473	3,025	3,384
<b>Total Operations &amp; Maintenance</b>	\$ 23,040	\$ 24,054	\$ 25,126	\$ 26,728
<b>Capital Equipment</b>	\$ -	\$ -	\$ -	\$ -
<b>Targeted Performance Measures</b>				
	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 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 2017 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 Capital Improvement Program (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)
- Ensure EPA Fair Share Objectives are met or exceeded
- 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 and Safe Drinking Water Act
- Ensure all grant funding is obligated in accordance with grant requirements

FY 2018 Major Recommended Activities and Changes

- Continue departmental realignment/reorganization planning and implementation, including increased staffing in critical areas
- Continue to validate and prioritize Capital Improvement Program (CIP) projects using the enterprise Asset Management Framework

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Additional staffing to support implementation of the \$3.75 billion CIP for FY 2017 – FY 2026



**this page intentionally left blank**





**BUDGET**

**FY 2018  
\$2,995,000**

**POSITIONS**

**FY 2016**

<b>Authorized</b>	<b>15</b>
Average Positions Filled	14
Year-End Positions Filled	14
<b>FY 2017</b>	<b>FY 2018</b>
16	15

**Cluster: CHIEF ENGINEER  
Department: DC CLEAN RIVERS (CSO - LTCP)**

**FUNCTIONS**

<b>DCCR Planning and Design</b>	<b>DCCR Construction</b>	<b>DCCR Green Infrastructure (GI)</b>
<b>6 - Positions</b>	<b>5 - Positions</b>	<b>4 - Positions</b>
Manage and oversee the planning and design phase of the \$2.6 billion, 20 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 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 20-year DC Clean Rivers Project (aka Combined Sewer Overflow Long Term Control Plan) that includes federally enforceable consent decree driven milestones.

**BUDGET OVERVIEW:** The approved FY 2018 budget has no significant changes to the approved FY 2017 budget.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	16	15	16	15
Average number of positions filled	13	14		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 2,342	\$ 2,613	\$ 2,759	\$ 2,691
Overtime	9	0	5	-
<b>Non-Personnel Services:</b>				
Supplies	5	3	10	19
Utilities	77	106	97	41
Contractual Services, etc.	63	107	157	244
Small Equipment	-	6	-	-
<b>Total Non-Personnel Services</b>	<b>145</b>	<b>222</b>	<b>265</b>	<b>304</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 2,487</b>	<b>\$ 2,835</b>	<b>\$ 3,023</b>	<b>\$ 2,995</b>
<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Approved</b>
Meet all CSO LTCP consent decree milestones	100%	100%	100%	100%
Meet Mayor's Task Force commitments to Northeast Boundary neighborhoods	100%	100%	100%	100%

**CLEAN RIVERS (CSO LTCP)**

**OVERVIEW**

FY 2017 Major Planned Activities and Changes

- Continue design and implementation of DC Clean Rivers Project
- Continue construction of Anacostia River Tunnel System, Joint Base Anacostia-Bolling (JBAB) Overflow and Diversions Structures
- Continue design and procurement of the Northeast Boundary Tunnel
- Continue construction of Northeast Boundary Tunnel Utility Relocation
- Complete construction of the Main Pumping Station Diversions
- Complete Poplar Point Pumping Station Replacement and Main Outfall Sewers Diversion
- Continue the construction of CSO 02I Diversion Facilities
- Continue the Facility Planning for the Potomac River Tunnel
- Complete the development of an Environmental Impact Statement (EIS) for Potomac River
- Complete final design of the Green Infrastructure (GI) Challenge projects
- Complete GI Program Plan
- Complete required monitoring of the Low Impact Development Retrofit at DC Water Facilities
- Complete development of Request For Proposal (RFP) and begin procurement for Potomac River GI Project I, and Rock Creek GI Project I (including GI Challenge projects)
- Begin design for Piney Branch Diversion Structure Improvements
- Continue Memorandum Of Understanding (MOU) development and negotiations with District regarding GI implementation
- Continue DC Clean Rivers Engineering Assets inventory with the integration of DC Water’s operating facilities

FY 2018 Major Recommended Activities and Changes

- Complete construction of Anacostia River Tunnel, Joint Base Anacostia-Bolling (JBAB) Overflow and Diversions Structures
- Complete construction of Northeast Boundary Tunnel Utility relocation project
- Continue the construction of CSO 02I Diversion Facilities
- Commission and place the Phase I of Anacostia River Tunnel System Project in operation
- Begin and continue construction of Northeast Boundary Tunnel
- Continue DC Clean Rivers Engineering Assets inventory with the integration of DC Water’s operating facilities

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Green Infrastructure initiative will require an increase in operating expenditure due to increase of GI staff



**this page intentionally left blank**



**Cluster: CHIEF ENGINEER**

**Department: PERMIT OPERATIONS**

**BUDGET**

**FY 2018  
\$ 2,295,000**

**POSITIONS**

**FY 2016**

<b>Authorized</b>	<b>15</b>
Average Positions Filled	14
Year-End Positions Filled	13
<b>FY 2017</b>	<b>FY 2018</b>
15	15

**FUNCTIONS**

<b>15 - Positions</b>	
Review and approve permit applications	
Issue approvals to connect to the public water and sewer system document and store the proposed modifications	
Ensure development community compliance with DC Water design standards, criteria and specifications	
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 DOEE) in support of the District's permit procedures	
Update and/or create customer service records (Premises) and the GIS database	
Assess and collect fees for permit review, fixed fee services, and inspection services. Assess System Availability Fees and manage the fee collection process	

**PERMIT OPERATIONS**

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

**BUDGET OVERVIEW:** The approved FY 2018 budget is relatively flat compared to the FY 2017 budget

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	15	15	15	15
Average number of positions filled	14	14		
<b>Operating Expenses (\$000's)</b>				
Personnel Services including Overtime	\$ 1,699	\$ 1,653	\$ 1,741	\$ 1,791
Overtime	3	4	15	2
<b>Non-Personnel Services:</b>				
Supplies	5	7	26	31
Utilities	295	314	340	332
Contractual Services, etc.	76	75	138	130
Small Equipment	-	-	-	10
Total Non-Personnel Services	376	396	503	503
<b>Total Operations &amp; Maintenance</b>	<b>\$ 2,075</b>	<b>\$ 2,048</b>	<b>\$ 2,244</b>	<b>\$ 2,295</b>
<b>Capital Equipment</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Approved</b>
Process all permit applications in accordance with the service level agreement timeframe (85%)	85%	85%	85%	85%

**PERMIT OPERATIONS**

**OVERVIEW**

FY 2017 Major Planned Activities and Changes

- Full integration of project tracking and new water/sewer infrastructure Geographic Information System (GIS) shapefiles with Maximo
- Dynamic hyperlinks linking GIS shapefiles to Maximo, Livelink, etc., and/or vice versa with possible integration of Permit Operations GIS shapefiles with the Enterprise GIS system so that all DC Water employees with GIS access can see and use the Permit Operations project tracking and new water/sewer infrastructure data for general information

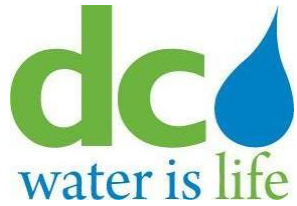
FY 2018 Major Recommended Activities and Changes

- Implementation of the System Availability Fee (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
- Begin preliminary incorporation of customer service functions of reimbursable inspections cost account maintenance and explore opportunities for the expansion of the department
- 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



**this page intentionally left blank**





**Cluster: INDEPENDENT OFFICES**

**Department: GENERAL MANAGER**

**BUDGET**

**FY 2018  
\$4,138,000**

**FUNCTIONS**

POSITIONS	
FY 2016	
Authorized	16
Average Positions Filled	15
Year-End Positions Filled	16
FY 2017	FY 2018
15	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 2018 budget is lower than the approved FY 2017 budget by approximately \$0.2 million primarily due to lower contractual services costs slightly offset by increase in personnel cost adjustments for additional headcount.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	15	16	15	16
Average number of positions filled	11	15		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 2,278	\$ 3,170	\$ 2,984	\$ 3,221
Overtime	12	11	8	9
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	15	12	13	13
Utilities	28	28	29	37
Contractual Services, etc.	888	634	1,347	868
Small Equipment	-	-	-	-
<b>Total Non-Personnel Services</b>	<b>931</b>	<b>674</b>	<b>1,389</b>	<b>917</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 3,209</b>	<b>\$ 3,844</b>	<b>\$ 4,373</b>	<b>\$ 4,138</b>
<b>Capital Equipment</b>	<b>\$ 57</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Approved</b>
Implement all policies and directives of the Board of Directors	100%	100%		

**GENERAL MANAGER**

**OVERVIEW**

FY 2017 Major Planned Activities and Changes

- Support Board of Directors’ review and update of the DC Water Strategic Plan (Blue Horizon 2020), and ensure continued implementation and oversight of DC Water Strategic Plan
- Pioneer development, implementation and marketing of innovations programs, products and initiatives generating revenue and optimizing operational performance
- Strengthen the ability of DC Water leaders to serve others, equipping them with the training, tools, and emotional intelligence necessary to realize their full potential through *Leading Blue* (the Authority’s Comprehensive Leadership Development Program)
- Energize DC Water’s work culture and enhance employee engagement to achieve vision of being a World-Class utility
- Administer oversight of DC Water operational and financial performance

FY 2018 Major Recommended Activities and Changes

- No major changes anticipated

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- No major items identified



**this page intentionally left blank**



**BUDGET**

**FY 2018  
\$599,000**

**POSITIONS**

**FY 2016**

Authorized	2
Average Positions Filled	2
Year-End Positions Filled	2
<b>FY 2017</b>	<b>FY 2018</b>
2	2

**Cluster: INDEPENDENT OFFICES**

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

**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 FY 2018 budget is relatively flat compared to the approved FY 2017 budget.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 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>	\$ 265	\$ 282	\$ 282	\$ 296
Overtime	12	13	5	8
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	19	20	18	18
Utilities	8	9	8	7
Contractual Services, etc.	149	216	316	278
Small Equipment	-	-	1	-
<b>Total Non-Personnel Services</b>	<b>176</b>	<b>244</b>	<b>343</b>	<b>303</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 441</b>	<b>\$ 526</b>	<b>\$ 625</b>	<b>\$ 599</b>
<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Approved</b>
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 2017 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 2018 Major Recommended Activities and Changes

- No major activities and/or changes expected in FY 2018

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- No direct impact envisioned at this time



**this page intentionally left blank**





**Cluster: INDEPENDENT OFFICES**

**Department: INTERNAL AUDIT (outsourced)**

**BUDGET**

**FY 2018  
\$ 907,000**

**POSITIONS**

**FY 2016**

Authorized	0
Average Positions Filled	0
Year-End Positions Filled	0
<b>FY 2017</b>	<b>FY 2018</b>
0	0

**FUNCTIONS**

Oversight	Insight	Foresight
Conduct periodic audits	Assess programs and policies	Identify trends and challenges before they become crises
Conduct audits requested by the Board of Directors and/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 2018 budget is relatively flat compared to the FY 2017 budget.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 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	7	8	8	6
Contractual Services, etc.	844	989	883	902
Small Equipment	-	-	-	-
Total Non-Personnel Services	850	997	890	907
<b>Total Operations &amp; Maintenance</b>	\$ 850	\$ 997	\$ 890	\$ 907
<b>Capital Equipment</b>	\$ -	\$ -	\$ -	\$ -
<b>Targeted Performance Measures</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Approved</b>
Internal Audit Work Planned	10	14	14	14

## INTERNAL AUDIT

### OVERVIEW

#### FY 2017 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 2018 Major Recommended Activities and Changes

- No major changes anticipated



**this page intentionally left blank**



**Cluster: INDEPENDENT OFFICES**

**Department: GENERAL COUNSEL**

**FUNCTIONS**

**BUDGET**

**FY 2018**  
**\$ 7,332,000**

**POSITIONS**

**FY 2016**

<b>Authorized</b>	<b>14</b>
Average Positions Filled	13
Year-End Positions Filled	14
<b>FY 2017</b>	<b>FY 2018</b>
15	14

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	Construction Claims
Environmental	Safe Drinking Water Act & Regulatory Compliance
Procurement	Employment Law Matters
Tort	Intra-Governmental & Inter Jurisdictional Agreements
Receivership	Municipal Law & Real Property Matters
Employment	Pretreatment Enforcement Support
Foreclosures	Procurement Protests, Claims & Internal Appeals

**GENERAL COUNSEL**

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

**BUDGET OVERVIEW:** The approved FY 2018 budget is higher than the approved FY 2017 budget by approximately \$1.5 million primarily due to higher anticipated legal costs.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	15	14	15	14
Average number of positions filled	12	13		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 1,534	\$ 1,853	\$ 2,017	\$ 2,066
Overtime	0	0	2	2
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	5	7	8	9
Utilities	19	21	20	21
Contractual Services, etc.	5,456	7,123	3,779	5,236
Small Equipment				
<b>Total Non-Personnel Services</b>	<b>5,480</b>	<b>7,150</b>	<b>3,806</b>	<b>5,266</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 7,014</b>	<b>\$ 9,003</b>	<b>\$ 5,823</b>	<b>\$ 7,332</b>
<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>				
	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
Hours of employee time spent on direct work 1,700	1,700	1,700	1,700	1,700

**GENERAL COUNSEL**

**OVERVIEW**

FY 2017 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
- Support Innovation initiatives
- Support Litigation

FY 2018 Major Recommended Activities and Changes

- Provide legal support to major construction projects
- Continue to provide support for Green Infrastructure activities
- Implement Strategic Compliance Plan
- Support environmental permits – National Pollutant Discharge Elimination System (NPDES), Total Maximum Daily Load (TMDL), Municipal Separate Storm Sewer System (MS4), Potomac Interceptor, and construction and operating permits under Clean Air Act
- Defend Litigation

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Provide legal support in environmental issues affecting DC Water CIP Projects and ongoing operations
- Provide legal support to business initiatives such as Bloom, Blue Drop, Advancing Research and Technology (ART)
- Provide legal support for the ongoing Long Term Control Plan, Green Infrastructure, and TMDL litigation activities



**this page intentionally left blank**





**Cluster: INDEPENDENT OFFICES**

**Department: EXTERNAL AFFAIRS**

**FUNCTIONS**

**BUDGET**

**FY 2018**  
**\$2,531,000**

**POSITIONS**

**FY 2016**

Authorized	14
Average Positions Filled	12
Year-End Positions Filled	12
<b>FY 2017</b>	<b>FY 2018</b>
13	14

Production and Operations	Communications and Government Relations	Public Outreach
5 - 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 2018 budget is higher than the approved FY 2017 budget by \$0.3 million primarily due to higher projected personnel services cost for the additional headcount, a Plant Tour Guide for visitors of Blue Plains and other facilities.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	13	14	13	14
Average number of positions filled	13	12		
<b>Operating Expenses: (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 1,668	\$ 1,653	\$ 1,750	\$ 1,936
Overtime	1	0	27	27
<b>Non-Personnel Services:</b>				
Chemical and Supplies	10	50	10	10
Utilities	24	22	33	26
Contractual Services, etc.	457	421	471	551
Small Equipment	4	-	7	7
<b>Total Non-Personnel Services</b>	<b>495</b>	<b>493</b>	<b>522</b>	<b>594</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 2,164</b>	<b>\$ 2,146</b>	<b>\$ 2,272</b>	<b>\$ 2,531</b>
<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>				
	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 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 2017 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
- Ongoing 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 to inform all stakeholders about the benefits of the program
- Enhance DC Water’s social media strategies
- Ongoing rebranding efforts
- Continuing to expand and enhance our relationships with local media, community bloggers and trade press
- Develop and design new website to include information gathering, design, development, testing and maintenance

FY 2018 Major Recommended Activities and Changes

- No major changes anticipated

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- No direct impact



**this page intentionally left blank**



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

**FUNCTIONS**

**BUDGET**

**FY 2018**  
**\$7,986,000**

**POSITIONS**

**FY 2016**

Authorized	25
Average Positions Filled	23
Year-End Positions Filled	21
<b>FY 2017</b>	<b>FY 2018</b>
25	25

Talent	Operations	Labor Relations	Director's Office
8 - Positions	12 - Positions	3 - Positions	2 - 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 2018 budget is higher than the approved FY 2017 by approximately \$0.2 million primarily due to personnel service cost adjustments for the departmental reorganization and slightly offset by lower contractual services.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
--	----------------	----------------	------------------	------------------

**Positions: (FTE's)**

Number of authorized positions	25	25	25	25
Average number of positions filled	25	23		

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

<b>Personnel Services including Overtime</b>	\$ 3,549	\$ 3,584	\$ 3,731	\$ 4,020
Overtime	6	3,584	5	4

**Non-personnel Services:**

Supplies	33	52	34	34
Utilities	36	44	48	43
Contractual Services, etc.	3,274	4,101	4,008	3,889
Small Equipment	3	-	2	-
<b>Total Non-Personnel Services</b>	<b>3,346</b>	<b>4,196</b>	<b>4,092</b>	<b>3,965</b>

<b>Total Operations &amp; Maintenance</b>	<b>\$ 6,895</b>	<b>\$ 7,780</b>	<b>\$ 7,823</b>	<b>\$ 7,986</b>
---	-----------------	-----------------	-----------------	-----------------

<b>Capital Equipment</b>	<b>\$ 129</b>	<b>\$ -</b>	<b>\$ -</b>	
--------------------------	---------------	-------------	-------------	--

Targeted Performance Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
120 days from job posting to hire	120	120	120	120
10 days to initiate disciplinary action	7	7	7	7
14 days new hire benefit set-up	14	14	14	14
22.5 Average number training hours per FTE	22.5	22.5	22.5	22.5
Comparison DC Water Employees Compensation (100%) vs Market 50th-%tile	100%	100%	100%	100%

**HUMAN CAPITAL MANAGEMENT**

**OVERVIEW**

FY 2017 Major Planned Activities and Changes

- Continue negotiation of the Compensation Agreement for all five Unions and DC Water
- Continue departmental reorganization to focus on HCM operations, talent, strategy and change management
- Launch new talent acquisition and onboarding program focused on enhancing quality of hire and employee engagement
- Design and administer Employee Engagement Survey
- Develop and administer improved Employee Recognition and Rewards program
- Implement HCM Maturity Model and program initiatives designed to improve service delivery and business unit maturity
- Implement “Advancing Blue” Performance Management System for Union employees
- Design and implement HCM Dashboard of key performance indicators for HCM programs and services
- Designate, train and certify a cohort group of Authority leaders in Prosci change management
- Conduct leadership development program training to include new employees, first time managers, mid-level and executive level managers
- Develop and administer trainings on collective bargaining agreements, administering discipline, performance management and compliance programs
- Implement Ceridian DayForce Enterprise application as the core HR, Payroll, Benefits, Self Service, and Applicant Tracking Enterprise System

FY 2018 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
- Implement the new Compensation Agreement for DC Water union employees
- Implement the Compensation Collective Bargaining Agreement training for management staff
- Ongoing performance management systems training for DC Water union employees
- Conduct an Employee Engagement Survey as part of 2020 Blue Horizon (Strategic Plan Initiative)
- Conduct assessments for DC Water Succession Planning program as part of 2020 Blue Horizon (Strategic Plan Initiative)
- Implement the Rewards and Recognition program for union employees

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Asset Management Training in FY 2017 & FY 2018

## FY 2017 AND FY 2018 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 2016 ACCOMPLISHMENTS

In FY 2016, we took a consultative approach to focus on the needs of our clients to help determine the best solution. The routine training offerings and training calendar that was distributed was discontinued and resulted in savings of \$200,000.

We conducted Authority-wide training on **Advancing Blue**, our new performance management program and process and implemented a full library of over 125 online courses in Cornerstone.

Leaders in the Department of Engineering and Technical Services, Information Technology, and Customer Care and Operations received leadership training by Dale Carnegie. DETS also completed 360 degree



assessments, participated in a feedback workshop and created development plans for areas of improvement.

The Authority continued to leverage its relationships with local colleges, vendors, and certification/licensing boards to run training programs such as the Journeyman Electrical Prep Course, Distribution & Collection Prep Course for Certification, Microsoft Suite Certifications and Commercial Driver's License (CDL). A shared FTE position, CDL & Safe Driver Program Specialist, located within Human Capital Management Department, continues to provide all CDL training.

Utilizing both internal and external training resources, classes such as Forklift, Backhoe, CPR/First Aid, Confined Space, Emergency Evacuation, Flagger, Overhead Crane, and Personal Protective Measures for Biological Events, Excavation & Trenching and Safety Trained Supervisor were also conducted.

The DC Water Summer Internship Program was enhanced this year. For the first time, pre-screening and interviews were conducted which led to the highest number of quality candidates to date. 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 Lucky Strikes bowling alley and participated in Lunch & Learns facilitated by the learning & development specialists on topics such as *Networking* and *Responsible Social Media Use*. Summer

2016 saw a 9% conversion rate of summer interns to year-round interns and an emerging business need led to the creation of a Research Associate program in order to retain millennial talent that no longer qualifies for internship positions upon graduating from college or graduate school.

In FY 2016, 47 employees participated in the Education Assistance Reimbursement benefit program. DC Water provided \$121,429.51 to assist employees continue their education programs.

### FY 2017 and FY 2018 Training Budgets

The approved FY 2018 training budget totals \$1.8 million, which is relatively flat compared to the approved FY 2017 budget.

The Talent branch of Human Capital Management (HCM) department will continue to focus on the need to develop our workforce beyond the initial job qualifications. Considerable attention will be given to Performance Management, (which was previously under the Compensation branch), Succession Planning, and Employee Engagement. Additionally, we will see the launch of **Leading Blue**, our leadership development program that will ensure each member of our management team possesses the skills necessary to function effectively in a culture premised on coaching to achieve results. **Leading Blue**, when implemented will expand the capacity of our leaders equipping them with the tools to direct employees, grow the capabilities of others, and achieve results aligned with strategic plans and operational priorities.

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



**this page intentionally left blank**



**Cluster: INDEPENDENT OFFICES**  
**Department: INFORMATION TECHNOLOGY**

**FUNCTIONS**

**BUDGET**  
**FY 2018**  
**\$11,315,000**

POSITIONS	
FY 2016	
Authorized	28
Average Positions Filled	26
Year-End Positions Filled	25
FY 2017	FY 2018
28	28

Infrastructure & Operation	Enterprise Solutions	Project Management Office	Office of the CIO & Other
14 - Positions	8 - Positions	2 - Positions	4 - 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 Authority
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 2018 budget is higher than the approved FY 2017 budget by \$0.3 million primarily due to higher projected contractual services for major software maintenance and support.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	24	28	28	28
Average number of positions filled	22	26		
<b>Operating Expenses (\$000's)</b>				
	\$ 3,369	\$ 4,035	\$ 4,041	\$ 4,166
Overtime	12	10	27	15
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	35	13	64	59
Utilities	116	158	161	179
Contractual Services, etc.	6,658	6,750	6,654	6,817
Small Equipment	81	36	124	94
Total Non-Personnel Services	6,889	6,957	7,003	7,149
<b>Total Operations &amp; Maintenance</b>	\$ 10,258	\$ 10,991	\$ 11,044	\$ 11,315
<b>Capital Equipment</b>	\$ 2,790	\$ 4,991	\$ 10,460	\$ 8,560
<b>Targeted Performance Measures</b>				
	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
98% Network uptime round the clock	99%	99%	99%	99%
96% of all high priority tickets completed within 4 hours	98%	98%	98%	98%
60% Tickets closed by Tier I support	60%	65%	70%	70%
50% of Projects Completed on-time	50%	60%	60%	60%
98% Network uptime during peak hours	98%	98%	98%	98%

**INFORMATION TECHNOLOGY**

**OVERVIEW**

FY 2017 Major Planned Activities and Changes

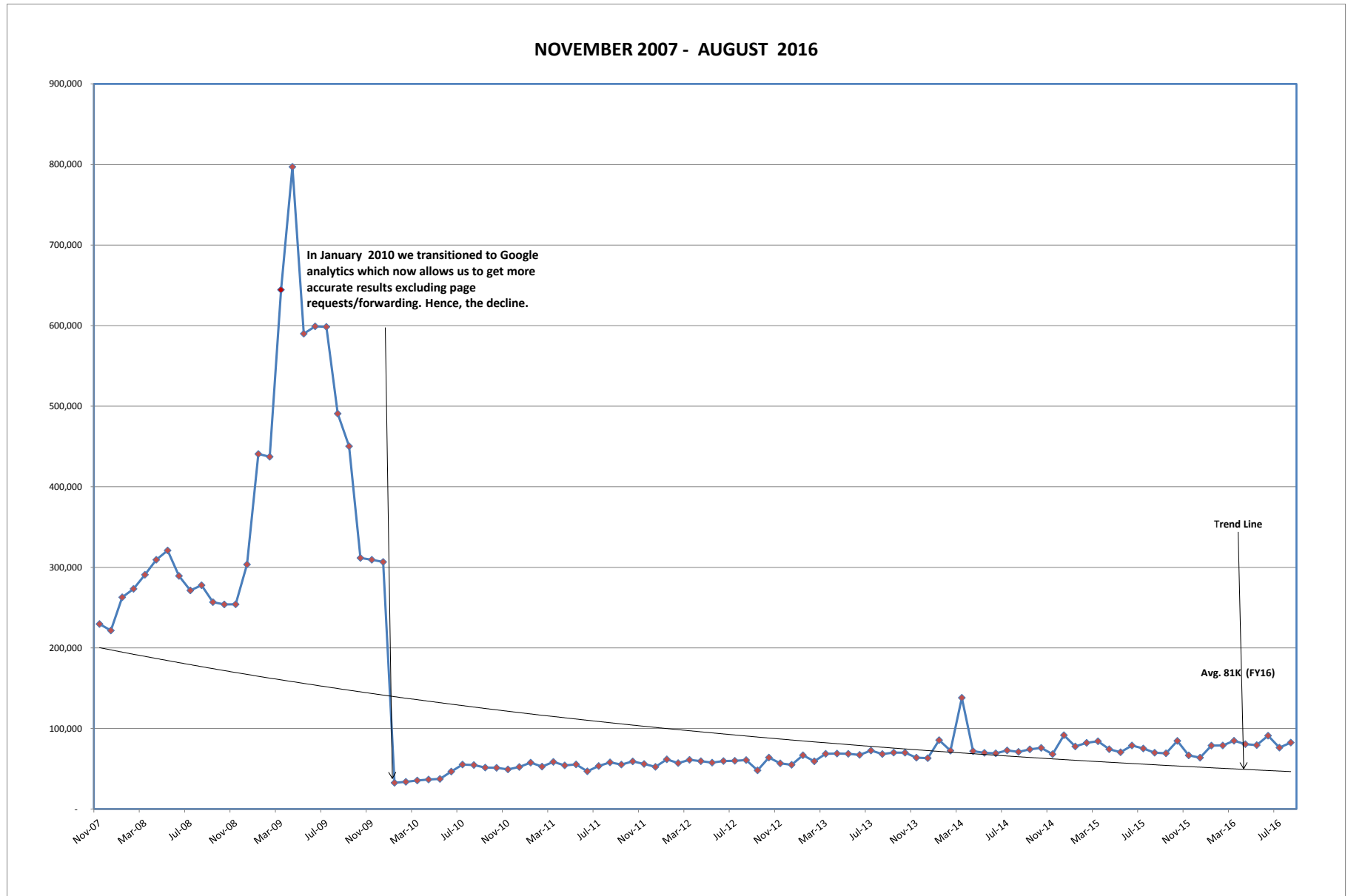
- Implement of the replacement for Enterprise Customer Information System (eCIS)
- Continue to ensure IT infrastructure reliability and upgrades consistent with Authority Technology Life-cycle for network infrastructure, telephone system, personal computers, laptops, cell phones, and tablet devices
- Complete upgrade of Automated Meter Reading/Advanced Metering Infrastructure (AMR/AMI) system as part of the meter replacement project
- Implement e-Procurement system
- Begin implementation of the Safety Risk System and the Financial System Replacement
- Complete upgrade of the current Primavera P6 and Contract Manager I3 (CM I3)
- Implement Mobility programs for Blue Plains and Linear assets
- Complete implementation of the DC Water Works Compliance System, the Permanent Employee Program (PEP) to promote hiring of DC residents
- Begin implementation of the technologies necessary to support the As-Built processes
- Complete implementation of Field Follow On Work, an application for the engineering inspectors, to investigate asset discrepancies reported by the field crew

FY 2018 Major Recommended Activities and Changes

- Continue Implementation of Financial System Replacement
- Finish implementation of Safety Risk System
- Finish implementation of the eCIS system
- Implement Phase 2 of Automated Vehicle Locator
- Select and deploy Integration Infrastructure Extract, Transform and Load tool which will tie different databases together seamlessly
- Complete Maximo Scheduler rollout
- 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

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Implementation of Systems Applications and Products (SAP) Business objects will require additional maintenance costs (licenses) in the operating budget starting in FY 2017
- Contract labor and FTEs to support new Customer Information System (CIS), Automated Meter Reading (AMR) and Interactive Voice Recognition (IVR) solutions once they are in place





## Cluster: INDEPENDENT OFFICES

### Department: PROCUREMENT

#### FUNCTIONS

**BUDGET**

**FY 2018  
\$ 5,672,000**

**POSITIONS**

**FY 2016**

<b>Authorized</b>	<b>36</b>
Average Positions Filled	29
Year-End Positions Filled	31
<b>FY 2017</b>	<b>FY 2018</b>
34	36

Category Management	Purchasing Administration	Contract Compliance	Materials Management
15 – Positions	3 - 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 2018 budget is higher than the approved FY 2017 budget by approximately \$1.2 million primarily due to personnel services cost adjustments including staffing of the DC WaterWorks program in line with Board Strategic Initiative

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	37	36	34	36
Average number of positions filled	24	29		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 3,031	\$ 3,697	\$ 3,403	\$ 4,631
Overtime	23	31	30	30
<b>Non-Personnel Services:</b>				
Supplies	43	30	41	34
Utilities	49	62	66	57
Contractual Services, etc.	355	818	935	945
Small Equipment		-	5	5
<b>Total Non-Personnel Services</b>	<b>448</b>	<b>910</b>	<b>1,047</b>	<b>1,041</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 3,479</b>	<b>\$ 4,608</b>	<b>\$ 4,450</b>	<b>\$ 5,672</b>
<b>Capital Equipment</b>	<b>\$ 969</b>	<b>\$ 11</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Targeted Performance Measures</b>				
	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 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 2017 Major Planned Activities and Changes

- Implement eSourcing tool (Sourcing/Contract Management/Supplier Portal/Supplier Scorecard/Spend Analytic) to implement and automate procurement process and achieve paperless strategy
- Continue stabilization/enhancement of materials management system and process
- Complete realignment of Procurement department with category management and strategic sourcing teams
- Increase 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
- Complete the design of the DC WaterWorks program (a local hire initiative), and implement the program DC Water-wide
- Launch Supplier Relationship Management (SRM)

FY 2018 Major Recommended 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)

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Annual software subscription fee after implementation of the eSourcing tool



**this page intentionally left blank**



**Cluster: CHIEF FINANCIAL OFFICER**  
**Department: FINANCE, ACCOUNTING & BUDGET**

**FUNCTIONS**

**BUDGET**

**FY 2018**  
**\$15,299,000**

**POSITIONS**

**FY 2016**

<b>Authorized</b>	<b>49</b>
Average Positions Filled	47
Year-End Positions Filled	48
<b>FY 2017</b>	<b>FY 2018</b>
48	49

Finance	Accounting	Financial Systems & Control	Budget	Rates and Revenue
11 - Positions	20 - Positions	3 - Positions	12 - Positions	3 - Positions
Manage and oversee Treasury, Debt and Risk management functions of the organization	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	Manage the budget and billing activities of the organization, including grants and county billing operations	Short and long-range financial planning, revenue forecasting, and monitoring and rate setting processes
Debt and investment portfolios, operations of cashiering and banking services	Establish accounting and reporting policies, maintain financial records and effective internal control structure	Management of Financial System, including upgrades and enhancements	Prepare and monitor operating and capital budgets	Manage cost of service studies for water & sewer, fire protection fee, and Potomac Interceptor customers
Administer all insurance and risk management activities, manage all general liability and tort claims for DC Water's Operations	Payroll operations, Vendor payment operation and Asset management finance and accountability	Financial System user support/access control/user training and Business Intelligence and Reporting	Board Committees' reporting process and Financial relationship with the Washington Aqueduct	Monitors accounts receivable and delinquencies greater than 90 days and Prepare independent budget and rate review for public hearing

# Departmental Summary

## 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 2018 budget increased by approximately \$0.9 million over the approved FY 2017 budget due to personnel service cost adjustments, coupled with projected increase in contractual services costs for financial systems support and insurance premiums.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	49	49	48	49
Average number of positions filled	44	47		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 6,270	\$ 6,756	\$ 6,573	\$ 7,038
Overtime	39	27	30	40
<b>Non-Personnel Services:</b>				
Chemical and Supplies	28	28	53	40
Utilities	197	184	207	171
Contractual Services, etc.	5,475	6,173	7,554	8,045
Small Equipment	-	0	4	4
Total Non-Personnel Services	5,700	6,385	7,818	8,261
<b>Total Operations &amp; Maintenance</b>	\$ 11,970	\$ 13,141	\$ 14,391	\$ 15,299
<b>Capital Equipment</b>	\$ 121	\$ 434	\$ 11,506	\$ 7,800
<b>Targeted Performance Measures</b>				
Manage DC Water's financial operations to ensure revenue projections and O&M expenditures are within budget	Revenue - 99%	99%	Revenue - 99%	99%
Comply with the Board's investment policy and strategy	Expenditures - 93%		Expenditures - 95%	95%
Benchmarks: Short-Term Funds - ML 3 months US T-Bill Index and Core Funds - ML 1 - 3 year	100%	100%	100%	100%
Manage DC Water's financial operations to ensure 140% senior debt service coverage	70 basis points	65 basis points	57 basis points	78 basis points
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	30 points	113 basis points	135 basis points	189 basis points
Issue Comprehensive Annual Financial Report (CAFR)	470%	536%	430%	406%
Pay 97% of all undisputed invoices within 30 days	125.5 million	125.5 million	125.5 million	125.5 million
	February	February	February	February
	97%	97%	97%	97%

**FINANCE, ACCOUNT & BUDGET****OVERVIEW**FY 2017 Major Planned Activities and Changes**Finance:**

- Analyze and evaluate operating reserve level
- 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 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
- Monitoring of consumption trends and regional economic indicators
- Coordinate as needed with operating departments to implement new Customer Information System (CIS)
- Conduct study on operating reserve requirement
- Conduct study on renewal and replacement reserve
- Evaluate feasibility of including Clean Rivers Impervious Area Charge (CRIAC) in Customer Assistance Program (CAP)

**Financial Systems & Controls:**

- Preparation for Enterprise Resource Planning (ERP) system enhancement/replacement or major upgrade of current system
- Implement a paperless accounts payable process

**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
- 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

**FINANCE, ACCOUNTING & BUDGET (CONT')**

**Budget and Billing:**

- 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 continual improvements to the budget planning process
- Federal Appropriations/Grants /Wholesale Customer Billing Audit
  - Continued 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

FY 2018 Major Recommended Activities and Changes

- Continue improvements to the budget development and reporting processes
- Explore alternative revenue generating activities
- New bond issuance
- Continue with FY 2017 major activities
- Implementation of System Availability Fee (SAF)

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- There is \$350,000 in the FY 2017 budget for Ceridian (Dayforce HCM/Payroll) implementation. This involves migration to a new system platform that would result in operating efficiencies and additional cost in the amount of \$3,100 annually for maintenance of new time clocks at the new Headquarters Building



**Cluster: SUPPORT SERVICES**

**Department: ASSISTANT GENERAL MANAGER**

**BUDGET**

**FY 2018  
513,000**

**FUNCTIONS**

POSITIONS	
FY 2016	
Authorized	3
Average Positions Filled	3
Year-End Positions Filled	3
FY 2017	FY 2018
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 2018 budget is relatively flat compared to the FY 2017 budget.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
--	-------------------	-------------------	---------------------	---------------------

**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>	\$ 387	\$ 462	\$ 497	\$ 490
Overtime	2	1	1	-

**Non-Personnel Services:**

Supplies	-	-	1	1
Utilities	4	7	4	4
Contractual Services, etc.	2	3	11	18
Small Equipment	-	-	-	-
<b>Total Non-Personnel Services</b>	<b>6</b>	<b>11</b>	<b>16</b>	<b>23</b>

<b>Total Operations &amp; Maintenance</b>	<b>\$ 393</b>	<b>\$ 473</b>	<b>\$ 513</b>	<b>\$ 513</b>
---	---------------	---------------	---------------	---------------

<b>Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
--------------------------	-------------	-------------	-------------	-------------

Targeted Performance Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
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	4		
Procurement*	4	4		
Occupational Safety & Health	4	4	4	4

\* Effective FY 2017, these functions are aligned under the Independent Offices cluster group



**ASSISTANT GENERAL MANAGER - SUPPORT SERVICES**

**OVERVIEW**

FY 2017 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

FY 2018 Major Recommended Activities and Changes

- Continue implementing strategies to move support services departments to next maturity level
- Continue process improvements in Facilities Management

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- No major items identified



**this page intentionally left blank**



**Cluster: SUPPORT SERVICES**

**Department: FACILITIES MANAGEMENT**

**FUNCTIONS**

**BUDGET**

**FY 2018  
\$8,695,000**

**POSITIONS**

**FY 2016**

<b>Authorized</b>	<b>59</b>
Average Positions Filled	55
Year-End Positions Filled	55
<b>FY 2017</b>	<b>FY 2018</b>
59	57

Office Services	Operations	Mechanical Services
11 - Positions	37 - Positions	9 - 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:** Support the operations 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 2018 budget increase of approximately \$0.2 million is primarily due to increase in contractual services costs. The decrease in the authorized headcount reflects the transfer of two locksmith positions to the Security department

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	60	59	59	57
Average number of positions filled	56	55		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 5,496	\$ 5,632	\$ 5,710	\$ 5,619
Overtime	259	315	250	238
<b>Non-Personnel Services:</b>				
Supplies	416	554	548	548
Utilities	108	74	104	217
Contractual Services, etc.	1,655	1,706	2,078	2,242
Small Equipment	37	47	50	69
<b>Total Non-Personnel Services</b>	<b>2,216</b>	<b>2,381</b>	<b>2,780</b>	<b>3,076</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 7,712</b>	<b>\$ 8,013</b>	<b>\$ 8,490</b>	<b>\$ 8,695</b>
<b>Capital Equipment</b>	<b>\$ 1,529</b>	<b>\$ 2,057</b>	<b>\$ 1,690</b>	<b>\$ 1,690</b>
<b>Targeted Performance Measures</b>				
	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
Annual work orders closed	1,312	7,450	7,000	7,500

**FACILITIES MANAGEMENT**

**OVERVIEW**

FY 2017 Major Planned Activities and Changes

- Continue Building Information Management Preventative Maintenance Program
- Continue to implement enhanced Facilities Work Order system and process via the Facility Construction Coordination Center (FCCC)
- Continue to implement the Building Automation Program
- Enhance the current Energy Management efforts throughout DC Water
- Implement Fixed Asset Management and Inventory process
- Continue Central Operations Facility (COF) Cafeteria renovations and scheduled upgrades
- Parking lot and roadway repairs and maintenance
- Maintain the grounds, landscape, signage and general interior and exterior site aesthetics for the new buildings coming online
- Participate in the Facilities Maturity model and Program Assessment to improve service delivery and business unit maturity

FY 2018 Major Recommended Activities and Changes

- Complete COF Cafeteria renovations upgrades
- Continue the implementation of the agency-wide Safety Inspections Program
- Implementation of updated department Standard Operating Procedures (SOP) regarding administrative functions
- Continue to maintain the grounds, landscape, signage and general interior and exterior site aesthetics for the new Headquarter building
- Establish metrics for each Standard Operating Procedures (SOP) yielded from the Maturity model and Program Assessment to move department to the next maturity levels

Impact of Capital Projects on FY 2017 and FY 2018 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



**this page intentionally left blank**



**Cluster: SUPPORT SERVICES**

**Department: SECURITY**

**BUDGET**

**FY 2018  
\$ 7,536,000**

**FUNCTIONS**

POSITIONS	
FY 2016	
Authorized	7
Average Positions Filled	7
Year-End Positions Filled	7
FY 2017	FY 2018
7	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 provide 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 2018 budget increase of approximately \$0.7 million over the FY 2017 budget is mainly due to the transfer of 2 FTEs from Facilities Management department and projected increases in the security guard contract, and utilities costs.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	7	7	7	9
Average number of positions filled	6	7		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 748	\$ 850	\$ 846	\$ 1,050
Overtime	-	-	-	-
<b>Non-Personnel Services:</b>				
Supplies	25	20	19	53
Utilities	-	15	24	266
Contractual Services, etc.	4,443	5,638	5,954	6,118
Small Equipment	3	22	35	50
<b>Total Non-Personnel Services</b>	<b>4,471</b>	<b>5,695</b>	<b>6,032</b>	<b>6,486</b>
<b>Total Operations &amp; Maintenance</b>	<b>\$ 5,219</b>	<b>\$ 6,545</b>	<b>\$ 6,878</b>	<b>\$ 7,536</b>
<b>Capital Equipment</b>	<b>\$ 64</b>	<b>\$ 101</b>	<b>\$ 849</b>	<b>\$ 563</b>
<b>Targeted Performance Measures</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Approved</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%	8.30%	5.00%
Turnover rate of Guard Force Officers = NTE 25% per month	<25%	<25%	<25%	<10%
Camera Operational Uptime: Target = 95%	95%	95%	95%	97%
Smart Card Readers Operational Uptime: Target = 95%	95%	95%	95%	97%



## SECURITY

### OVERVIEW

#### FY 2017 Major Planned Activities and Changes

- Fully initiate Phase II of the Hardening project at Blue Plains
- Fully incorporate Radio Frequency Identification (RFID) portal technology at high value targets throughout DC Water
- Conduct executive threat level assessments
- Complete integration of separate backbone for Security Systems
- Develop Request for Proposal (RFP) for updated Vulnerability Assessment
- Re-design and coordinate Blue Plains Main Entrance modifications
- Continue integrations upgrades of operations camera system on Blue Plains
- Commence implementation of dedicated Security network (virtual network)

#### FY 2018 Major Recommended Activities and Changes

- Partially initiate Phase III of Hardening Project at Blue Plains
- Complete 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)

#### Impact of Capital Projects on FY 2017 and FY 2018 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 and Fleet Facility anticipated by FY 2018 is expected to increase security operations costs



**this page intentionally left blank**



## Cluster: SUPPORT SERVICES

### Department: OCCUPATIONAL SAFETY AND HEALTH

#### FUNCTIONS

**BUDGET**

**FY 2018**  
**\$1,871,000**

#### POSITIONS

##### FY 2016

Authorized	9
Average Positions Filled	9
Year-End Positions Filled	9
<b>FY 2017</b>	<b>FY 2018</b>
9	9

Operations Safety	Construction Safety	Data and Analysis
6 - Positions	2 - 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		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 2018 budget is higher than the approved FY 2017 operating budget by \$0.2 million primarily due to increased contractual services costs for higher safety software license fees and new OSHA requirement for medical monitoring program

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
--	----------------	----------------	------------------	------------------

**Positions: (FTE's)**

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

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

<b>Personnel Services including Overtime</b>	\$ 1,201	\$ 1,204	\$ 1,245	\$ 1,370
Overtime	1	1	2	1

**Non-Personnel Services:**

Supplies	14	36	16	28
Utilities	34	49	36	32
Contractual Services, etc.	184	262	374	514
Small Equipment	5	5	-	5
<b>Total Non-Personnel Services</b>	<b>236</b>	<b>352</b>	<b>426</b>	<b>580</b>

<b>Total Operations &amp; Maintenance</b>	<b>\$ 1,437</b>	<b>\$ 1,556</b>	<b>\$ 1,671</b>	<b>\$ 1,950</b>
---	-----------------	-----------------	-----------------	-----------------

<b>Capital Equipment</b>	<b>\$ 97</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
--------------------------	--------------	-------------	-------------	-------------

Targeted Performance Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
Reportable accidents per hours worked (Reduce 10%) Target = 5.9	6.8	6.5	6.4	6.3
Lost time due to non-fatal accidents. Target = 1.7	4.4	5	2.5	2.5
No. of time work stopped due to unplanned unsafe conditions. Target = 0	4.0	0.0	0.0	0.0
No. of formally raised safety related employee concerns (reduce 20%)	8	8	7	6
No. of Workplace Violence Incidents	0	0	0	0
% of investigations closed out in 45 days.	80%	100%	100%	100%
Organizational Non-Conformance				
No. of Vehicle Accidents (Prev). Target = 15	15	15	15	15

**OCCUPATIONAL SAFETY AND HEALTH**

**OVERVIEW**

FY 2017 Major Planned Activities and Changes

- 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 for DC Water Contractors
- Begin preliminary implementation of new OSHA requirement for medical monitoring program
- Continue the Automated External Defibrillator (AED) Program, including maintenance, installation of new units, monitoring, and registration with DC government
- Assess organization compliance with new OSHA and NFPA standards

FY 2018 Major Recommended Activities and Changes

- Implement a Damage Utility Prevention Program
- Continue to implement Environmental Health and Safety Management System (Strategic Goal #6)
- 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



**this page intentionally left blank**



**Cluster: SUPPORT SERVICES**

**Department: FLEET MANAGEMENT**

**FUNCTIONS**

**BUDGET**

**FY 2018  
\$5,321,000**

**POSITIONS**

**FY 2016**

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

Maintenance	Administrative	Acquisition
2 - Positions	4 - Positions	1 - Position
Preventive and repair maintenance	Fleet Rightsizing – process improvements, contract monitoring and budget management	Acquisition/Disposal of vehicles/equipment
Management of vehicles, equipment, parts and DC Water loaner pool program	Performance Measurements - percent of uptime/availability, and Commercial Driver's License (CDL) Safe Drivers Program	Integration and retrofitting of vehicles
Manage fleet maintenance contractor and vendors	Manage and support the Fleet Wave System, and 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 2018 budget is relatively flat compared to the approved FY 2017 budget with cost adjustments for personal services and software maintenance items.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Approved
<b>Positions: (FTE's)</b>				
Number of authorized positions	7	7	7	7
Average number of positions filled	6	7		
<b>Operating Expenses (\$000's)</b>				
<b>Personnel Services including Overtime</b>	\$ 794	\$ 853	\$ 838	\$ 871
Overtime	5	3	4	3
<b>Non-Personnel Services:</b>				
Chemicals and Supplies	4	11	16	18
Utilities	718	642	757	743
Contractual Services, etc.	3,256	3,809	3,760	3,625
Small Equipment	42	48	85	65
Total Non-Personnel Services	4,019	4,511	4,617	4,450
<b>Total Operations &amp; Maintenance</b>	\$ 4,813	\$ 5,364	\$ 5,456	\$ 5,321
<b>Capital Equipment</b>	\$ 2,070	\$ 3,444	\$ 2,834	\$ 2,833
<b>Targeted Performance Measures</b>				
	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 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 2017 Major Planned Activities and Changes

- Begin preliminary planning for assessment to relocation and transition to the new Fleet facility
- Continue implementation and upgrade of Field Services Mobile Support Technology Programs meshing and smart infrastructure
- Continue systems integration and upgrades to Fleet Management Information System (WAVE) Geotab, Rajant Mesh 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" Program as well as reduce the carbon footprint and the re-issuance of underutilized units
- Continue purchasing fuel efficient vehicles – Clean Idle, Certified Clean Diesel, electric vehicles, where possible to reduce carbon footprint
- Continue increased usage of Environmentally Friendly, Soy and Bio-based Products, where applicable
- Incorporate multiple centralized Rideshare sites for departmental usage
- Provide effective and efficient customer service in fleet maintenance to critical programs and operations across the enterprise and continue customization of Build to Technical Specification of vehicles and equipment

FY 2018 Major Recommended Activities and Changes

- Continue to follow the timeframe of relocation and transition to the new Fleet Facility
- 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
- A reassessment of the Priority Equipment and major change outs according to Departmental Programs
- Begin to transition Fleet services to an in-house operation
- Reassess vendor contracts for major equipment repair
- Continue utilization of grants and enterprise collaborations for the purchase of Alternative Fueled Vehicles (AFV's), Hybrid Plug-in Electric
- Continue the "Right Sizing" Program as well as reduce the carbon footprint and the re-issuance of underutilized units
- Continue purchasing fuel efficient vehicles – Clean Idle, Certified Clean Diesel, electric vehicles, where possible to reduce carbon
- Continue increased usage of Environmentally Friendly, Soy and Bio-based Products, where applicable

Impact of Capital Projects on FY 2017 and FY 2018 Operating Expenditures

- Relocation and transition to new Fleet Facility
- Ability to improve serviceability of the units and reduce cost with requirement for increased training, operations and the implementation of a climate controlled environment
- Ability to perform certain tasks will be greatly reduced and potential increase in vehicle downtimes

