



Approved FY 2020 Budgets

Section VII: DEPARTMENTAL SUMMARIES



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

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

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

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

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

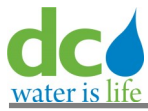
DC Water continues to make organizational changes and improvement to enhance efficiencies, improve processes and efficiently utilize all assets with the goal of better serving the public and protecting the environment. To this end in FY 2018, DC Water's Executive Team implemented series of structural changes aimed at leveraging organizational strengths to produce maximum results, promote high performing team culture across all business units, and provide best employee experience.

DC Water’s new organizational chart can be found on page VII-13 and reflects structural changes for the following departments and cluster groups:

- Administrative Services – Support Services cluster is now Administrative Services. It includes Security, Occupational Safety and Health, Office of Emergency Management, Fleet, and Facilities departments.
- Finance and Procurement – This cluster is comprised of Finance, and Procurement & Compliance departments. All goods, services and engineering procurement administration are consolidated under the Procurement and Compliance department.
- People and Talent – Human Capital Management is now the Human Resources department and includes Labor Relations under this cluster.
- Performance – Newly created business unit within the CEO’s office, focuses on continuous improvement of performance throughout the Authority.
- Customer Experience – This cluster includes Customer Care (previously Customer Service), Information Technology, and Office of Marketing and Communications (previously External Affairs) departments.
- Operations and Engineering – All operational and engineering functions are consolidated into a single cluster. This includes Department of Engineering & Technical Services (DETS), Wastewater Engineering, Clean Rivers, and Permit Operations under engineering. The operations departments include Sewer Operations, Water Operations (includes Water Quality and Technology), Pumping Operations, Wastewater Operations, Process Engineering, Maintenance Services, and Infrastructure Management.
- Legal Affairs – General Counsel is now Legal Affairs.

Executive Team

CEO & General Manager	Executive Vice- President Administrative Services	Executive Vice- President Finance/ Procurement	Executive Vice- President People/ Talent	Executive Vice- President Performance	Executive Vice- President Customer Experience	Executive Vice- President Legal Affairs	Executive Vice- President Operations/ Engineering
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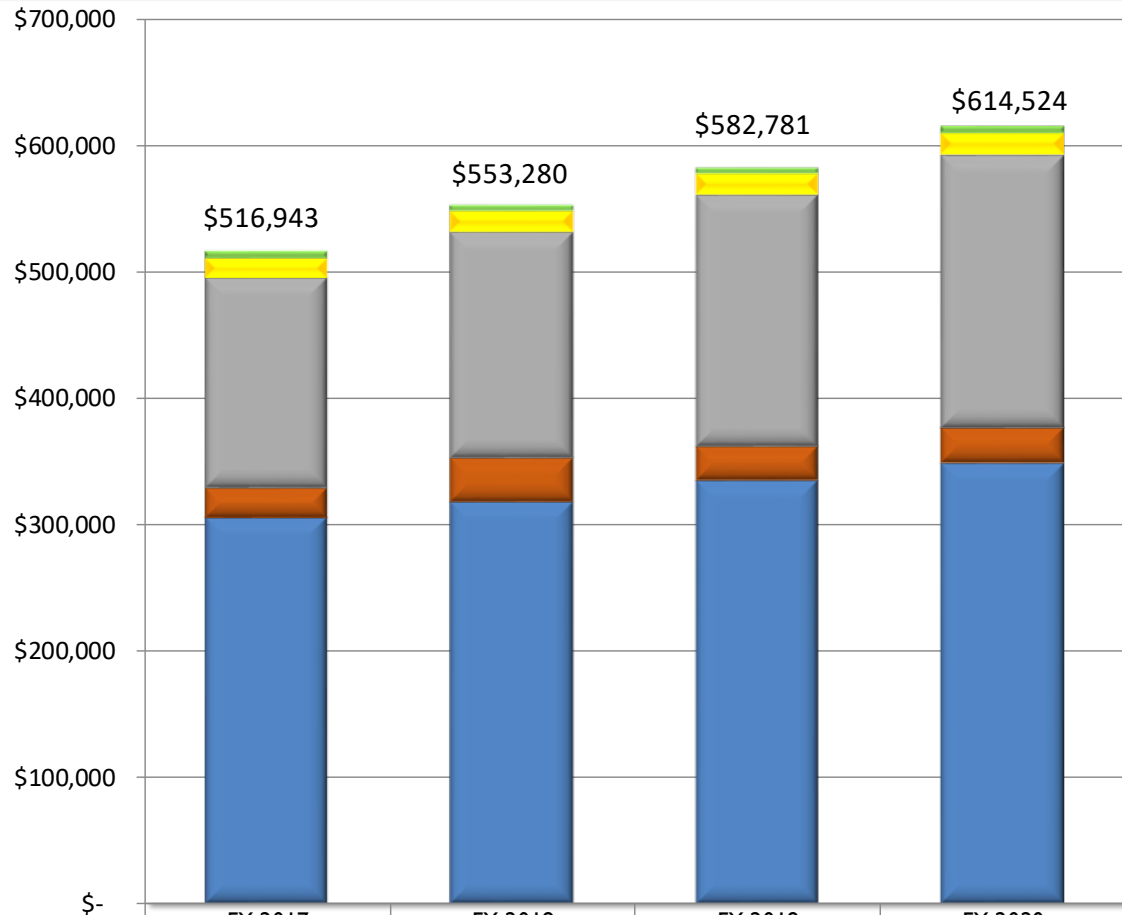


Operating Expenditures Budgets

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

\$ in thousands

FY 2017 - FY 2020

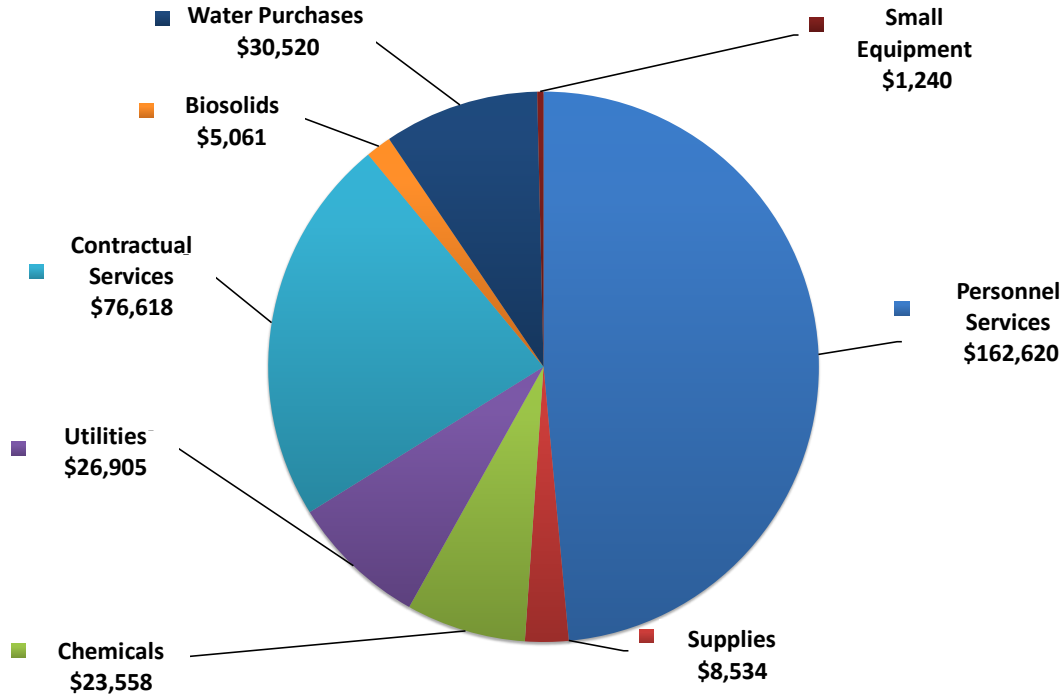


	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
ROW	\$5,100	\$5,100	\$5,100	\$5,100
PILOT	\$15,957	\$16,276	\$16,602	\$16,934
Debt Service	\$165,836	\$178,399	\$199,025	\$215,340
Cash Financed Capital Improvements	\$24,199	\$35,260	\$26,999	\$28,556
Operations & Maintenance	\$305,851	\$318,246	\$335,055	\$348,594

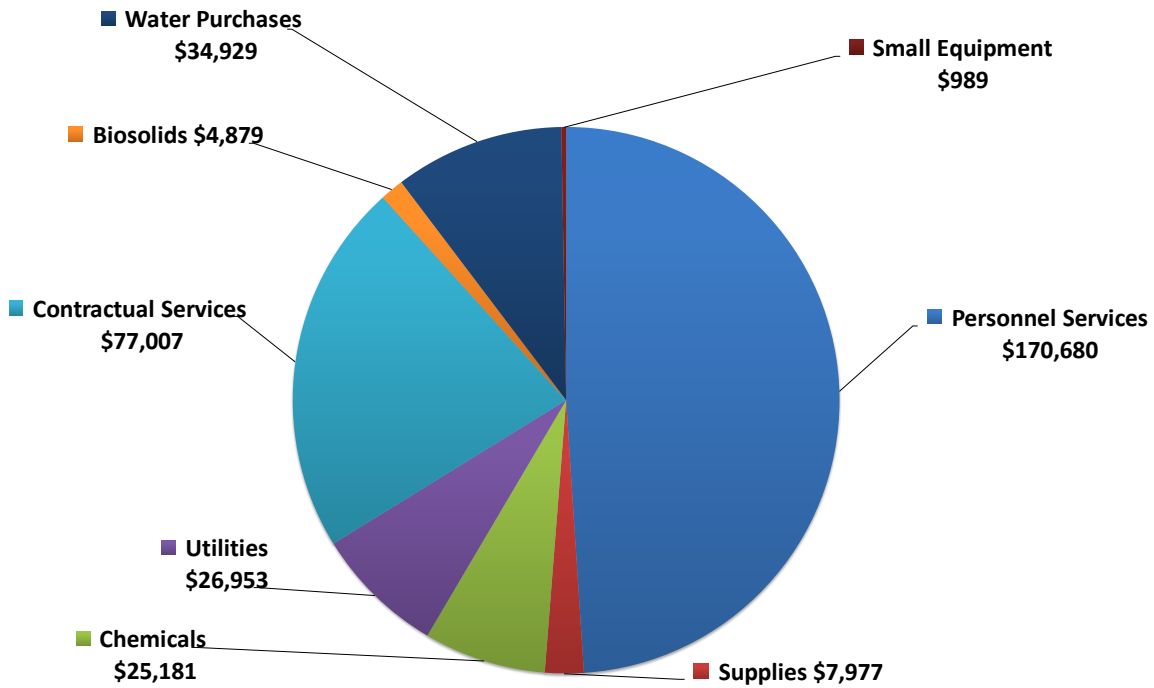
The above chart shows steady growth in operations and maintenance (O&M) costs to maintain appropriate service levels. The overall operating budget is constrained by the increasing debt service costs required to support DC Water's Capital Improvement Program.

\$ in thousands

FY 2019 Approved \$335,055



FY 2020 Approved \$348,594





Operating Expenditures by Object

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

\$ in thousands

Object	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED	FY 2020 APPROVED
Personnel Services	\$ 149,293	\$ 157,635	\$ 162,620	\$ 170,680
Contractual Services	72,951	74,914	81,679	81,886
Water Purchases	26,796	28,357	30,520	34,929
Chemicals and Supplies	31,373	30,482	32,082	33,158
Utilities	24,260	26,158	26,915	26,953
Small Equipment	1,178	700	1,240	989
Subtotal Operations & Maintenance Expenditures	305,851	318,246	335,055	348,595
Debt Service	165,836	178,399	199,025	215,340
Cash Financed Capital Improvements	24,199	35,260	26,999	28,556
Payment in Lieu of Taxes	15,957	16,276	16,602	16,934
Right of Way Fees	5,100	5,100	5,100	5,100
Total Operating Expenditures	\$ 516,943	\$ 553,280	\$ 582,781	\$ 614,524
Personnel Services charged to Capital Projects	(17,231)	(15,527)	(18,259)	(22,748)
Total Net Operating Expenditures	\$ 499,712	\$ 537,753	\$ 564,522	\$ 591,776

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



Operating Expenditures by Department and Cluster

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

\$ in thousands

Departments & Clusters	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED	FY 2020 APPROVED
OPERATIONS & ENGINEERING	\$ 214,285	\$ 218,109	\$ 229,981	\$ 238,803
Maintenance Services	18,719	17,807	19,567	19,653
Wastewater Treatment-Operations	73,066	72,716	75,115	77,105
Wastewater Treatment-Process Engineering	7,008	6,944	7,187	7,064
Water Quality and Technology	-	2,929	3,419	-
Water Operations	24,703	23,927	25,079	65,124
Sewer Operations	13,513	14,074	14,342	15,829
Pumping Operations/DDCS	46,585	48,798	51,611	18,616
DC Clean Rivers	2,704	2,274	3,046	2,761
Engineering & Technical Services	25,756	23,995	24,791	24,962
Wastewater Engineering		1,964	3,064	3,995
Permit Operations	2,233	2,680	2,760	3,693
FINANCE & PROCUREMENT	18,424	20,642	22,026	26,714
Finance	13,296	15,076	16,341	20,906
Procurement & Compliance	5,128	5,566	5,685	5,808
CUSTOMER EXPERIENCE	31,686	34,863	34,350	34,763
Customer Care	19,195	21,217	20,340	21,236
Marketing and Communication	2,137	2,457	2,470	2,614
Information Technology	10,354	11,189	11,541	10,913
INDEPENDENT OFFICES	5,190	5,900	5,840	5,824
Board Secretary	559	599	599	613
Office of the Chief Executive Officer	4,053	4,405	4,301	4,326
Internal Audit (outsourced)	579	896	940	885
PEOPLE AND TALENT	7,107	8,609	8,281	10,028
Human Resources	7,107	8,609	8,281	10,028
LEGAL AFFAIRS	6,905	6,359	8,557	6,222
Legal Affairs	6,905	6,359	8,557	6,222
ADMINISTRATIVE SERVICES	22,254	23,763	26,020	26,241
Administration Office	506	706	578	586
Office of Emergency Management	-	-	-	1,408
Fleet Management	5,184	6,241	5,773	6,129
Occupational Safety & Health	1,878	1,944	2,247	2,181
Facilities Management	7,830	7,680	9,615	8,930
Security	6,855	7,191	7,807	7,007
Subtotal O & M Expenditures	305,851	318,246	335,055	348,594
Debt Service	165,836	178,399	199,025	215,340
Cash Financed Capital Improvements	24,199	35,260	26,999	28,556
Payment in Lieu of Taxes	15,957	16,276	16,602	16,934
Right of Way Fees	5,100	5,100	5,100	5,100
Total Operating Expenditures	\$ 516,943	\$ 553,280	\$ 582,781	\$ 614,524
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FY 2019 Approved Budget by Department by Category



summary

overview

financial plan

rates&rev

capital

financing

departmental

glossary

(\$ in thousands)

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



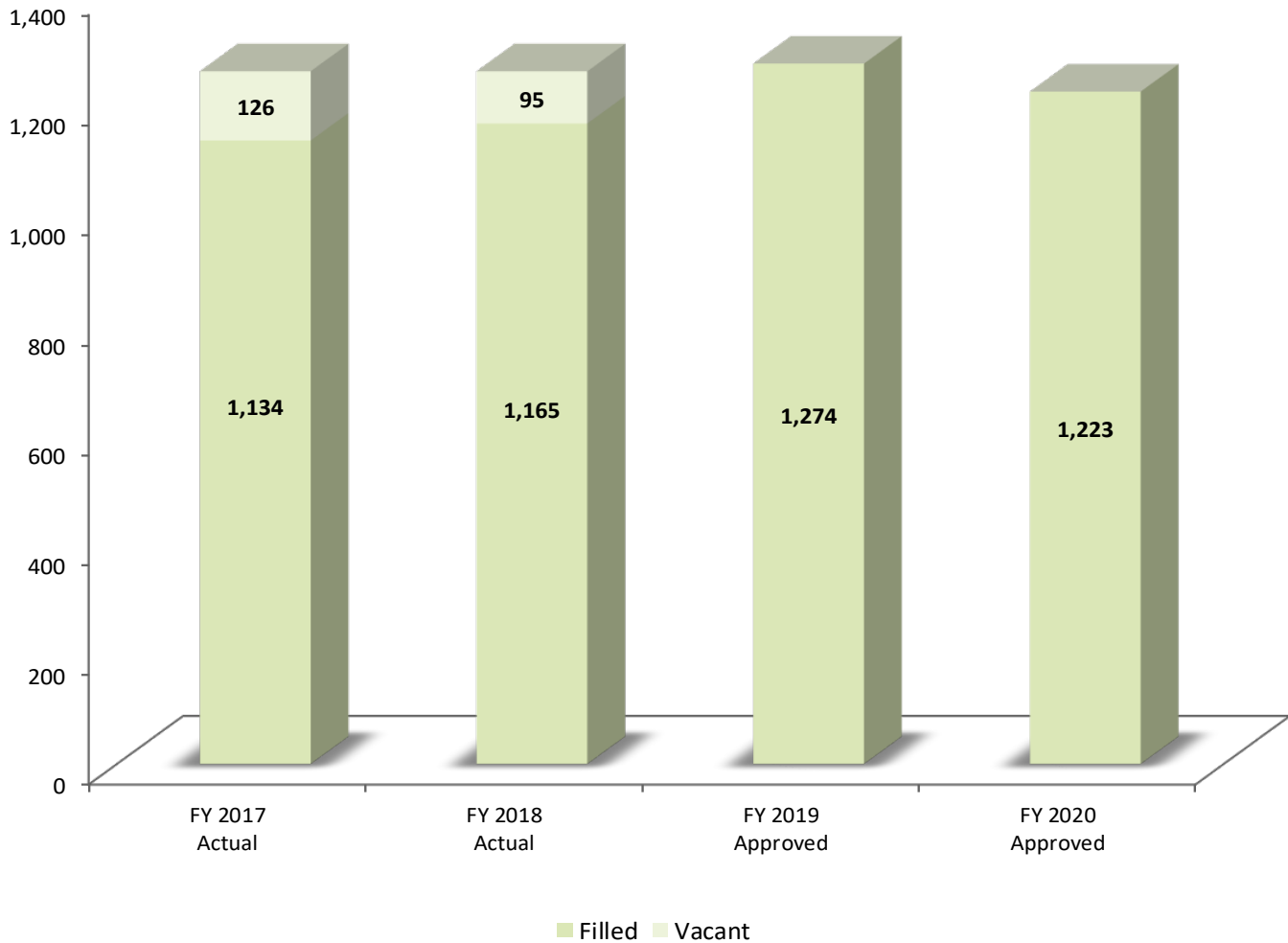
FY 2020 Approved Budget by Department by Category

summary overview financial plan capital rates&rev water purchases equipment total non-personnel services total operating

(\$ in thousands)

Auth Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Operating
O	127	\$ 11,725	\$ 3,527	\$ 1,845	\$ 17,096	\$ 25,036	\$ 18,528	\$ 10,620	\$ 4,879	\$ -	\$ 94	\$ 60,009	\$ 77,105
Wastewater Treatment - Operations													
Wastewater Treatment - Process Engineering	33	3,633	1,142	50	4,825	-	57	1,668	-	-	18	2,239	7,064
Maintenance Services	102	9,167	2,813	610	12,590	-	157	3,181	-	-	275	7,063	19,653
Water Operations	199	17,290	6,219	1,815	25,324	30	6,219	3,307	-	34,929	32	39,801	65,124
Sewer Operations	99	8,181	2,921	1,318	12,420	15	637	2,191	-	-	32	3,408	15,829
Customer Care	122	10,791	3,758	302	14,851	88	315	5,918	-	-	65	6,385	21,236
Pumping Operations/DDCS	78	7,342	2,298	750	10,389	100	3,960	3,438	-	-	91	8,226	18,616
Engineering and Technical Services	135	15,790	4,706	938	21,433	-	517	2,792	-	-	75	3,529	24,962
WasteWater Engineering	18	2,479	735	25	3,239	-	739	-	-	-	2	756	3,995
D.C. Clean Rivers	11	1,834	525	-	2,359	-	126	249	-	-	-	402	2,761
Permit Operations	20	2,102	769	50	2,920	-	377	355	-	-	-	773	3,693
Subtotal Operations	944	90,332	29,413	7,703	127,448	25,181	25,175	34,457	4,879	34,929	684	132,591	260,039
Office of the Chief Executive Officer	15	2,541	738	3	3,283	-	29	1,001	-	-	-	1,043	4,326
Office of the Secretary	2	261	49	9	320	-	4	271	-	-	1	293	613
Internal Audit (outsourced)	-	-	-	-	-	-	7	878	-	-	-	885	885
Legal Affairs	15	2,050	557	3	2,610	-	24	3,582	-	-	-	3,612	6,222
Marketing and Communications	13	1,499	443	1	1,943	-	27	617	-	-	12	671	2,614
Human Resources	29	3,880	1,046	5	4,930	-	24	5,039	-	-	-	5,098	10,028
Information Technology	28	3,498	995	10	4,502	-	152	6,153	-	-	94	6,411	10,913
Procurement and Compliance	35	3,759	1,121	30	4,910	-	32	832	-	-	3	898	5,808
Finance	52	6,969	2,261	40	9,270	-	44	11,636	-	-	4	11,636	20,906
Administration Office	3	439	109	1	549	-	4	32	-	-	-	37	586
Office of Emergency Management	6	745	238	-	982	-	13	375	-	-	30	425	1,408
Facilities Management	52	4,200	1,384	275	5,859	-	250	2,327	-	-	66	3,071	8,930
Security	8	875	258	-	1,133	-	297	5,468	-	-	50	5,874	7,007
Occupational Safety and Health	11	1,333	388	1	1,721	-	31	406	-	-	-	460	2,181
Fleet Management	10	913	305	3	1,220	-	840	4,006	-	-	45	4,909	6,129
Subtotal Administration	279	32,961	9,891	381	43,232	-	1,778	42,550	-	-	305	45,323	88,555
Subtotal O & M Expenditures	1,223	123,293	39,303	8,084	170,680	25,181	26,953	77,007	4,879	34,929	989	177,914	348,594
Debt Service													
Cash Financed Capital Improvements													
Payment in Lieu of Taxes													
Right of Way													
Total OPERATING EXPENDITURES													
Personnel Services charged to Capital Projects													
TOTAL NET OPERATING EXPENDITURES													

FY 2017 - FY 2020



Prior to FY 2017, DC Water had high historical vacancy rate up to 14%. Subsequently, management committed to a strategic goal of reducing vacancies to achieve a lower vacancy rate. Through FY 2019, the approach undertaken included a closer look and assessment of staffing requirements needed to maintain service levels, coupled with increased hiring efforts in areas of need throughout the Authority.

These strategic initiatives are reflected in the FY 2020 budget, which includes the deactivation of 63 aged and hard to fill vacant positions to lower costs, and addition of 12 new positions for a net reduction of 51. The new positions are for in-house support of various operational requirements for water quality compliance, automotive parts, permits, and other strategic programs. The FY 2020 authorized headcount reflects management’s commitment to achieve lower single-digit vacancy rate in the future.

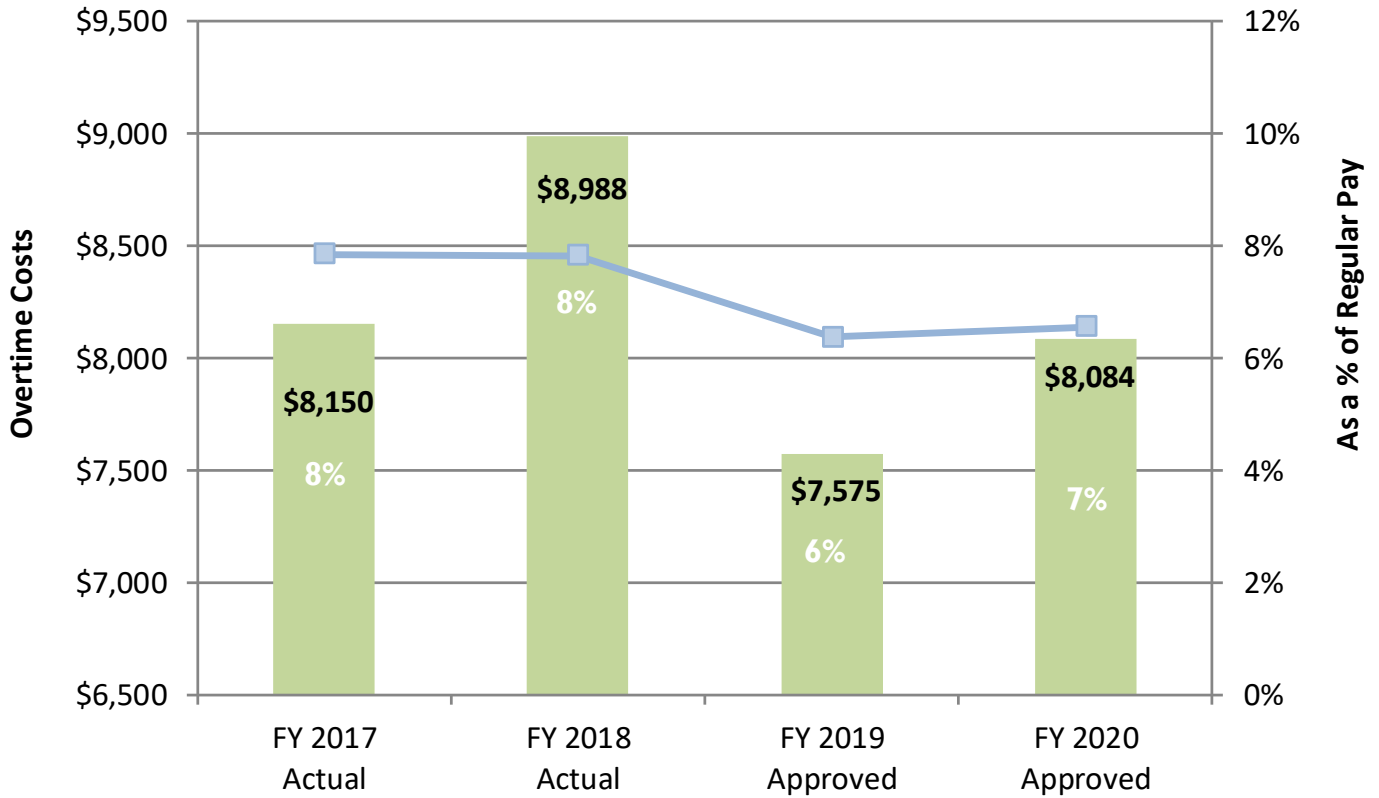


Authorized Positions

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

		FY 2017		FY 2018		FY 2019	FY 2020
		Authorized	Year -End Filled	Authorized	Year -End Filled	Authorized	Authorized
O	Wastewater Treatment - Operations	122	111	122	122	127	127
p	Wastewater Treatment - Process Engineering	39	30	39	35	39	33
e	Maintenance Services	115	91	115	95	110	102
r	Water Operations	195	191	190	172	182	199
a	Sewer Operations	110	91	115	94	104	99
t	Customer Care	125	114	126	115	126	122
i	Pumping Operations/DDCS	89	77	88	84	90	78
o	Water Quality & Technology				24	22	
n	Engineering and Technical Services	166	147	166	127	150	135
s	Wastewater Engineering				16	15	18
	D.C. Clean Rivers	15	13	15	9	15	11
	Permit Operations	15	13	15	19	15	20
Subtotal		991	878	991	912	995	944
A	Office of the Chief Executive Officer	16	15	16	12	16	15
d	Office of the Secretary	2	2	2	2	2	2
m	Internal Audit (outsourced)	-	-	-	-	-	-
i	Legal Affairs	14	14	14	14	16	15
n	Marketing and Communications	14	12	14	13	13	13
i	Human Resources	25	26	25	27	28	29
s	Information Technology	28	27	28	28	28	28
t	Procurement and Compliance	36	35	36	34	36	35
r	Finance	49	48	49	49	53	52
a	Administration Office	3	3	3	1	3	3
t	Office of Emergency Management						6
i	Facilities Management	59	50	57	48	56	52
o	Security	7	8	9	8	9	8
n	Occupational Safety and Health	9	10	9	10	11	11
	Fleet Management	7	6	7	7	8	10
Subtotal		269	256	269	253	279	279
Total Positions		1,260	1,134	1,260	1,165	1,274	1,223

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



The Authority’s overtime target is 6 percent of regular pay. Overtime costs in FY 2018 increased due to support for the Automated Meter Reading (AMR) replacement project; work performed in response to emergencies during the winter (including de-icing of roads and snow removal), SWIRL activities (which tend to happen during late evening into the night), and water/sewer maintenance due to aging infrastructure.

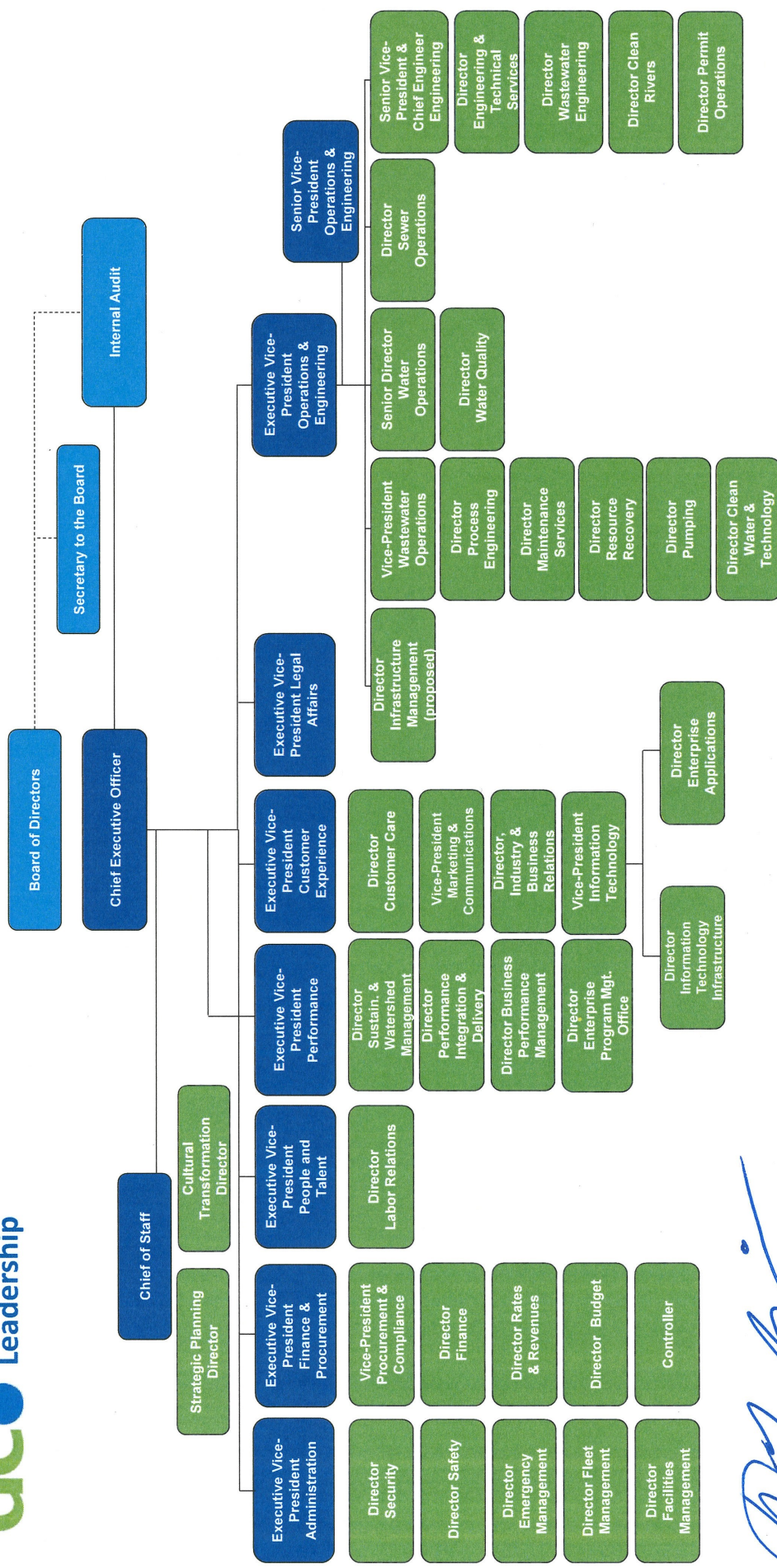


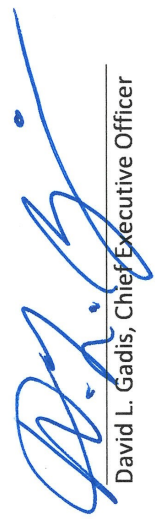
Overtime by Department

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

Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
Wastewater Treatment - Operations	\$ 1,859	\$ 1,746	\$ 1,831	\$ 1,845
Wastewater Treatment - Process Engineering	25	21	45	50
Maintenance Services	764	634	545	610
Water Operations	1,664	1,985	1,522	1,815
Sewer Operations	1,172	1,737	1,068	1,318
Customer Care	615	627	311	302
Pumping Operations/DDCS	862	972	800	750
Water Quality & Technology		-	30	-
Engineering and Technical Services	802	908	864	938
Wastewater Engineering		21	36	25
DC Clean Rivers	0	8	-	-
Permit Operations	11	29	99	50
Office of the Chief Executive Officer	11	4	9	3
Office of the Secretary	13	11	9	9
Internal Audit (outsourced)	-	-	-	-
Legal Affairs	0	3	3	3
Marketing and Communications	1	1	5	1
Information Technology	14	8	15	10
Finance	25	33	40	40
Administration Office	0	-	1	1
Human Resources	5	3	6	5
Facilities Management	276	201	300	275
Security	1	0	-	-
Procurement and Compliance	26	32	30	30
Occupational Safety and Health	0	1	1	1
Fleet Management	3	2	4	3
Total	\$ 8,150	\$ 8,988	\$ 7,575	\$ 8,084

Organization Chart



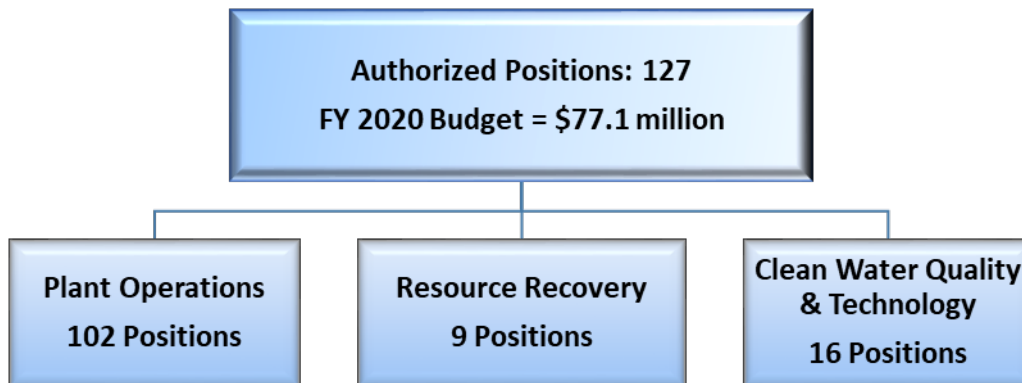

 David L. Gadis, Chief Executive Officer

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Wastewater Treatment Operations

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

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



FUNCTIONS

Plant Operations	Resource Recovery	Clean Water Quality & Technology
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 the Combined Heat and Power (CHP) facility	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
Implement Asset Management goals and administer effective use of Maximo	Identify, prioritize, study, and implement energy generation and optimization options	

Department: Wastewater Treatment Operations

BUDGET

The \$2.0 million increase in FY 2020 over the FY 2019 budget is mainly for personnel service cost adjustments, price escalation of major chemicals, including increased usage for treatment in the Tunnel Dewatering Pump Station (TDPS)

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	125	130	127	127	0	
Headcount: Filled	118	122				
Total Personnel Services	\$15,818	\$16,456	\$15,909	\$17,096	\$1,187	7%
Supplies	915	730	1,147	853	-294	-2%
Chemicals	22,828	23,001	23,449	25,036	1,587	7%
Utilities & Rent	16,374	16,077	18,006	18,528	522	3%
Contractual Services	10,727	10,137	11,410	10,619	-791	-7%
Biosolids	6249	6251	5,061	4,879	-182	-4%
Small Equipment	296	63	134	94	-40	-30%
Total Non-Personnel Services	57,388	56,260	59,206	60,009	803	1%
Department Total	\$73,206	\$72,716	\$75,115	\$77,105	\$1,990	3%
Capital Equipment	\$100	\$31	\$100	\$100	0	0%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Achieve NACWA Award Status	Platinum	Platinum	Platinum	Platinum
Compliance with disposal of biosolids regulations (100%)	100 % compliance	100 % compliance	100 % compliance	100 % compliance
Inspection and Sampling of Pretreatment Permittees (100%)	100 % compliance	100 % compliance	100 % compliance	100 % compliance
Obtain 90% acceptable results on discharge monitoring report quality assurance samples	90 % compliance	100 % compliance	Greater than 90 % compliance	Greater than 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.

Department: Wastewater Treatment Operations

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue optimizing the new Wet Weather Treatment Facility (WWTF) and Filtrate Treatment Facility (FTF) that was placed into operations in March 2018
- Implement workforce development to enhance skill and create a learning environment for staff
- Continue to support implementation of other CIP projects in progress, including Long Term Control Plan (LTCP), Raw Wastewater Pump Station 2 (RWWPS2), Gravity Thickener, and Primary Scum Screening Degrating Building (PSSDB) upgrades
- Continue implementation of Safety and Operator Cross Training
- 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 (Bloom), in the service area, for restoration projects, tree plant, and Low Impact Development (LID) projects
- Continue biosolids product assurance to maintain low number of offsite odor complaints
- Implement the 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
- Continue monitoring of revenue and costs associated with high strength waste program and evaluate new sources as appropriate

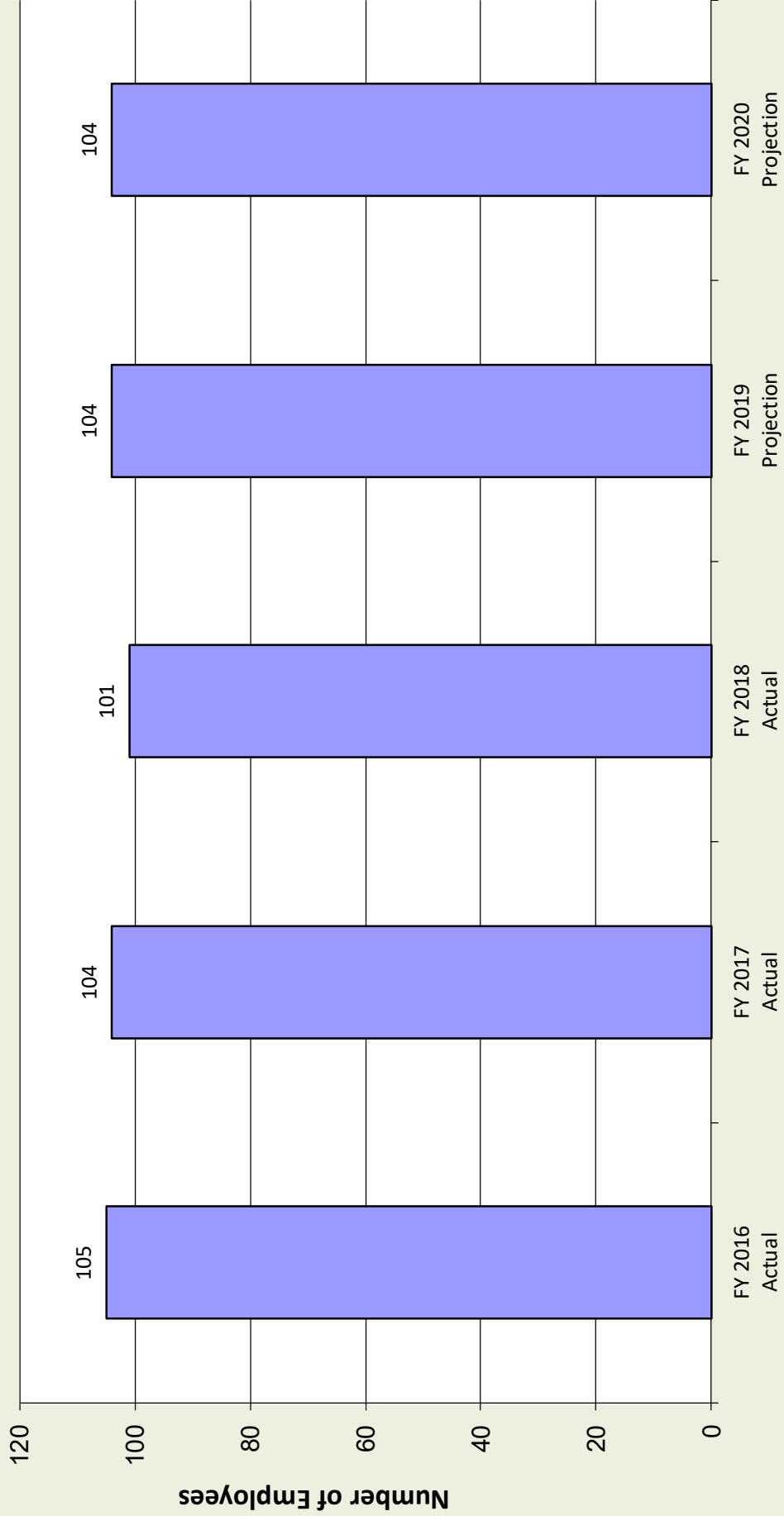
FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program
- Continue optimization of the Filtrate Treatment Facilities (FTF), Tunnel Dewatering Pump Station (TDPS), and Class A Biosolids Facilities

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

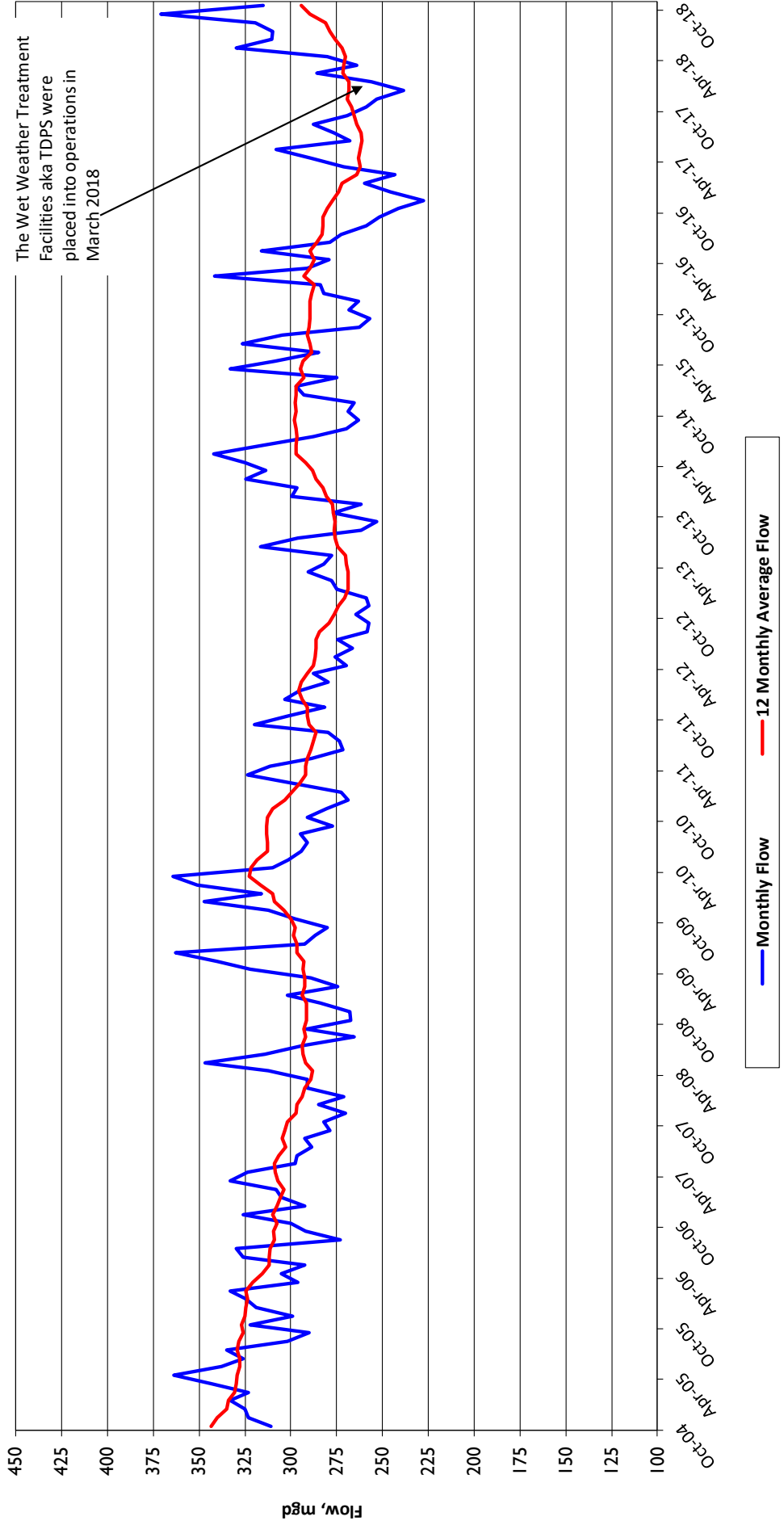
- Full year operation of the Filtrate Treatment Facilities (FTF) will decrease methanol usage, increase electricity usage and other associated operation and maintenance costs
- Full year operation of the Tunnel Dewatering Enhanced clarification Facilities will increase electricity usage, chemicals and other associated operation and maintenance costs

Wastewater Treatment Certified Operators* FY 2016 - FY 2020

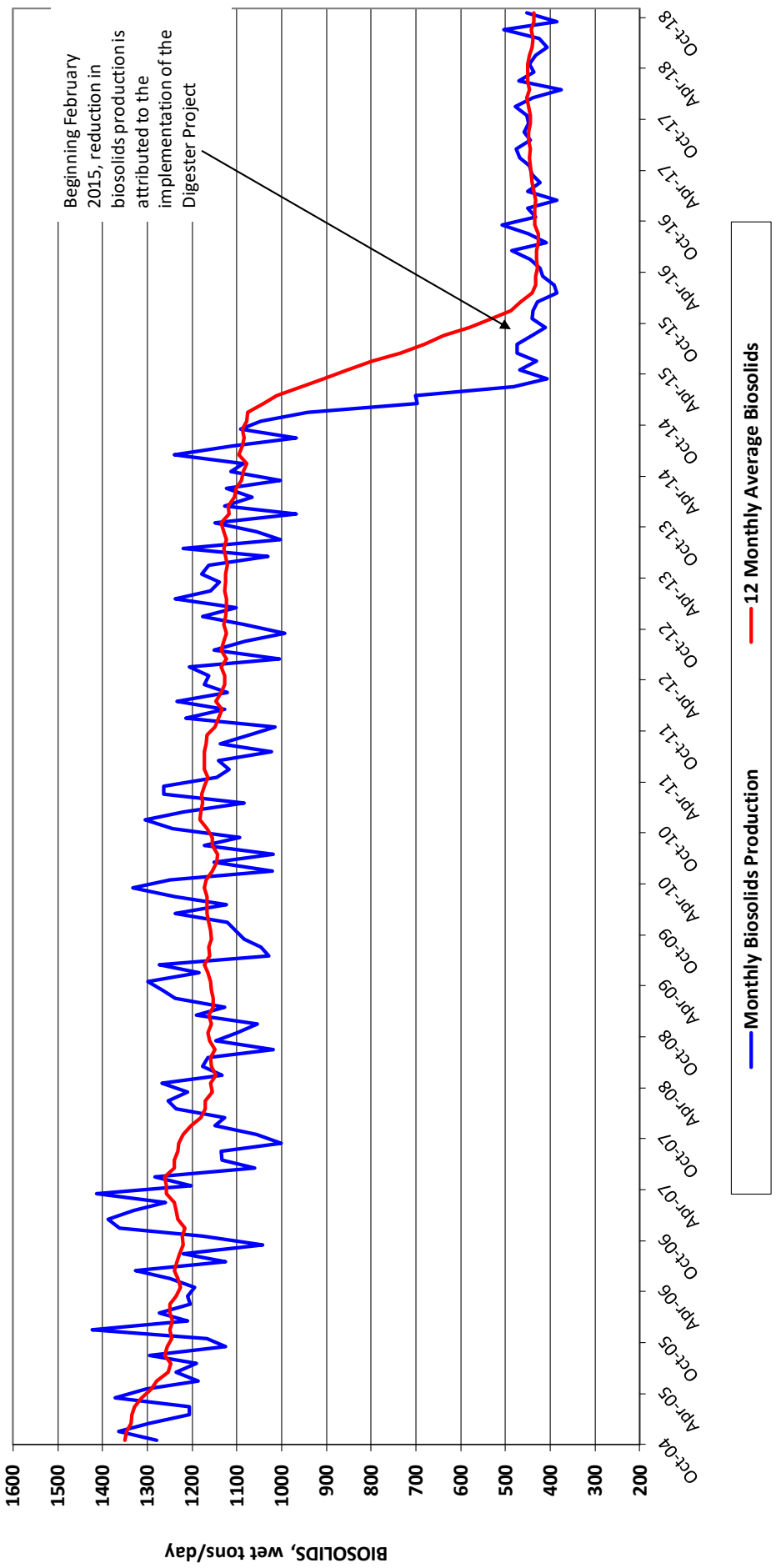


*Includes all positions with Certified Wastewater Treatment Plant Operator License

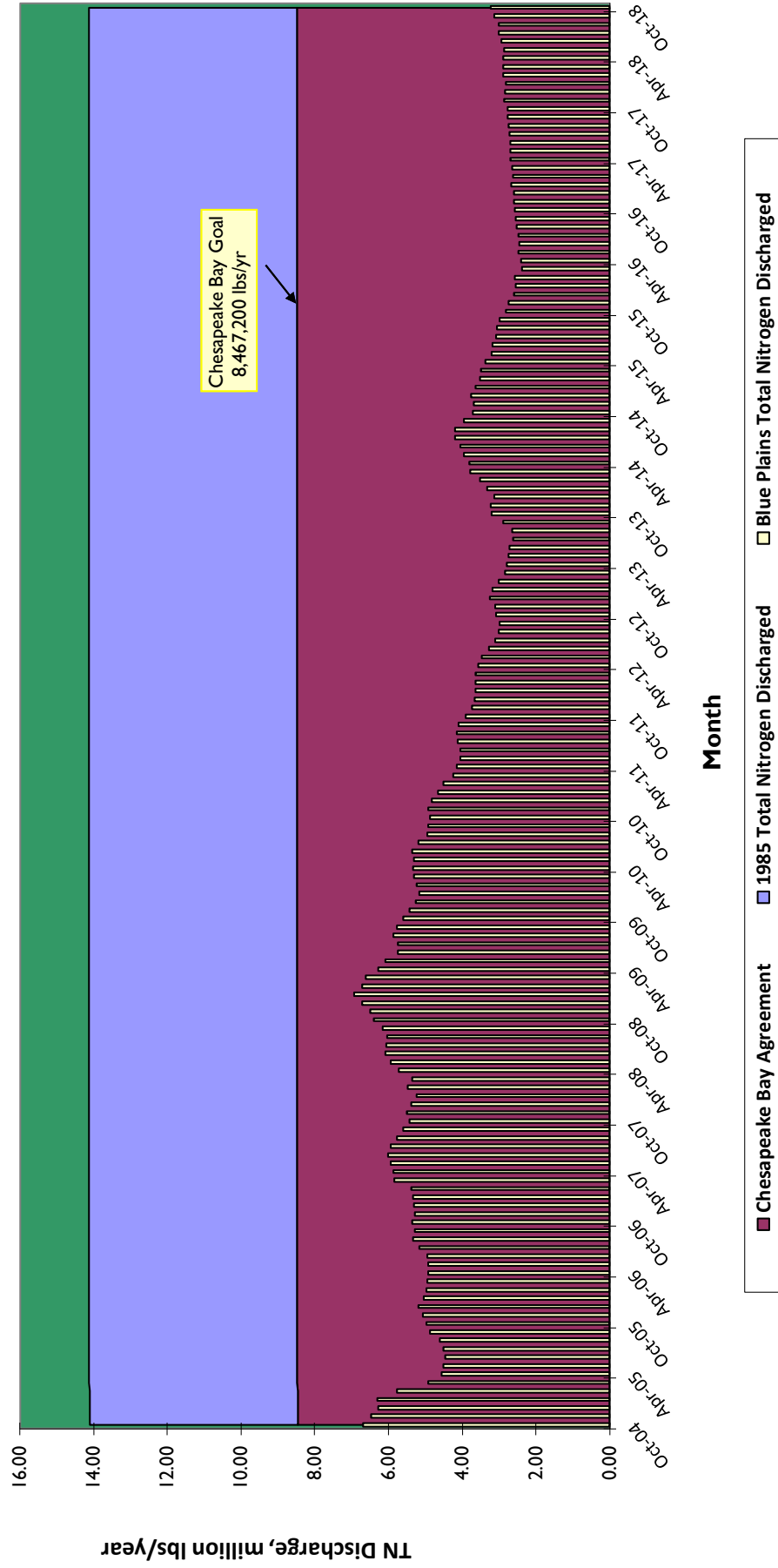
BLUE PLAINS PLANT EFFLUENT FLOW OCTOBER 2004 - OCTOBER 2018



BLUE PLAINS PLANT BIOSOLIDS PRODUCTION OCTOBER 2004 - OCTOBER 2018



ANNUAL TOTAL NITROGEN LOAD GRAPH OCTOBER 2004 - OCTOBER 2018

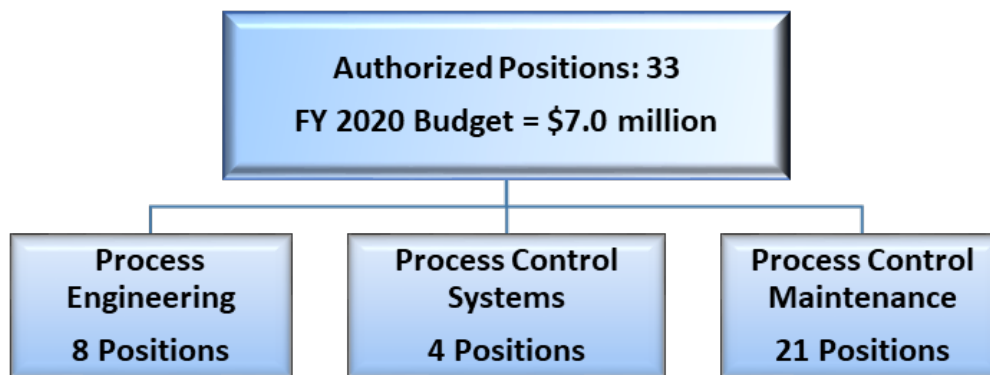


CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Wastewater Treatment - Process Engineering

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

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



FUNCTIONS

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

Department: Wastewater Treatment - Process Engineering

BUDGET

The \$0.1 million decrease in FY 2020 compared to the FY 2019 budget is due to rightsizing of major maintenance functions, and offset by personnel service cost adjustments

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	39	39	39	33	6	15%
Headcount: Filled	31	35				
Total Personnel Services	\$4,356	\$4,689	\$4,733	\$4,825	\$92	2%
Supplies	315	382	475	496	21	4%
Utilities & Rent	58	72	60	57	-3	-5%
Contractual Services	2,267	1,788	1,902	1,668	-234	-12%
Small Equipment	12	14	18	18	0	0%
Total Non-Personnel Services	2,651	2,256	2,454	2,239	-215	-9%
Department Total	\$7,008	\$6,944	\$7,187	\$7,064	-\$123	-2%
Capital Equipment	\$810	\$870	\$550	\$350	-\$200	-40%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Critical Equipment Availability (97%)	>97%	97%	>97%	>97%

Department: Wastewater Treatment - Process Engineering

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Maintain full compliance with the National Pollutant Discharge Elimination Systems (NPDES) permit
- Continue training staff on new Filtrate Treatment Facilities (FTF) and Wet Weather Facility commissioned in 2018
- Continue to support implementation of other CIP projects in progress, including Long Term Control Plan (LTCP), Raw Wastewater Pump Station 2 (RWWPS2), Gravity Thickener and Primary Scum Screening De-grating Building (PSSDB) upgrades, Filtrate Treatment Facilities (FTF), Tunnel Dewatering Pumping Station (TDPS) aka Wet Weather Facility, and Filter Influent Pump Replacement
- Continue implementation of Rehabilitation Program to ensure availability of critical process equipment
- Continue implementation and support of an Asset Management Program in tandem with an Asset Reliability Program
- Continue to improve the structure and use of Maximo

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program
- Continued optimization of the Filtrate Treatment Facilities (FTF), Tunnel Dewatering Pump Station (TDPS), and Class A Biosolids Facilities

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

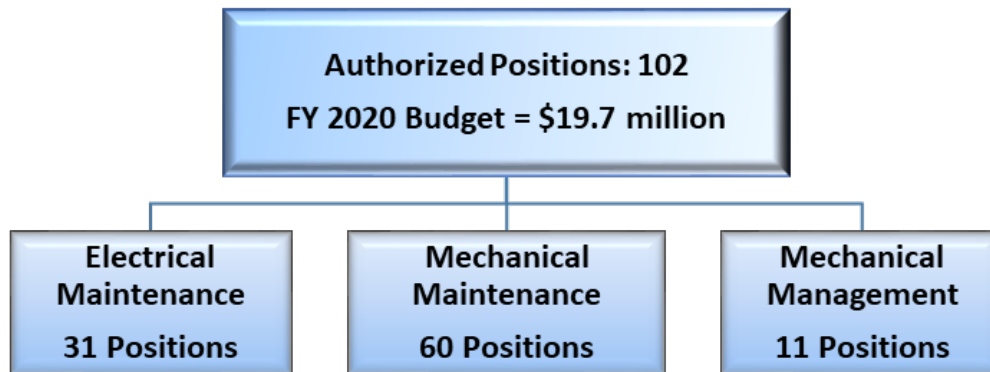
- Operational startup of Filtrate Treatment Facilities (FTF) will decrease methanol usage, increase electricity usage (1MW) and other associated operation and maintenance costs
- Operational startup of the tunnel dewatering and treatment facilities will increase electricity usage (10MW when operational), chemical usage and other associated operation and maintenance costs

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Maintenance Services

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

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



FUNCTIONS

Electrical Maintenance	Mechanical Maintenance	Mechanical Management
Maintain electrical process control systems, equipment, and components for the 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

Department: Maintenance Services

BUDGET

The \$0.1 million increase in FY 2020 compared to the FY 2019 budget is due to personnel service cost adjustment, and offset by rightsizing of major electrical utilization & systems contracts

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	111	110	110	102	2	1%
Headcount: Filled	98	95				
Total Personnel Services	\$11,537	\$10,906	\$11,991	\$12,590	\$599	5%
Supplies	2,948	3,025	3,591	3,450	-141	-4%
Utilities & Rent	139	128	154	157	3	2%
Contractual Services	3,863	3,563	3,516	3,181	-336	-10%
Small Equipment	231	184	315	275	-40	-13%
Total Non-Personnel Services	7,181	6,900	7,575	7,063	-512	-7%
Department Total	\$18,719	\$17,807	\$19,567	\$19,653	\$86	0%
Capital Equipment	\$3,711	\$4,141	\$3,600	\$3,770	\$170	5%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Critical Equipment Availability (97%)	Criteria Not Established	94% ⁽¹⁾	Criteria Under review ⁽²⁾	Criteria Under review ⁽²⁾

¹ Includes out of service equipment awaiting capital upgrades (RWWPS2, East Screens, Gravity Thickeners, Filter Influent Pumps)

² Criteria under review for consistency within the Wastewater Operations

Department: Maintenance Services

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue training of maintenance staff on new Filtrate Treatment Facilities (FTF) and Wet Weather Facility commissioned in 2018
- 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 in-house and eliminate contract support
- Continue implementation of High Priority Rehabilitation Program to ensure availability of critical process equipment
- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program
- Continue to track, report, and analyze asset failures by cost to identify “poor performers”
- Continue to increase safety awareness by planning and scheduling work orders, enhancing equipment specific LOTO (lockout/ tagout) procedure and conducting Job Safety Analyses
- Continue to drive productivity, efficiency and effectiveness using process performance indicators
- Increase level of work order planning and schedule compliance to reduce level of reactive maintenance

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Fully embrace the culture of Reliability and Asset Management in the department and shared across the Authority
- Increase the level of data driven decision making at all levels of the organization
- Deploy mobile Maximo for use by maintenance personnel

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

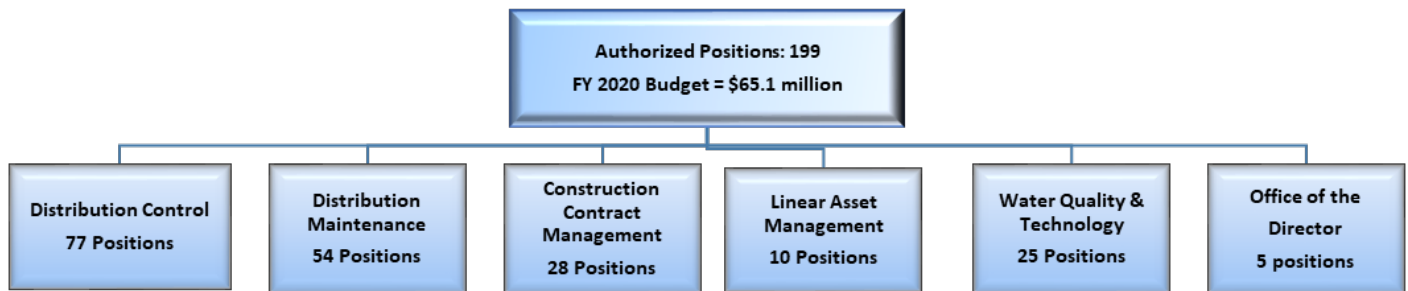
- Assume maintenance responsibility of Filtrate Treatment Deammonification (DEMON) Process
- Assume maintenance responsibility of Tunnel Dewatering Pump Station and the Enhanced Clarification Facility

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Water Operations

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

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



FUNCTIONS

Distribution Control	Distribution Maintenance	Construction Contract Management	Linear Asset Management	Water Quality & Technology	Office of the Director
Preventative maintenance on the 43,000 system valves	Repair and replace water mains, service lines, valves, hydrants and other appurtenances including linear assets	Manage ongoing multifaceted contracts to support water and sewer infrastructure rehabilitation and replacement programs	Administer the comprehensive asset management program for both water and sewer systems	Environmental Protection Agency (EPA) drinking water compliance, monitoring and reporting	Provide oversight and ensure operational compliance with various MOUs
Inspect, maintain and replace 9,500 fire hydrants, in accordance with the Memorandum of Understanding (MOU)	Perform all water services taps, and abandonments 2” and smaller, in the District of Columbia	Administer Public Space Restoration Program	Optimize and prioritize capital program projects using condition assessment and analysis of Computerized Management Maintenance Software (CMMS)	Ensure water quality within the distribution system	Manage departments operating and capital budgets and perform budget monitoring functions
First responders to Investigate water system leaks emergencies		Provide inspection services for private developers validating service connections and abandonments	Support Voluntary Lead Service Program	Assess online water quality data and models and enforce fire hydrant usage policies and regulations	
Manage the Operations Control Center, emergency repairs, and the Washington Aqueduct		Manage the acquisition of District Department of Transportation (DDOT) permits to facilitate emergency repairs and scheduled projects	Manage the lifecycle maintenance costs and extend service life of assets preventative maintenance programs	Manage cross connection program and establish a new Fats, Oil & Grease (FOG) program	
				Collaborate with District agencies to mitigate adverse health effects from drinking water contaminants	

Department: Water Operations

BUDGET

The \$40.0 million increase in FY 2020 over the FY 2019 budget is mainly for the reprogramming of water purchases from the Department of Pumping Operations and costs associated with merging Water Operations and the Department of Water Quality and Technology

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	195	190	182	199	17	9%
Headcount: Filled	183	172				
Total Personnel Services	\$21,006	\$13,684	\$21,593	\$25,324	\$3,731	17%
Supplies & Chemicals	1,312	933	709	1,032	323	46%
Utilities & Rent	-615	257	322	501	179	56%
Contractual Services	2,718	2,077	2,365	3,307	942	40%
Water Purchases				34,929	34,929	100%
Small Equipment	34	5	90	32	-58	-64%
Total Non-Personnel Services	3,449	3,271	3,486	39,801	36,315	1042%
Department Total	\$24,455	\$23,603	\$25,079	\$65,124	\$40,045	160%
Capital Equipment	\$604	\$645	\$740	\$735	-\$5	-1%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Maintain full compliance with Safe Drinking Water Act standards for positive coliform results (less than 5%)	5%	5%	5%	5%
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%

Department: Water Operations

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Conduct annual preventative maintenance, repairs and replacements on all public fire hydrants in accordance with the Memorandum of Understanding (MOU), and correct 90% of fire hydrants that are out-of-service within 30 days
- Support the Capital Improvement Program (CIP), developer, and District Department of Transportation (DDOT) projects with distribution system valve isolations
- Provide permit application support to obtain and renew DDOT public space as well as the Department of Consumer and Regulatory Affairs (DCRA) after-hours permits for all water/sewer construction and repair activities, performed by the Department of Water Operations (DWO) and the Department of Sewer Operations (DSO) contractual and in-house crews
- Provide contractual support through the Infrastructure Repair and Replacement (IR&R) contracts to execute emergency water and sewer repairs, as well as special construction projects requested by the Department of Pumping Operations, as required by regulatory or other requirements
- Execute CIP lead service line replacements through the IR&R contracts under the Lead Service Replacement (LSR)-Demand Program, execute restorations through the public space restoration contract for public space (paved and non-paved surfaces)
- Execute right-sized small diameter main replacement projects with internal resources addressing ongoing water quality concerns within the distribution system
- Begin Small Diameter Sewer Inspection and Condition Assessment utilizing Redzone Robotics
- Continue Messtechnik Associates (MTA) Pipe-Inspector Leak Detection Program for water distribution system
- Begin water main inspection, Condition Assessment and cathodic protection inspection and maintenance program and the asset Inspection Program Pilot via use of Drone technology
- Manage compliance programs related to cross connections and Fats, Oil & Grease (FOG) program, perform cross connection inspection surveys at non-residential premises and implement fines and fees

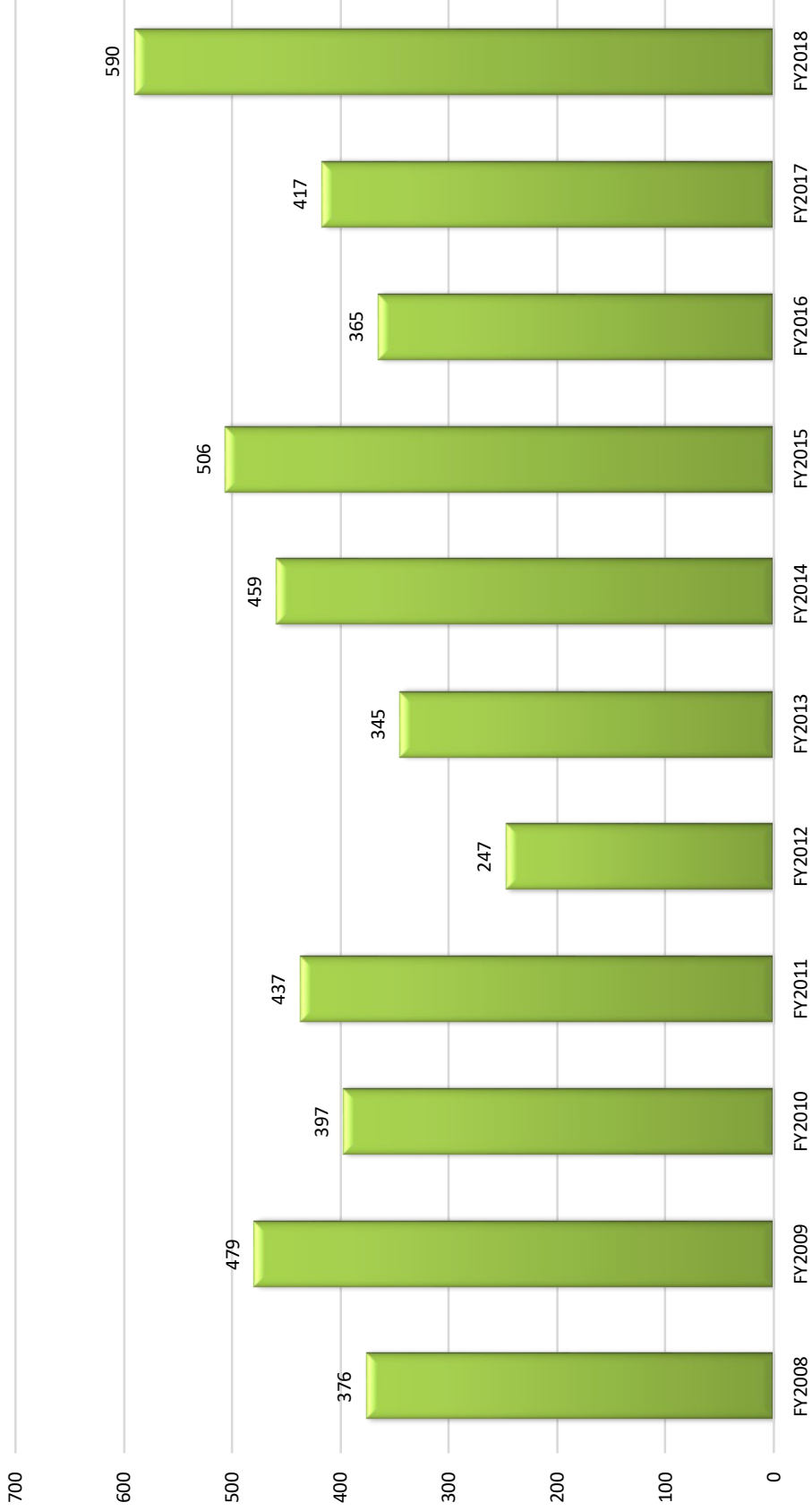
FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to develop the transmission and distribution valve assessment and rehabilitation program to extend the full life expectancy of the assets
- Continue to perform inspection services for large water service connections and support sewer connections and abandonments
- Expand water main inspection, Condition Assessment Program and cathodic protection inspection and maintenance program
- Implement mobile computing solution in support of all operational activities
- Manage Compliance Programs related to Cross Connections and Fats, Oil & Grease (FOG) program, perform cross connection inspection surveys at non-residential premises and implement fines and fees

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

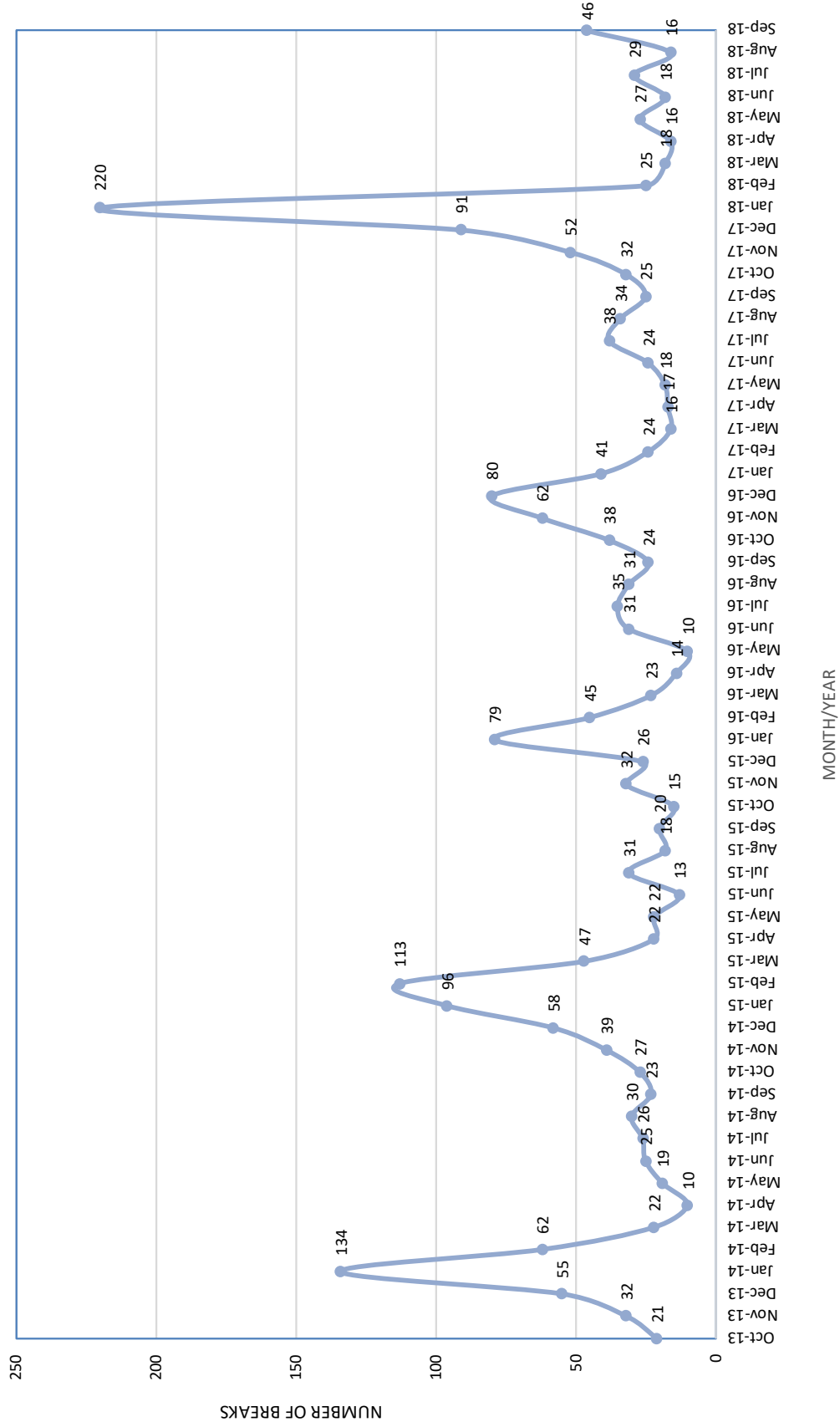
- New Lead Service Replacement bill will impact both operating and capital equipment
- Further deferral/delay of capital improvement projects will potentially increase overtime and other normal operational and equipment costs

Historical Water Main Breaks



Number of Water Main Breaks Reported FY 2008- FY 2018

HISTORICAL MONTHLY MAIN BREAK October 2013 thru September 2018

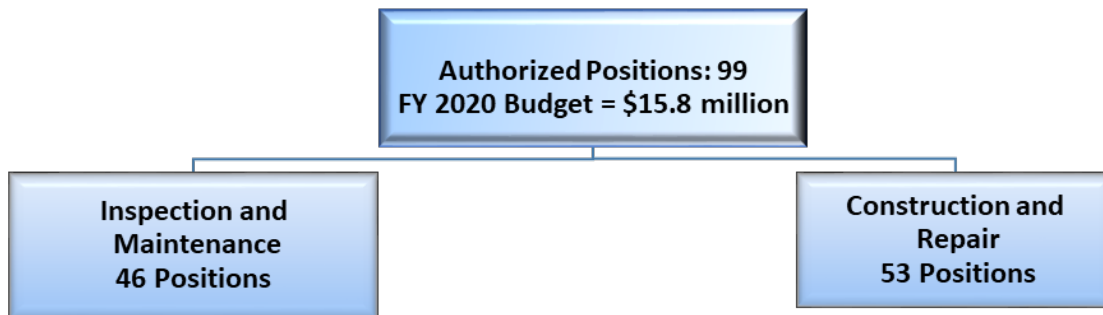


CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Sewer Operations

PURPOSE: The purpose of the Department is to provide for the operation and maintenance of the sewer system which collects and transports wastewater and stormwater flows to treatment areas and authorized discharge points

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



FUNCTIONS

Inspection and Maintenance	Construction and Repair
Inspect public sewers and sewer laterals; Clean sewers and inlet/ outlet structures	Install and repair sewer mains and sewer laterals; Install and repair catch basins
Monitor & Control Operations; Removal of floatable debris	Responsible for the cleaning and maintenance operations of regular catch basins, stormceptors, and grate ponds
Enforcement of Fats, Oils and Grease (FOG) removal program Operate and maintain sewer regulator structures	Oversees maintenance program for storm water structures, filter bio-retention and water quality catch basins cleaning

Department: Sewer Operations

BUDGET

The \$1.5 million increase in FY 2020 over the FY 2019 budget is due to increase in personnel services, and contractual services mainly for sewer repairs and hauling and disposal of grit removed from the sewers

Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	110	115	104	99	-5	-5%
Headcount: Filled	91	94				
Total Personnel Services	\$11,093	\$11,650	\$11,671	\$12,420	\$749	6%
Supplies & Chemicals	590	686	558	549	-9	-2%
Utilities & Rent	-22	610	669	637	-32	-5%
Contractual Services	1,817	1,099	1,411	2,191	780	55%
Small Equipment	10	25	33	32	-1	-3%
Total Non-Personnel Services	2,394	2,420	2,671	3,408	737	28%
Department Total	\$13,487	\$14,070	\$14,342	\$15,829	\$1,487	10%
Capital Equipment	\$197	\$200	\$225	\$260	\$35	16%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Tar- gets
Number of catch basins cleaned annually	29,315	28,592	27,500	27,500
Number of laterals investigated/relieved annually	1,979	1,330	2,000	2,000
Number of floatable debris tonnage removed from rivers	520	720	400	400
Number of sewer laterals repaired/replaced annually	453	313	350	350
Number of sewer main and lining footage repaired/replaced annually	99	56	500	500

Department: Sewer Operations

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue chemical root foaming contract at problematic locations
- Assess application of red zone small diameter sewer inspection project
- Continue installation of point patch repair of mainline sewer using Trenchless Technologies
- Continue replacement of Sewer Laterals using Trenchless Technologies
- Continue evaluating emerging technologies for conditional applications that promote cost efficiency with the repair of our sewer system
- Coordinate inspection and training responsibilities for DSS crews with completed structures on DC Clean Rivers tunnel installation
- Continue to analyze catch basin data to determine frequency of cleaning
- Continue working on new building and dock facilities for the floatable debris removal program
- Continue inspection of MS4 Sewer Outfalls

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

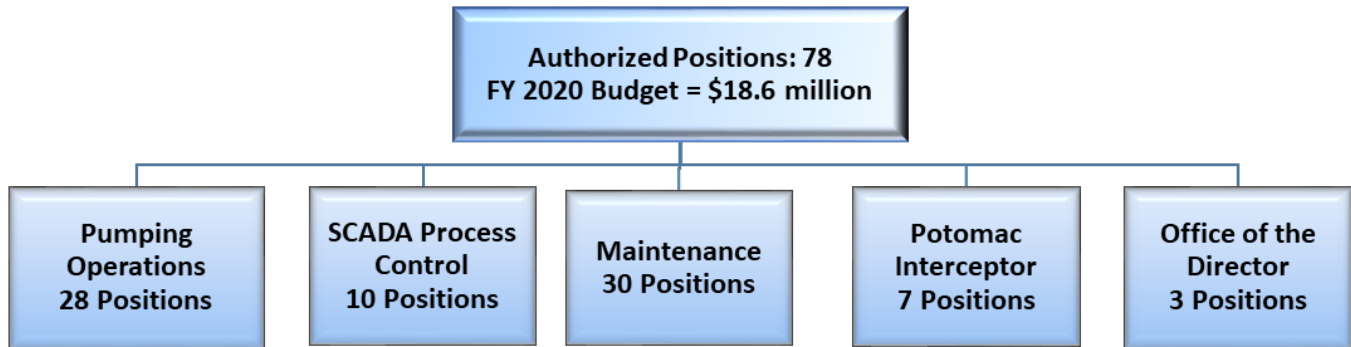
- Recruit and train additional personnel to inspect and maintain new near surface structures on the Clean Rivers tunnels
- Operate and maintain the new Combined Sewer Overflow (CSO) tunnels and provide support on the mainline sewer rehabilitation projects
- Operating and Maintenance costs from additional water quality catch basins installed by District Department of Transportation (DDOT)

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Pumping Operations

PURPOSE: The purpose of the Department is to ensure that DC Water operates and delivers clean, safe and reliable drinking water to its customers and efficient flows of sewer effluent to Blue Plains

MISSION: To provide resilient delivery of water distribution and sewer pumping services every minute of every day



FUNCTIONS

Pumping Operations	SCADA Process Control	Maintenance	Potomac Interceptor	Office of the Director
Operate Water, Sewer, and Stormwater Pumping Stations, Water Storage Facilities and Water Towers	Operate and maintain Supervisory Control and Data Acquisition (SCADA) computer system, Applications, Hardware and Network Support	Plan and coordinate corrective, emergency, preventive, and predictive maintenance for pump stations	Operate and maintain Potomac Interceptor (PI) Sewer	Directs Department of Pumping Operations
Remove screenings and debris from pump stations and prepare work order for equipment in need of repair	Operate and maintain all process instrumentation and controls, including completion of all related preventative and corrective maintenance	Maintain, troubleshoot, and repair mechanical and electrical process systems and equipment	Operate and maintain PI Flow Meters and odor control facilities and manholes	Plans and manages the capital equipment and operating funds
Prepare management reports for Compliance Perform Stormwater Pollution Prevention Plan inspections and reports	Facilitate, compile and administer Consent Decree reporting; Administer and manage service contracts and special projects for department	Plan, schedule, and perform condition monitoring for process equipment, including vibration, infrared, and oil analysis	Manage Miss Utility service in Virginia and Montgomery County in Maryland; Monitor Right-of-Way to maintain integrity and prevent encroachment	Manage Maximo operations and perform reviews to evaluate effectiveness of methods in relation to asset management, uptime, Mean Time to Repair (MTTR), and Mean Time Between Failures (MTBF) metrics
Inspect inflatable dams to maintain proper function during rain events	Ensure integrity of SCADA, disaster Recovery Planning, Implementation and Testing	Perform Capital Improvement Program (CIP) project review during planning, design and construction stages	Review consultants and contractors plans, specifications, designs for compliance to standards	Manage, develop, Implement and maintain Reliability Centered Maintenance (RCM), Root Cause, Failure Mode and Effects Analysis (FMEA) programs

Department: Pumping Operations

BUDGET

The \$32.5 million decrease in FY 2020 compared to FY 2019 budget is mainly for reallocation of water purchases to the department of Water Operations, Office of Emergency Management (OEM) and personnel service cost adjustments

Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	89	88	90	78	-12	-15%
Headcount: Filled	98	84				
Total Personnel Services	\$10,147	\$11,154	\$11,276	\$10,389	-\$887	-8%
Supplies & Chemicals	1,439	664	743	737	-6	-1%
Utilities & Rent	4,144	4,536	3,965	3,960	-5	0%
Contractual Services	3,864	3,994	4,508	3,438	-1,070	-24%
Water Purchases	26,796	28,357	30,520		-30,520	-100%
Small Equipment	185	75	81	91	10	12%
Total Non-Personnel Services	36,427	37,626	39,816	8,226	-31,590	-79%
Department Total	\$46,574	\$48,780	\$51,093	\$18,616	-\$32,477	-64%
Capital Equipment	\$1,986	\$2,034	\$1,700	\$1,700	\$0	0%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Critical Equipment Availability (95%)	98%	95%	95%	95%

Department: Pumping Operations

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Develop and report key performance indicators, i.e. Availability of critical process assets (Pumps/ Screens) and performance visibility
- Implement maintenance reliability programs - oil analysis, thermography, vibration analysis, and ultra sound
- Continue Reliability Centered Management (RCM) for CSO sites, inflatable dams, and pumping stations
- Increase safety awareness highlighting best practice daily among our department, internal, external customers and stakeholders
- Operate Water Pumping Stations, Reservoirs and Storage Tanks within the regulations of Safe Drinking Water Act, and guidelines of DC Water for the benefit of our customers
- Operate Sewer Pumping Stations, Storm water Pumping Stations, Inflatable Dams, within the requirements of the National Pollution Discharge Elimination System (NPDES) Permit, the Municipal Separate Storm Water Sewer System (MS4) Permit and DC Water Standard Operating Procedures
- Operate all odor control facilities along the Potomac Interceptor and at Sewer Pumping Stations and ensure proper and safe operation by remote monitoring of various parameters through the Supervisory Control and Data Acquisition (SCADA) computer system
- Work with the Department of Engineering Services (DETS) to design, implement improvements and fully automate storm water pump stations
- Coordinate with DETS/Clean Rivers on the commissioning/operating of new facilities

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to report on key performance indicators, i.e. availability of critical process assets (Pumps/ Screens) and performance visibility
- Continue to maintain and evaluate results from the maintenance reliability programs - oil analysis, thermography, vibration analysis, and ultra sound
- Continue reliability centered maintenance for sewer pumping stations and documentation of all work management processes
- Continue to maintain safety awareness highlighting best practice daily among our department, internal, external customers and stakeholders
- Continue to operate and maintain all facilities in compliance with regulatory requirements, DC Water’s guidelines and for the benefit of our customers

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Delay in CIP projects are potential for emergency repairs such as main pump station and stormwater pump stations repairs

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Engineering and Technical Services

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

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



FUNCTIONS

Design	Engineering Management	Planning	Water & Sewer Construction	Asset Management	Quality Management
Design linear capital projects (water and sewer) and support construction efforts	Manage and track the Capital Improvement Plan (CIP)	Develop and maintain the water and sewer hydraulic models	Administer contracts for new construction, major repair and modifications to water & sewer systems and facilities	Develop, implement and oversee Asset Management Program	Develop, implement, and monitor all aspects of department's Quality Management System (QMS)
Develop all Small Diameter Water mains and select Sewer Rehabilitation designs	Ensure contract documents comply with DC Water and Environmental Protection Agency (EPA) procurement regulations	Develop the 10-year CIP for all water and sewer system infrastructure improvements	Inspect construction; Manage critical customer concerns as necessary with government leadership	Ensure asset management policies and practices are consistent and being followed	Lead the QMS integration and training within the department
Manage outside professional engineering consulting firms	Manage DETS engineering systems hardware/software	Prepare water and sewer master plans	QA/QC Inspection of Precast structures		Ensure compliance with quality plans and DC Water Standards

Department: Engineering and Technical Services

BUDGET

The \$0.2 million increase in FY 2020 over the FY 2019 budget is due to the increase in contractual services for as-builts program, and offset by a reduction in personnel services costs

\$000's Description	FY 2017	FY 2018	FY 2019	FY 2020	Change from FY 2019	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	166	166	150	135	-15	-10%
Headcount: Filled	152	127				
Total Personnel Services	\$22,102	\$21,621	\$21,989	\$21,433	-\$556	-3%
Supplies & Chemicals	176	127	193	145	-48	-25%
Utilities & Rent	439	496	636	517	-119	-19%
Contractual Services	2,327	2,258	1,910	2,792	882	46%
Small Equipment	82	38	62	75	13	21%
Total Non-Personnel Services	3,025	2,919	2,802	3,529	727	26%
Department Total	\$25,126	\$24,540	\$24,790	\$24,962	\$171	1%
Capital Equipment	\$132		\$20	\$20	\$0	0%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
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%

Department: Engineering and Technical Services

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to validate and prioritize CIP projects using the Enterprise Asset Management Framework

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Staffing to support implementation of the \$4.95 billion CIP for FY 2019 – FY 2028

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Wastewater Engineering

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

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



FUNCTIONS

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

Department: Wastewater Engineering

BUDGET

The \$0.9 million increase in FY 2020 over the FY 2019 budget is for personnel services cost adjustments due to increased headcount

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	0	18	15	18	3	20%
Headcount: Filled	0	16	-	-	0	0%
Total Personnel Services	\$0	\$1,767	\$2,310	\$3,239	\$929	40%
Supplies & Chemicals	0	0	13	15	2	15%
Utilities & Rent	0	0	0	0	0	0%
Contractual Services	0	0	736	739	3	0%
Small Equipment	0	0	5	2	-3	-60%
Total Non-Personnel Services	0	0	754	756	2	0%
Department Total	\$0	\$1,767	\$3,064	\$3,995	\$931	30%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Design Lock-In and Stag-gating with comment closure	N/A	N/A	2	NYE
Construction Contracts Awarded			3	
Construction Contracts Closed			2	

*NYE – Not Yet Established

Department: Wastewater Engineering

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implement improvements for vertical sewer and stormwater facilities including FEMA grant funded projects at Main Pump Station and 14th Street Bridge Pump Station, upgrades at O-Street Pump Station, and planning/execution for additional priority upgrades at the Main Pump Station, Potomac Pump Station, and several stormwater pump stations
- Commissioning of the Filtrate Treatment Facility
- Continue construction of Raw Wastewater Pump Station 2 Rehabilitation
- Award construction contract for Gravity Thickener Phase 2 Upgrade
- Award construction contract for Filter Influent Pumps 1-10 Upgrade
- Continue design for Reclaimed Final Effluent Pump Station Upgrade
- Pre-select equipment for Reclaimed Final Effluent Pump Station Upgrade
- Complete concept design for Headworks Electrical Upgrade at Blue Plains

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Issue Design-build Contract for Segment C of Floodwall at Blue Plains
- Start design on upgrade to Blue Plains influent structures
- Advertise construction contract for Reclaimed Effluent Pump Station Upgrade
- Recruit, hire and integrate into the department, a planning team and a task order construction team for the department including additional design managers

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

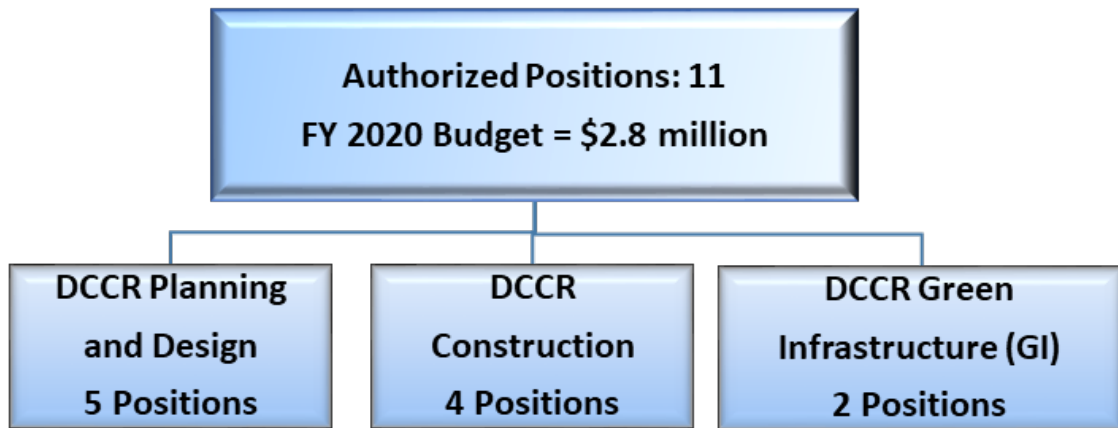
- Execution of capital projects will result in reduced costs for operations and maintenance of pumping facilities that are reaching or exceeding the anticipated useful life of critical assets
- Purchase of solar power at Blue Plains will reduce annual power expenditures

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Clean Rivers

PURPOSE: To oversee the Authority’s DC Clean Rivers to reduce combined sewer overflows to bring them into compliance with the District water quality standards, and provide flood relief to neighborhoods in the Northeast Boundary section of the City. The project is a combination of tunnel systems and Green Infrastructure

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



FUNCTIONS

DCCR Planning and Design	DCCR Construction	DCCR Green Infrastructure (GI)
Manage and oversee the planning and design phase of the \$2.7 billion, 25 year Clean Rivers Program	Manage and oversee the construction phase of the 20 year Clean Rivers Project	Manage and oversee the completion of the Green Infrastructure (GI) Program, siting and planning for GI projects
Oversee the program consultant’s management of design contracts; and guide value engineering efforts to improve the quality and design cost effectiveness	Ensure adherence to all construction related consent decree requirements and guide constructability review efforts	Manage collaboration with external stakeholders including 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

Department: Clean Rivers

BUDGET

The \$0.3 million decrease in FY 2020 compared to the FY 2019 budget is for personnel services cost adjustments for reduced headcount

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	15	15	15	11	-4	-27%
Headcount: Filled	13	9				
Total Personnel Services	\$2,597	\$2,163	\$2,661	\$2,359	-\$302	-11%
Supplies & Chemicals	3	3	26	27	1	4%
Utilities & Rent	102	34	110	126	16	15%
Contractual Services	54	74	248	249	1	4%
Small Equipment	7	0	0	0	0	0%
Total Non-Personnel Services	159	111	384	402	18	5%
Department Total	\$2,757	\$2,274	\$3,046	\$2,761	-\$285	-9%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Targets	FY 2020 Targets
Meet all CSO LTCP consent decree milestones	100%	100%	100%	100%

Department: Clean Rivers

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue construction of Northeast Boundary Tunnel (NEBT)
- Complete the facility planning for the Potomac River Tunnel (PRT) system
- Continue the geotechnical field investigation of PRT
- Complete the development of the Environmental Assessment (EA) for PRT system
- Begin design of CSO-025/026 Sewer Separation
- Begin the procurement for CSO-025/026 Sewer Separation
- Complete the construction of Rock Creek Green Infrastructure (GI) Project 1 (RC-A) including GI Challenge projects
- Begin post-construction monitoring of RC-A
- Complete the construction of Potomac River GI Project 1 (PR-A)
- Begin post-construction monitoring of PR-A
- Continue implementation of National GI Certification Program
- Continue the deployment of Clean Rivers' assets into DC Water's enterprise asset management system
- Continue the coordination of preventive maintenance of Clean Rivers assets
- Continue the maintenance of GI facilities
- Regulatory requirements compliance

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue construction of Northeast Boundary Tunnel (NEBT)
- Continue planning and design for Potomac River Tunnel (PRT)
- Complete design and continue procurement of CSO-025/026 Sewer Separation
- Complete post-construction monitoring of RC-A and practicability assessment of Green Infrastructure (GI) within Rock Creek sewershed
- If GI is determined to be practicable, begin planning and design for Rock Creek GI Project 2
- Complete post-construction monitoring of PR-A and practicability assessment of GI within Potomac sewershed
- Continue the deployment of Clean Rivers assets into DC Water's enterprise asset management system
- Continue the coordination of preventive maintenances of Clean Rivers assets
- Continue the maintenance of GI facilities
- Regulatory requirements compliance

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- If Green Infrastructure (GI) is determined to be practicable, Clean Rivers will hire more DC Water staff (GI planning Coordinators) to oversee the program management staff in the development of contract documents, bid support, design support during construction, construction oversight management

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Permit Operations

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

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

Authorized Positions: 20
FY 2020 Budget = \$3.7 million

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

Department: Permit Operations

BUDGET

The \$0.9 million increase in FY 2020 compared to FY 2019 budget is for personnel cost adjustments for additional positions and contractual services to support engineering review of permit applications

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	15	15	15	20	5	33%
Headcount: Filled	13	19				
Total Personnel Services	\$1,811	\$2,205	\$2,205	\$2,920	\$715	32%
Supplies & Chemicals	11	12	38	41	3	8%
Utilities & Rent	342	336	353	377	24	7%
Contractual Services	68	128	153	355	202	132%
Small Equipment	0	0	11	0	-11	-100%
Total Non-Personnel Services	421	476	555	773	218	39%
Department Total	\$2,233	\$2,680	\$2,760	\$3,693	\$933	34%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Process all permit applications in accordance with the service level agreement timeframe (85%)	85%	83%	85%	85%

Department: Permit Operations

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue Support of As-built fee collection
- Continue support of account refunds where applicable
- Add Enterprise level GIS Data, such as permits and construction status integrated with Maximo

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Assess permit review fees
- Implement on-line payment portal to expedite processing
- Implement on-line permit application process
- Integrate 3PP with Maximo and Customer Information System to streamline receipt and deposit of fees

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

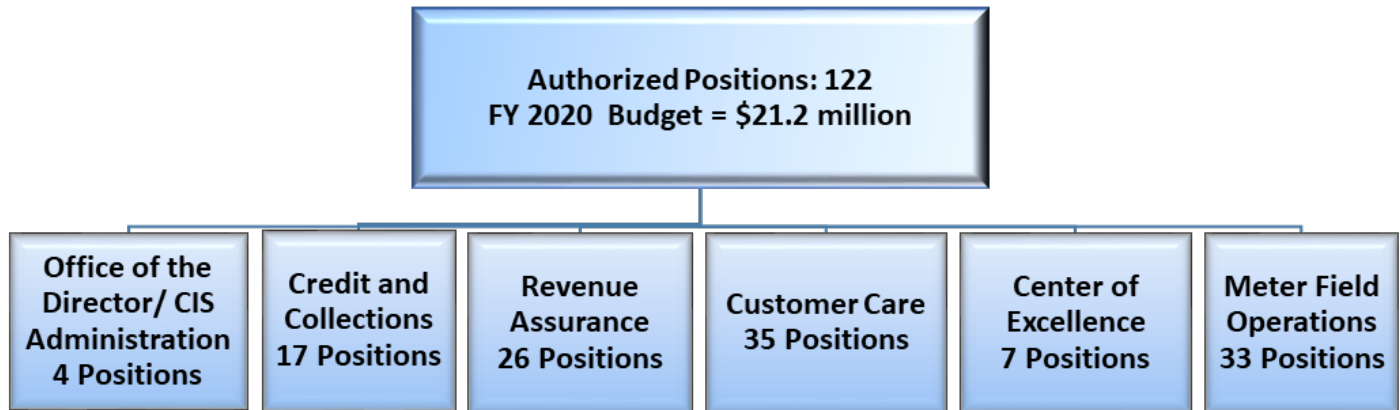
- None

CLUSTER: CUSTOMER EXPERIENCE

DEPARTMENT: Customer Care

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

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



FUNCTIONS

Office of the Director / CIS Administration	Credit and Collections	Revenue Assurance	Customer Care	Center of Excellence	Meter Field Operations
Manage customer care and operations initiatives and programs	Manage delinquent accounts based on customer payment history	Manage customer accounts and billing processes	Provide timely responses to customer inquiries across multiple channels	Manage disputes, hearings, and external requests	Manage AMR System and manual reads
Administrator for the Customer Information System including web and mobile applications	Manage property lien filing, dunning process, receivership, and tax sale	Manage and process bill exceptions, adjustments and cancellations	Address billing issues and inquires	Perform Ebill, Auto Pay, reporting and analytics	Maintain, install, test, repair and replace meters
Conduct Customer Satisfaction Survey	Manage the DC Water Customer Assistance Programs (CAP) and Serving People By Lending A Supporting Hand (SPLASH) programs	Manage the new accounts creation including impervious area GIS database assuring accurate billing of impervious surfaces in the District	Provide 24/7 Emergency customer call response and dispatch	Manage 3 rd Party Portal	Manage meter lab and inventory Perform field turn on and disconnect

Department: Customer Care

BUDGET

The \$0.9 million increase in FY 2020 over the FY 2019 budget is for personnel services cost adjustments, credit card fees and maintenance of the Customer Information System. This is offset by reduced utilities costs due to relocation to the new Headquarters Building

Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	124	126	126	122	-4	-3%
Headcount: Filled	114	115				
Total Personnel Services	\$12,103	\$13,577	\$13,950	\$14,851	\$901	6%
Supplies & Chemicals	149	104	178	88	-90	-51%
Utilities & Rent	1,877	1,840	843	315	-528	-63%
Contractual Services	5,032	5,685	5,291	5,918	628	12%
Small Equipment	33	10	78	65	-13	-17%
Total Non-Personnel Services	7,092	7,640	6,389	6,385	-4	0%
Department Total	\$19,195	\$21,217	\$20,340	\$21,237	\$897	4%
Capital Equipment	\$20,227	\$6,263	\$2,618	\$2,618	0	0%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Calls answered within 40 seconds	85%	85%	85%	85%
Dispatch Water and Sewer Emergencies within 10 Minutes	85%	90%	90%	90%
AMR Target - to obtain actual meter readings	90%	90%	95%	96%
Collection Rate: Residential, Commercial and Multi-family	98%	98%	95%	98%
Regular Accounts Billed Monthly / Special Accounts as Scheduled	97%	95%	97%	98%

Department: Customer Care

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Initiate an e-bill marketing campaign and targeted program guidelines related to adding tenants and property managers to receive bills to double e-bill enrollment from 10% to 20% by year end
- In partnership with the Finance department, develop a plan to manage the increasing costs of credit card fees
- Strategic use of part time employees, shifts, cross training and developmental assignments to promote employee growth and engagement while offsetting potential overtime needs
- Leverage development of the union performance goals to improve employee productivity and modify the Customer Information System to gain efficiency opportunities
- Implement System Availability Fee and the expanded Customer Assistant Programs (CAP)
- Complete the closeout plan and address unresolved change outs for the Automated Meter Reading (AMR) project, including a recovery plan and route optimization
- Redesign the ownership and processes to improve meter maintenance, read accuracy and testing plan
- Log all large meters as “Critical Assets in Maximo” and improve the tracking and maintenance of these assets
- Meter Testing Program Benchmarking to determine if we maintain the program in-house vs outsourcing, and if in-house can we offer service to others for a fee
- Review aged receivables greater than two years old in partnership with the Finance and Legal Affairs departments to determine the collection path forward and perform associated write-off, where necessary
- Enhance the customer communication and employee training related to bill disputes, bill escalations, and leak adjustment
- Enhance the new account set-up transition and billing processes

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implement a Damage Utility Prevention Program
- Continue to implement safety goals and initiatives in association with The Blueprint
- 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
- Focused and full implementation of the safety training program

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

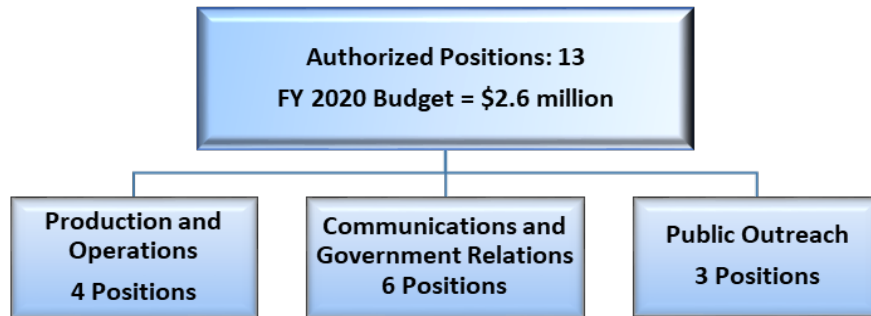
- Implementation of AMI (Advanced Metering Infrastructure) will impact personnel and non-personnel O&M costs

CLUSTER: CUSTOMER EXPERIENCE

DEPARTMENT: Marketing and Communications

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

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



FUNCTIONS

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

Department: Marketing and Communications

BUDGET

The Approved FY 2020 budget increased by approximately \$0.1 million compared to the approved FY 2019 budget due to personnel service cost adjustments and contractual services for community outreach activities

\$000's	FY 2017	FY 2018	FY 2019	FY 2020	Change from FY 2019	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	12	13	13	13	0	0%
Headcount: Filled	12	13				
Total Personnel Services	\$1,697	\$1,920	\$1,8476	\$1,943	\$97	5%
Supplies & Chemicals	11	17	2	14	12	611%
Utilities & Rent	27	36	33	27	-6	-18%
Contractual Services	391	484	576	617	41	7%
Small Equipment	10	0	12	12	0	0%
Total Non-Personnel Services	\$439	\$537	\$623	\$671	47	8%
Department Total	\$2,137	\$2,457	\$2,470	\$2,614	\$144	6%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Publication of DC Water's Annual Report	1	1	1	1
Publication of Customer Newsletter	10	10	4	4
Publication of Clean River's Update	2	2	2	2
Publication of Employee Newsletter	11	11	11	11
Publication of Water Quality Report	1	1	1	1
Community meetings/outreach re: lead, rates, CSO/CIP projects, etc.	140	173	100	100

Department: Marketing and Communications

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Develop and implement a Strategic Communications Plan to support The Blueprint, DC Water's strategic plan
- Expand our customer engagement and crisis communications capabilities, utilizing the additional support of an outside public relations firm
- Launch a campaign to demonstrate the value of DC Water's services and build support for needed investments in infrastructure
- Work with the DC Clean Rivers Project team to engage with residents, businesses and commuters impacted by construction on the Northeast Boundary Tunnel Project
- Expand DC Water's internal (employee) engagement, working closely with People and Talent, the Office of the CEO and other departments
- Create a unified planning calendar for all marketing and communications activities

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

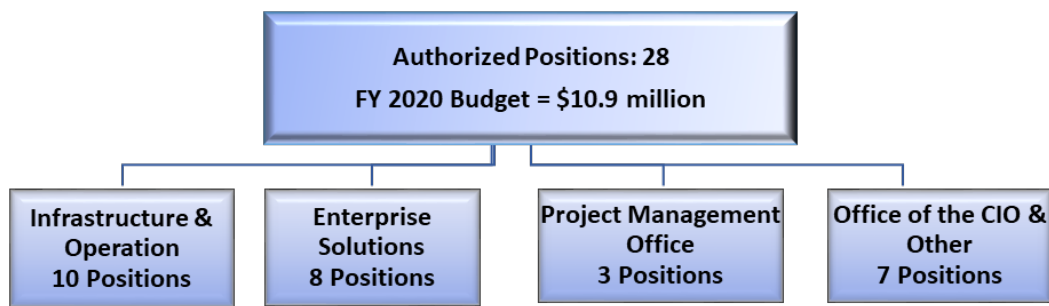
- No direct impact

CLUSTER: CUSTOMER EXPERIENCE

DEPARTMENT: Information Technology

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

MISSION: To 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



FUNCTIONS

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

DEPARTMENT: Information Technology

BUDGET

The \$0.6 million decrease in FY 2020 compared to the FY 2019 budget is for personnel cost adjustments and planned reduction in the use of consultants for IT functions

Description	FY 2017	FY 2018	FY 2019	FY 2020	Change from FY 2019	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	28	28	28	28	0	0%
Headcount: Filled	26	28				
Total Personnel Services	\$3,866	\$4,359	\$4,660	\$4,502	-\$158	-3%
Supplies & Chemicals	8	16	42	12	-30	-71%
Utilities & Rent	226	167	152	152	0	0%
Contractual Services	6,105	6,556	6,924	6,153	-771	-11%
Small Equipment	149	92	94	94	0	0%
Total Non-Personnel Services	6,489	6,831	7,212	6,411	-801	-11%
Department Total	\$10,354	\$11,189	\$11,541	\$10,913	-\$628	-5%
Capital Equipment	\$11,543	\$7,589	\$9,295	\$7,410	-\$1,885	-20%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
98% Network uptime round the clock	99%	99%	99%	98%
96% of high priority tickets completed within 4 hours	97%	97%	98%	96%
60% Tickets closed by Tier 1 support	68%	69%	70%	60%
50% of Projects Completed on-time	57%	58%	60%	50%
98% Network uptime during peak hours	99%	99%	98%	98%

DEPARTMENT: Information Technology

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Mobility Blue Plains (Mobile Informer) Implementation
- Facilities Mobility (Mobile Informer) Implementation
- ArcGIS Upgrade
- LiveLink Upgrade and Migration to Cloud
- Third Party Portal payment gateway and other enhancements
- Electronic Permits Application enhancements
- Safety Risk System implementation
- Pipe Defects Analytics Implementation
- Field Mobile Applications conversion to KONA system
- Impervious Area System Enhancements
- VertexOne Upgrade to S4/HANA
- Migration of Maximo to SQL Server and Move to Cloud

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Enterprise Application Integration Platform (Ipass)
- Oracle Unifier & Primavera Cloud Implementation
- ERP (financial and human resources) Implementation
- Impervious Area System Enhancements
- DC Water.com refresh
- Maximo Upgrade & migration to cloud
- AMR/HUNA Dashboard redesign
- Field Mobile Applications conversion to KONA continuation
- Performance Management Platform
- Application Integration Platform
- Pipe Defects Analytics Phase 3
- Third Party Portal payment gateway and other enhancements
- Install Smart Water Systems to predict and prevent maintenance and other costly issues
- Implement Customer Master file to allow access from any system with the organization
- Implement Performance Management Platform to collect and display Key Performance Indicators
- Implement Tours Mobile Application to allow a virtual plant tour experience

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Office of the Chief Executive Officer (CEO)

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

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

Authorized Positions: 15
FY 2020 Approved Budget = \$4.3 million

FUNCTIONS

Strategic Planning	Operations	Performance
Provide overall operational and policy direction in support of the Board of Director’s Strategic Plan	Organize, plan and direct all operations of the Authority Ensure development and implementation of improvement processes to increase operational efficiencies	Facilitate development of cross-functional Enterprise Performance Plans Establish and maintain an Enterprise Program Management office to enhance collaboration, governance, and accountability across the Authority

Department: Office of the Chief Executive Officer (CEO)

BUDGET

The Approved FY 2020 budget is relatively flat compared to the Approved FY 2019 budget

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	15	14	16	15	-1	-7%
Headcount: Filled	15	12				
Total Personnel Services	\$3,286	\$3,466	\$3,394	\$3,283	-\$111	-3%
Supplies & Chemicals	21	69	13	13	0	0%
Utilities & Rent	26	27	36	29	-7	-20%
Contractual Services	720	842	858	1,001	143	17%
Small Equipment	0	0	0	0	0	0%
Total Non-Personnel Services	767	939	907	1,043	136	15%
Department Total	\$4,053	\$4,405	\$4,301	\$4,326	\$25	1%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Implement all policies and directives of the Board of Director's	100%	100%	100%	100%

Department: Office of the Chief Executive Officer (CEO)

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Support implementation of the Blueprint
- Administer a comprehensive performance management system Authority-wide
- Utilize findings of employee engagement survey to implement initiatives and programs designed to enhance and sustain a result driven, high performing work culture
- Administer and enhance DC Water’s Succession Plan and Leadership Development Program (Leading Blue)
- Continue to administer oversight of DC Water operation and financial performance
- Establish governance structure for the Enterprise Program Management Office
- Develop optimized model for business process improvement for the Authority

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continuously monitor the “Blue Print” and publish status of Key Performance Indicators (KPIs)
- Continue/expand engagement with the community through the Stakeholder Alliance and other forums
- Complete implementation of DC Water’s Apprenticeship Program
- Complete implementation of the Culture and Engagement Roadmap designed to build a high performing culture
- Implementation of initial actions in our new Sustainability strategy, including engagement with District-wide initiatives like Sustainability 2.0 and Resilient DC
- Watershed-based stakeholder engagement, including continued support of the Anacostia freshwater mussel project to improve water quality and protect our investment in cleaning the Anacostia River
- Participation in a sector-wide initiative with leading water utilities to capture best-practices in Business Case Evaluation and CIP Prioritization
- Support the development and delivery of a national Women of Water event in the DC Region to showcase and recognize women leaders in the water sector
- Continue assessment and implementation of opportunities to enhance key business processes, including but not limited to meter to cash and procurement
- Develop a Program/Project Optimization framework, approach, operating model, and create a community of practice and standard approaches to drive projects from idea to implementation
- Work with leadership to identify, gather and synthesize key measures that will validate DC Water’s progress against critical short-term initiatives and long-term strategic objectives
- Develop the FY 2020 Enterprise Performance Accountability Report (ePAR)
- Identify and design a comprehensive DC Water enterprise-wide governance, risk, and compliance framework

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No major items identified

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Office of the Secretary

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

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

**Authorized Positions: 2
FY 2020 Budget = \$0.6 million**

FUNCTIONS
Manage logistics for the Board of Directors and Committee meetings, Public Hearings, Workshops, the Strategic Planning Process, and all other business activities of the Board
Manage and oversee the day to day operations of the Board of Directors and execute custodial oversight of all books, records and official documents of the board
Administer the subpoena process and provide Notary Service for the Authority

Department: Office of the Secretary

BUDGET

The FY 2020 budget is relatively flat compared to the FY 2019 level

Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	2	2	2	2	0	%
Headcount: Filled	2	2				
Total Personnel Services	\$306	\$354	\$293	\$320	\$27	9%
Supplies & Chemicals	24	12	18	17	-1	-6%
Utilities & Rent	8	5	6	4	-2	-33%
Contractual Services	221	228	281	271	-10	-4%
Small Equipment	0	0	0	1	1	0%
Total Non-Personnel Services	253	245	303	293	-12	-4%
Department Total	\$559	\$599	\$599	\$613	\$14	0%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Targets
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%

Department: Office of the Secretary

FY 2019 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, as needed
- 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 the Board’s Strategic Plan
- Continue to manage recordkeeping process by ensuring accuracy, comprehensiveness and effective maintenance of all Board related documents and materials
- Continue to work with Information Technology to secure, install and utilize state-of-the-art technology to ensure efficient and effective recording of proceedings for all Board and Committee meetings
- Continue accomplishing all duties as required and further enhance processes, as needed

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

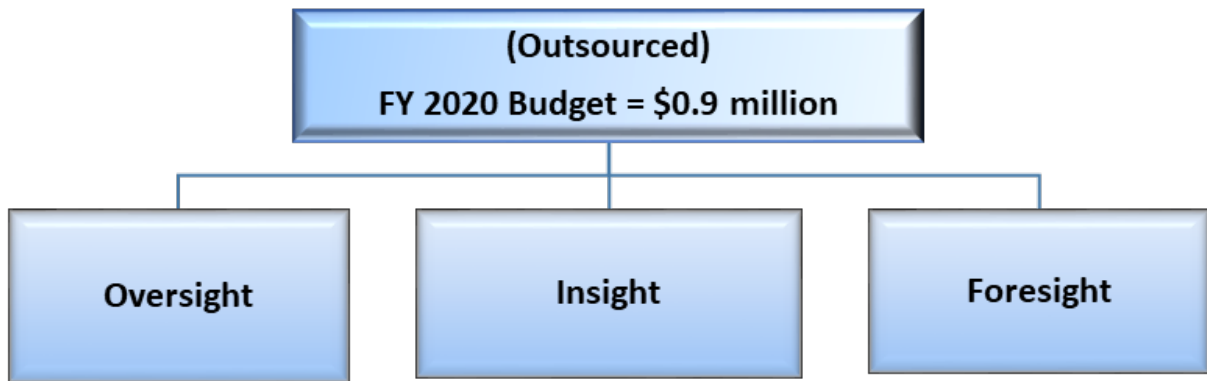
- No direct impact

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Internal Audit

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

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



FUNCTIONS

Oversight	Insight	Foresight
Conduct periodic audits	Assess programs and policies	Identify trends and challenges before they become crises
Conduct audits requested by the Board of Directors and/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

Department: Internal Audit

BUDGET

The FY 2020 budget is relatively flat compared to the FY 2019 level, with minor alignment based on projected audit workplan

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized						
Headcount: Filled						
Total Personnel Services						
Supplies & chemicals						
Utilities & Rent	7	5	7	7	0	0%
Contractual Services	571	891	933	878	-55	-6%
Small Equipment						
Total Non-Personnel Services	579	896	940	885	-55	-6%
Department Total	\$579	\$896	\$940	\$885	-\$55	-6%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Internal Audit Work Planned	12	14	14	14

Department: Internal Audit

FY 2019 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 audit 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 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Legal Affairs

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

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

Authorized Positions: 15
FY 2020 Budget = \$6.2 million

FUNCTIONS

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

Department: Legal Affairs

BUDGET

The approved FY 2020 budget is lower than the approved FY 2019 budget by \$2.3 million primarily for expenses consistent with historical trends

\$000's Description	FY 2017	FY 2018	FY 2019	FY 2020	Change from FY 2019	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	16	16	16	15	-1	-7%
Headcount: Filled	14	14				
Total Personnel Services	\$2,110	\$2,405	\$2,525	\$2,610	\$85	3%
Supplies & Chemicals	6	7	8	6	-2	-20%
Utilities & Rent	19	18	22	24	2	11%
Contractual Services	4,770	3,929	6,003	3,582	-2,421	-40%
Small Equipment	0	0	0	0	0	0%
Total Non-Personnel Services	4,794	3,953	6,032	3,612	-2,420	-40%
Department Total	\$6,905	\$6,359	\$8,557	\$6,222	-\$2,336	-27%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Hours of employee time spent on direct work 1,700	1,700	1,700	1,700	1,700

Department: Legal Affairs

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to manage and support litigation to include complex matters
- Continue to provide support to Clean Rivers Project and other long term Capital Improvement Program (CIP) Projects
- Provide legal support for Green Infrastructure activities
- Support Innovative initiatives
- Support environmental permits – National Pollutant Discharge Elimination System (NPDES), Total Maximum Daily Limit (TMDL), Municipal Separate Storm Sewer System (MS4), Potomac Interceptor, and construction and operating permits under the Clean Air Act

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

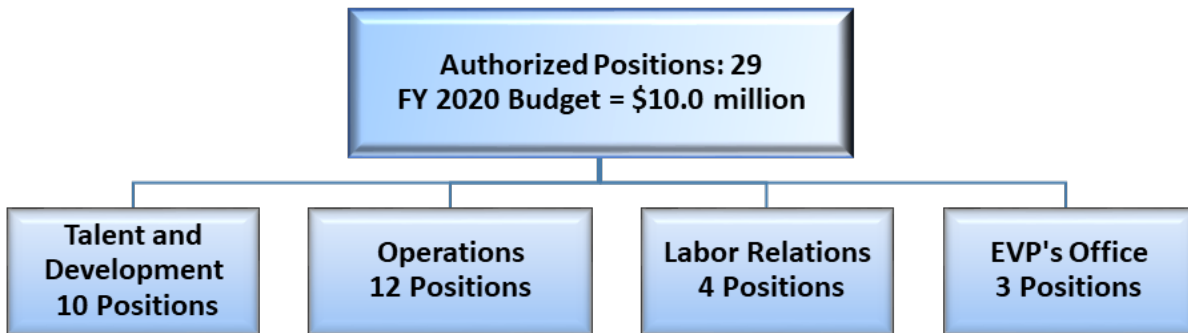
- Provide legal support in environmental and financial issues affecting DC Water CIP Projects
- Provide legal support to ongoing Labor Compliance Programs, Green Infrastructure, and TMDL litigation activities

CLUSTER: PEOPLE AND TALENT

DEPARTMENT: Human Resources

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

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



FUNCTIONS

Talent and Development	Operations	Labor Relations	Executive Vice President's Office
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 with Disabilities Act, Drug and Alcohol testing, Workers Compensation, and Employee Assistance Programs	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

DEPARTMENT: Human Resources

BUDGET

The approved FY 2020 budget is higher than the FY 2019 approved budget by approximately \$1.7 million primarily due to personnel services adjustments and workers' compensation claims

\$000's Description	FY 2017	FY 2018	FY 2019	FY 2020	Change from FY 2019	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	28	27	28	29	1	4%
Headcount: Filled	25	10				
Total Personnel Services	\$3,664	\$4,255	\$4,545	\$4,930	\$385	8%
Supplies & Chemicals	18	9	34	35	1	4%
Utilities & Rent	44	37	48	24	-24	-50%
Contractual Services	3,380	4,308	3,655	5,039	1,383	38%
Small Equipment				0	0	0%
Total Non-Personnel Services	3,443	4,356	3,737	5,098	1,361	36%
Department Total	\$7,107	\$8,609	\$8,281	\$10,028	\$1,746	21%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
120 days from job posting to hire	120	112	110	107
10 days to initiate disciplinary action	7	7	7	7
14 days new hire benefit set-up	14	13	12	10
22.5 Average number training hours per FTE	22.5	22.7	23	25
Comparison DC Water Employees Compensation (100%) vs Market 50 th -tile	100%	100%	100%	100%

DEPARTMENT: Human Resources

FY 2019 MAJOR PLANNED 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
- Negotiate Compensation Agreement for all five Unions and DC Water
- Negotiate two Working Conditions Agreements for American Federation of Government Employees (AFGE) Locals 631 and 872
- Coordinate performance management systems training for DC Water union employees and managers
- Conduct assessment for DC Water Succession Planning program
- Finalize all DC Water policies and procedures with the Unions after impacts and effects bargaining to have updated Chief Executive Officer’s signature
- Continue departmental reorganization to focus on Human Resources (HR) operations, talent, strategy, succession, and change management
- Continue with new talent acquisition and onboarding program focused on enhancing quality of hire and employee engagement
- Assess the results of the DC Water Employee Engagement Survey and determine how the results can support efforts in accomplishing DC Water’s Blueprint/Strategic Plan
- Continue working upwards towards Innovating and program initiatives designed to improve service delivery and business unit maturity
- Monitor the success of “Advancing Blue” Performance Management System for Union employees
- Further enhance the HR Dashboard of key performance indicators for HR programs and services
- Develop and administer trainings on collective bargaining agreements, administering discipline, performance management and compliance programs

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implement Enterprise resource planning (ERP) application as the core HR, Payroll, Benefits, Self Service, and Applicant Tracking enterprise system
- Centralize all DC Water training and development dollars under HR for better accountability, measurement, and tracking

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Asset Management Training in FY 2019 & FY 2020

DEPARTMENT: Human Resources

FY 2019 AND FY 2020 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!

The vision of DC Water’s Blueprint is that “we will be known for superior service, ingenuity and stewardship to advance the health and well-being of our diverse workforce and communities. A strategic program in the Blueprint is “The Employee Experience”. Enhancing this experience 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. 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.

DEPARTMENT: Human Resources

FY 2019 AND FY 2020 TALENT DEVELOPMENT PLAN

FY 2018 ACCOMPLISHMENTS

In FY 2018 our organizational structure allowed us to have a comprehensive approach to managing the Authority's talent. We continued with *Leading Blue* Cohort II participants for our second pilot in 2018. The feedback thus far has been very positive. The streamlined New Hire Orientation program is providing employees with the skills needed to add work value immediately.

The Authority continued to leverage its relationships with colleges and universities we use through the Tuition Assistance program. We started a year long journey creating our college vendor Partner Program. The goal is to reduce tuition costs and establish paths to pay the schools directly. This reduces paperwork and streamlines the payment process for all. This year, our employees continued to pursue critical infrastructure certifications in the areas of: Professional Engineering and Program Management. Also, in FY 2018, 69 employees participated in the Education Assistance Reimbursement benefit program. DC Water provided approximately \$178,000 to assist employees continue their education programs.

The DC Water Summer Internship Program was enhanced this year. Pre-screening and interviews were conducted which led to a high number of quality candidates. We hired approximately 50 interns from hundreds of 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. Interns participated 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 format. All DC Water employees were invited and there was significant attendance, with the interns receiving considerable praise. The interns were also treated to a "day out," at Terrapin Adventures and participated in Lunch & Learn program facilitated by the learning & development business unit on topics such as *Networking, Responsible Social Media Use, and Leadership*.

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

FY 2019 and FY 2020 Training Budgets

The approved FY 2020 training budget totals \$1.2 million, which is approximately \$0.5 million lower compared to the approved FY 2019 budget.

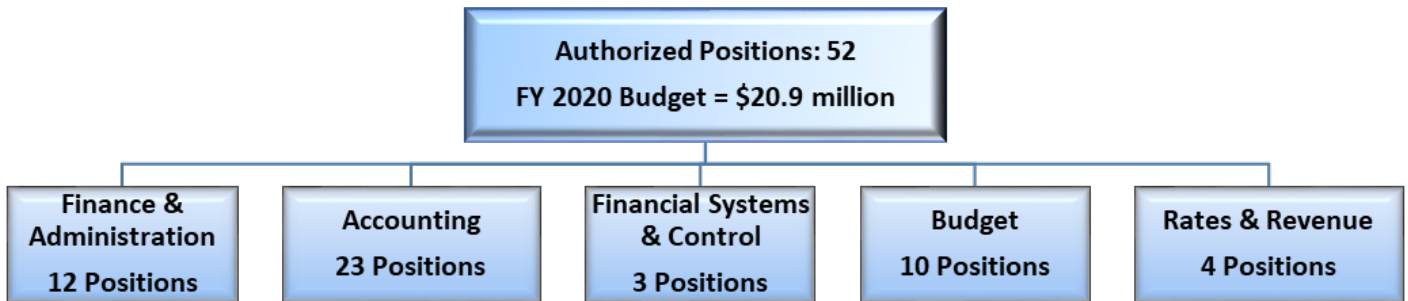
The Talent branch of Human Resources Department is positioned to help the Authority transform and will continue to focus on the need to develop our workforce beyond the initial job qualifications. Considerable attention will continue to be given to Performance Management, Succession Planning, and Employee Engagement. Additionally, we will complete development of two critical training paths: Web-based Enterprise Compliance Training and Front-Line Supervisor training for all current and new supervisors.

The Talent branch will lead the charge in the development of DC Water's workforce of the future.

CLUSTER: FINANCE AND PROCUREMENT

DEPARTMENT: Finance

PURPOSE:	Responsible for the financial integrity of the Authority’s assets and liabilities, funds acquisition, budget execution, and management and planning of expenditures for all programs and initiatives
MISSION:	Stewardship of DC Water’s financial activities to ensure financial integrity and ensure performance that meets the expectations of the Board of Directors, Stakeholders, and the broader financial community



FUNCTIONS

Finance & Administration	Accounting	Financial Systems & Control	Budget	Rates & Revenue
<p>Oversight and management of Finance, Accounting, Budget, Financial Systems & Control, and Rates & Revenue;</p> <p>Manage and oversee Treasury, Debt, insurance and Risk Management functions of the organization</p>	<p>Manage accounting and financial reporting functions of the organization, Comprehensive Annual Financial Report (CAFR), and financial transactions;</p> <p>Establish accounting and reporting policies, maintain financial records and effective internal control structure</p>	<p>Manage and Support organization-wide Financial System and related applications;</p> <p>To ensure accountability and safeguarding of the Authority’s assets;</p>	<p>Develop, monitor and report the annual operating and 10 Year Capital Improvements Program (CIP) budgets;</p> <p>Board Committees’ reporting process and Financial relationship with the Washington Aqueduct</p>	<p>Manage short and long-range financial planning, revenue forecasting, and monitoring and establishing rates;</p> <p>Manage cost of service studies for water & sewer, Clean Rivers Impervious Area Charge (CRIAC), fire protection service fee, Potomac Interceptor, operating reserves, renewal & replacement reserves, rate stabilization fund and engineering study</p>
<p>Debt and investment portfolios, operations of cashiering and banking services;</p> <p>Administer all insurance and risk management activities, manage all general liability and tort claims for DC Water’s Operations</p>	<p>Payroll operations, vendor payment operation and asset management finance and accountability;</p> <p>Manage the billing activities of the organization, including grants and county billing operations</p>	<p>Management of Financial System, including upgrades and enhancements;</p> <p>Financial System user support/access control/user training and Business Intelligence and Reporting</p>	<p>Prepare quarterly reports and monthly Financial Reports;</p> <p>Perform ongoing financial management of critical programs and maintain department’s web page</p>	<p>Monitors consumption, revenue, collections, accounts receivable and delinquencies greater than 90 days;</p> <p>Manages independent budget and rate review for public hearing</p>

DEPARTMENT: Finance

BUDGET

The \$4.6 million increase in FY 2020 over the FY 2019 budget is for personnel services cost adjustments, and software maintenance and consultant support for replacement of the Authority's financial system

Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	52	53	53	52	-1	2%
Headcount: Filled	48	49				
Total Personnel Services	\$7,123	\$7,807	\$8,097	\$9,270	\$1,173	14%
Supplies & Chemicals	26	25	40	25	-15	-38%
Utilities & Rent	187	163	67	44	-23	-35%
Contractual Services	5,959	7,097	8,132	11,563	3,431	42%
Small Equipment	1	1	4	4	0	0%
Total Non-Personnel Services	6,173	7,286	8,244	11,636	3,392	41%
Department Total	\$13,296	\$15,093	\$16,341	\$20,906	\$4,565	28%
Capital Equipment	\$506	\$3,022	\$7,800	\$5,600	-\$2,200	-39%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Manage DC Water's financial operations to ensure revenue projections and O&M expenditures are within budget	103.6% 96%	101.7% 100%	99% 95%	99% 95%
Comply with the Board's investment policy and strategy	100%	100%	100%	100%
Benchmarks: Short-Term Funds - ML 3 months US T-Bill Index and Core Funds - ML 1 - 3 year	102 143	167 230	159 177	219 242
Manage DC Water's financial operations to ensure 140% senior debt service coverage	547%	494%	561%	438%
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	\$147.2 million	\$166.8 million	\$165.0 million	\$180.0 million
Issue Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP)	February	February	February	February
Pay 97% of all undisputed invoices within 30 days	97%	97%	97%	97%
Publish Annual Budgets within 90 days of Board adoption	< 90 days	< 90 days	90 days	90 days

DEPARTMENT: Finance

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

Finance:

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

Rates and Revenue:

- Continue water balance monitoring
- Continue to monitor economic conditions and affordability
- Coordinate with Customer Care and Information Technology departments to resolve post implementation billing (revenue, consumption, ERU's and collections) and reporting issues
- Review of Clean Rivers Impervious Area Charge (CRIAC) to explore discount options for non-profit organizations, small businesses, charitable and religious organizations and low-income customers not enrolled in Customer Assistance Program (CAP)
- Update the Cost of Service Study for Potomac Interceptor users
- Update the Cost of Service Study for miscellaneous fees including permit fee, cross-connection fee and fats, oils & grease fees, etc.
- Undertake the independent review of budget, rates and preparation of the public hearing on multi-year rate proposals

Financial Systems & Controls:

- Continue the preparation of and selection process for the upgrade/replacement of Enterprise Resource Planning (ERP) system
- Start ERP system implementation with selected Software as a Service (SaaS) provider

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
- Increase focus on CIP, Intangible and Fixed Assets

DEPARTMENT: Finance

Budget:

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

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue improvements to the budget development and reporting process
- Explore alternative revenue generating initiatives
- New bond issuance
- Continue with FY 2019 major activities
- Implementation of System Availability Fee (SAF), and other fees approved by the Board
- Begin implementation of a new ERP system

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

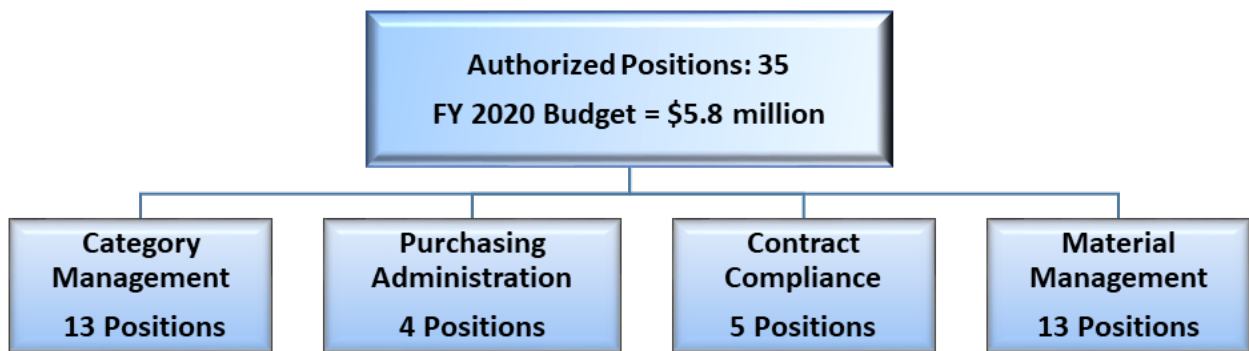
- Consultant support, training and related subscription costs for new ERP system

CLUSTER: FINANCE AND PROCUREMENT

DEPARTMENT: Procurement and Compliance

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

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



FUNCTIONS

Category Management	Purchasing Administration	Contract Compliance	Material Management
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 program, purchase and 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	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

DEPARTMENT: Procurement and Compliance

BUDGET

The \$0.1 million increase in FY 2020 over the FY 2019 budget is for personnel services cost adjustments, and offset by cost reduction in contractual services

Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	36	36	36	35	-1	0%
Headcount: Filled	32	27				
Total Personnel Services	\$4,155	\$4,505	\$4,579	\$4,910	\$331	7%
Supplies & Chemicals	36	24	41	32	-9	-22%
Utilities & Rent	67	55	63	32	-31	-50%
Contractual Services	869	983	997	832	-165	-17%
Small Equipment	1	0	5	3	-2	-40%
Total Non-Personnel Services	973	1,062	1,106	898	-208	-19%
Department Total	\$5,128	\$5,566	\$5,685	\$5,808	\$123	2%
Capital Equipment	0	0	0	0	0	

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
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%

DEPARTMENT: Procurement and Compliance

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue training of procurement staff on strategic sourcing, category management, and Microsoft tools
- 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
- Generate, capture, and report cost savings through category management and strategic sourcing projects
- Continue improvement and expansion of the DC WaterWorks program (a local hiring initiative)
- Continue selection process for the upgrade/replacement of a new Enterprise Resource Planning (ERP) system

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Consultant support, training and related subscription costs for new ERP system

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Administration Office

PURPOSE: To oversee and direct the administrative functions that support the achievement of DC Water’s goals

MISSION: Ensure continuity of operations and a safe, secure and healthy working environment by providing a foundation of resources and support to DC Water employees through the management of facility, security, safety, emergency management, and fleet services

Authorized Positions: 3
FY 2020 Budget = \$0.6 million

FUNCTIONS

Facilities Management	Security	Occupational Safety & Health	Emergency Management	Fleet Management
Develop and direct the strategic objectives of the Authority’s administrative departments				
Oversee and direct the administrative functions that support the achievement of the Enterprise’s performance goals				

DEPARTMENT: Administration Office

BUDGET

The Approved FY 2020 budget is relatively flat compared to FY 2019 budget

\$000's Description	FY 2017	FY 2018	FY 2019	FY 2020	Change from FY 2019	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	3	3	3	3	0	0%
Headcount: Filled	3	3				
Total Personnel Services	\$481	\$677	\$504	\$549	\$45	9%
Supplies & Chemicals	2	4	4	1	-3	-75%
Utilities & Rent	9	2	8	4	-4	-56%
Contractual Services	14	23	61	32	-29	-47%
Small Equipment						
Total Non-Personnel Services	25	29	74	37	-37	-50%
Department Total	\$506	\$706	\$578	\$586	\$8	1%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Strategic analysis and planning meetings with Directors:				
Facilities	4	4	4	12
Security	4	4	4	12
Fleet Management	4	4	4	12
Occupational Safety & Health	4	4	4	12
Emergency Management	n/a	4	4	12

DEPARTMENT: Administration Office

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Revise and continue to implement the Non-Process Facilities Master Plan, with an emphasis on expanding and enhancing the ability of DC Water to provide Facilities that are safe & secure, sustainable & resilient
- Analyze business processes and implement activities to improve efficiency, including centrally-managed budget items and fleet optimization

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Optimize the operations of safety, security and emergency management and increase participation from all DC Water employees
- Analyze business processes and implement activities to improve efficiency, including centrally-managed budget items
- Creation and implementation of an Environmental, Health and Safety program at DC Water facilities

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

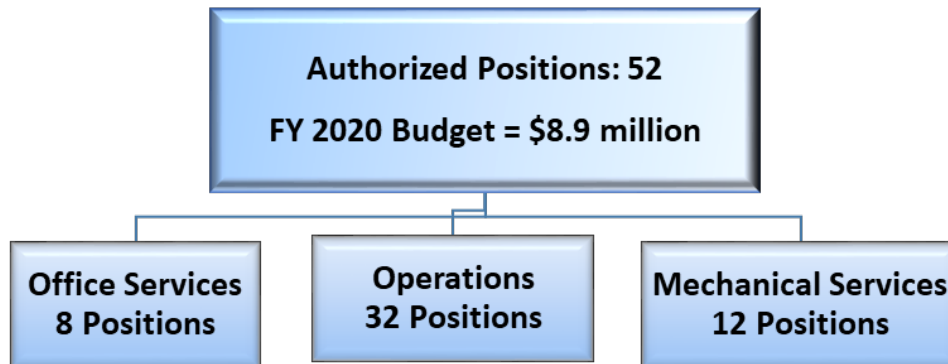
- Operational cost increases for facilities and security departments when new facilities come online (Headquarters Office, Sewer Operations, and Fleet Maintenance)

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Facilities Management

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

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



FUNCTIONS

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

DEPARTMENT: Facilities Management

BUDGET

The \$685k decrease in FY 2020 compared to the FY 2019 budget is due to decrease in mechanical and nursery supplies and contractual services (janitorial, HVAC, Building Maintenance)

\$000's Description	FY 2017	FY 2018	FY 2019	FY 2020	Change from FY 2019	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	59	56	56	52	-4	-7%
Headcount: Filled	52	48				
Total Personnel Services	\$5,407	\$5,203	\$5,832	\$5,859	\$27	0%
Supplies & Chemicals	491	462	553	428	-125	-23%
Utilities & Rent	89	110	223	250	27	12%
Contractual Services	1773	1825	2,930	2327	-603	-21%
Small Equipment	70	81	77	66	-11	-14%
Total Non-Personnel Services	\$2,423	\$2,478	\$3,783	\$3,071	-712	-19%
Department Total	\$7,830	\$7,680	\$9,615	\$8,930	-\$685	-7%
Capital Equipment	\$1,933	\$,1314	\$2,855	\$2,305	-\$550	-19%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Annual Work Orders Closed	6,889	6,911	8,500	8,500

DEPARTMENT: Facilities Management

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue the implementation of the Building Automation Program (HVAC systems)
- Continue relocation of offices and departments into vacated Central Office Facilities (COF) Building
- Adhere to and follow the results of the Maturity Modeling Program
- Continue to implement new industry innovations
- Assess and re-organize the Facilities Department: Develop new Land Use Branch of Facilities
- In Coordination with IT, finalize and roll-out the new, tablet based, automated service request to work order system
- Develop and begin to implement the strategy for relocation of offices and departments into vacated Central Office Facilities (COF) Building
- Support the Department of Pumping Operations with office work area updates within the main pumping station
- Support the Department of Water Services with the addition of new trailer-based office space at Fort Reno
- Complete the move-in process for the new headquarters building
- Define and establish the facilities management program for the headquarters building
- Procure, execute and complete the contract for the replacement of the roof over the DSLF
- Identify roof replacement needs for DC Water facilities and estimate the associated costs

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to refine the reorganization of the Facilities Department
- In Coordination with IT, utilize, review, report and refine the use of the tablet based, automated service request to work order system
- Implement the strategy for relocation of offices and departments into vacated Central Office Facilities (COF) Building
- Prioritize, procure, execute and complete contracts for the replacement of the roofs that can be budgeted in FY20
- Begin alignment of DC Water Facilities Department with best-practices in the facilities industry
- Identify and provide training related to best practices in the facilities industry
- Continue to implement new industry innovations

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

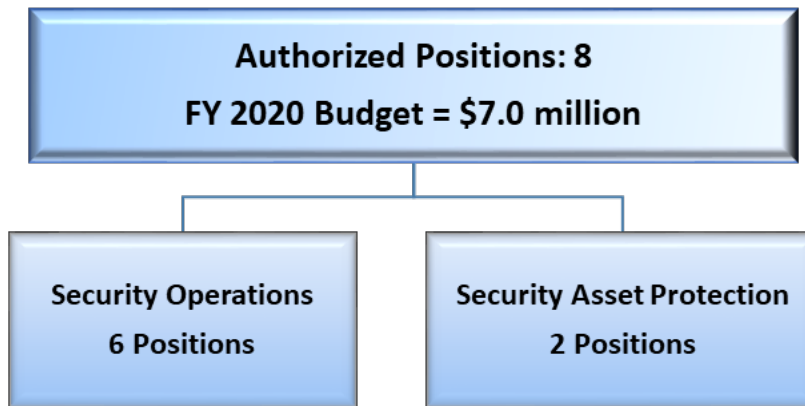
- Increased ability to monitor and maintain DC Water facilities and its expanding property inventory
- Continued improvement of CMF, COF, Bryant Street and 125 O Street systems and buildings, while reducing the overall maintenance efforts and ultimately expenditures

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Department of Security

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

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



FUNCTIONS

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

DEPARTMENT: Department of Security

BUDGET

The \$0.8 million decrease in FY 2020 compared to the FY 2019 budget is primarily in professional services contract

Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	9	9	9	8	-1	-11%
Headcount: Filled	9	8				
Total Personnel Services	\$1,048	\$1,022	\$1,119	\$1,133	\$14	1%
Supplies & Chemicals	82	51	66	59	-7	-11%
Utilities & Rent	23	279	304	297	-7	-2%
Contractual Services	5,675	5,783	6,268	5,468	-800	-13%
Small Equipment	28	56	50	50	0	0%
Total Non-Personnel Services	5,807	6,169	6,688	5,874	-814	-12%
Department Total	\$6,855	\$7,191	\$7,807	\$7,007	-\$800	-10%
Capital Equipment	\$848	\$500	\$515	\$515	\$0	0%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Completion times to initial security investigation report. Target = 21 days	21 days	7days	21 days	3 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	8.3%	8.3%	5.0%	5.0%
Turnover rate of Guard Force Officers = NTE 25% per month	<25%	<5%	<10%	<5%
Camera Operational Uptime: Target = 95%	95%	98%	98%	99%
Smart Card Readers Operational Uptime: Target = 95%	95%	95%	98%	99%

DEPARTMENT: Department of Security

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue with Phase III of Hardening Project at Blue Plains
- Initiate license plate reader (LPR) at Bryant Street and Head Quarter compounds
- Initiate concept design of Blue Plains Main Entrance modifications
- Continue integration of operations cameras at 'off-Blue Plains' locations
- Continue to develop and populate Department of Security (DSEC)'s proprietary asset protection software
- Increase the ability to initiate and support internal investigations via cross training existing DSEC personnel
- Analyze throughout the Authority areas in need of additional and/or new traffic control devices

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implement 'Self-Service' visitor temporary pass management system at new HQ
- Replace/Upgrade Fire Protection systems at Blue Plains
- Initiate recommendations of new Office of Emergency Management (OEM) Vulnerability Assessment product incorporating operational elements
- Integrate additional departments into the asset protection program for enhancing protective protocols throughout the Authority. Specifically, the Head Quarters Building is targeted to receive increased asset protective measures via the use of "best practices' for asset protection
- Improvements with restructuring and cross training of DSEC personnel in investigations, with direct impact on the ability to network with our regional, Federal and State law enforcement partners as a professional colleague
- Integrate key electronic traffic control devices at all major access control traffic points throughout the Authority. Additional enhancements via integrating these electronic control devices into the Physical Security Information Management (PSIM) located within the Security Command Center

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

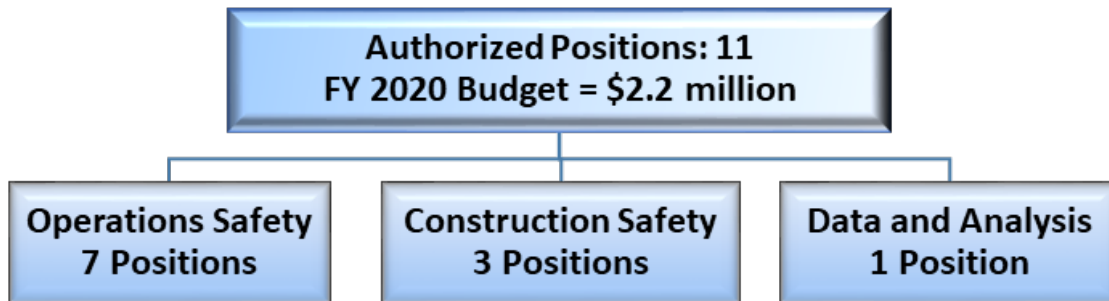
- Continued improvement of security systems will reduce overall maintenance, improve response time, and decrease threat levels
- Mega-projects require significant security upgrades and enhancements which will require increased manning to provide full support
- The new Fleet Facility is expected to increase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

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Occupational Safety and Health

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

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



FUNCTIONS

Operations Safety	Construction Safety	Data and Analysis
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, and accident and incident investigations	Oversight of the implementation of comprehensive construction safety program	Develop and analyze safety metrics
Support DC Water’s Emergency Response activities and serve as the Safety Officer when the Incident Management Team (IMT) is activated	Coordinate with and support the Office of Risk Management, Emergency Management, Emergency Preparedness of Contractors, and the Department of Engineering and Technical Services, including the Rolling Owner Controlled Insurance Program (ROCIP), Safety Program, and Non-ROCIP contracts	Generate and provide required safety reports
Oversight of hazardous waste program and storage tank compliance. Identify, develop, schedule and deliver required safety training	Implement initiatives to prevent and reduce accidents, occupational illnesses, and exposure to health and physical hazards	Administer and maintain safety database

DEPARTMENT: Occupational Safety and Health

BUDGET

The FY 2020 budget is relatively flat compared to the FY 2019 level

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	9	11	11	11	0	0%
Headcount: Filled	9	11				
Total Personnel Services	\$1,290	\$1,581	\$1,604	\$1,721	\$117	7%
Supplies & Chemicals	11	22	29	23	-6	-21%
Utilities & Rent	30	30	43	31	-12	-28%
Contractual Services	540	306	566	406	-160	-30%
Small Equipment	7	5	5	0	-5	-100%
Total Non-Personnel Services	\$588	\$363	\$643	\$460	-\$183	-30%
Department Total	\$1,878	\$1,944	\$2,247	\$2,181	-\$66	-3%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
OSHA recordable accidents per hours worked (Reduce 10%)	4.5	4.6	3.7	3.5
Lost time work cases due to non-fatal accidents per hours worked	3.7	3.8	3	2.8
No. of time work stopped due to unplanned unsafe conditions	0.0	2.0	1.0	1.0
No. of formally raised safety related employee concerns reported	47	159	57	170
No. of Vehicle Accidents	47	47	38	35

DEPARTMENT: Occupational Safety and Health

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to provide support to the Office of Risk Management in the oversight of the Rolling Owner Controlled Insurance Program (ROCIP) for DC Water Contractors
- Continue the implementation of the Occupational Safety and Health Administration (OSHA) requirement for Crystalline Silica and Hearing Conservation Programs
- Assess organization compliance with new OSHA and National Fire Protection Association (NFPA) standards
- Conduct a training needs assessment in all departments to identify the gaps in the Authority's safety training and develop a strategy and schedule for implementing an effective and sustainable training program
- Update Safety Policies and Procedures
- "Matrix" Occupational Safety and Health staff into operating departments
- Develop and implement safety goals and initiatives as part of the Authority's new Blueprint

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implement a Damage Utility Prevention Program
- Continue to implement safety goals and initiatives in association with the Blueprint
- 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
- Focus on the full implementation of the safety training program

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

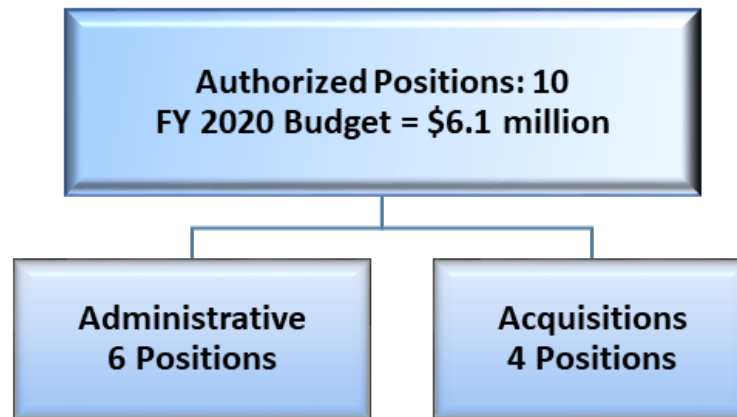
- No direct impact

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Fleet Management

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

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



FUNCTIONS

Administrative	Acquisitions
Preventive and repair maintenance	Acquisition/Disposal of vehicles/equipment
Performance Measurements - percent of uptime/availability, and Commercial Driver’s License (CDL) Safe Drivers Program	Integration and retrofitting of vehicles Integration mobile technology support
Manage and support the Fleet Wave System, and monitor fuel usage	Inventory control of automotive parts
Manage fleet maintenance contractor and vendors	
Management of vehicles, equipment, parts and DC Water loaner pool program	

DEPARTMENT: Fleet Management

BUDGET

The \$0.4 million increase in FY 2020 over the FY 2019 budget is due to increase in personnel services for insourcing of automotive functions, fuel and contractual services costs (warranty programs and software maintenance)

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized	7	8	8	10	2	20%
Headcount: Filled	6	7				
Total Personnel Services	\$892	\$935	\$1,009	\$1,220	\$211	21%
Supplies & Chemicals	6	10	19	18	-1	-1%
Utilities & Rent	727	814	775	840	65	8%
Contractual Services	3,460	4,449	3,900	4,006	106	3%
Small Equipment	99	33	70	45	-25	-36%
Total Non-Personnel Services	4,292	5,306	4,764	4,909	145	3%
Department Total	\$5,184	\$6,241	\$5,773	\$6,129	\$356	6%
Capital Equipment	\$5,582	\$656	\$4,500	\$4,000	-\$500	-11%

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Preventive maintenance completed on schedule	96%	96%	96%	96%
Vehicles available for use	96%	96%	96%	96%
DC Water Priority vehicle in-service	98%	98%	98%	98%

DEPARTMENT: Fleet Management

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implementation of Field Services Mobile Support Technology Program upgrading, staging, and profiling
- Continue systems integration and upgrades to Fleet Management Information System-Wireless Access in Vehicular Environments (FMIS-WAVE) Geotab, and Rideshare program
- Continue utilization of grants and enterprise collaborations for the purchase of Alternative Fueled Vehicles (AFV's), Hybrid Plug-in Electric Vehicles (HPEV's), Plug-in Electric Vehicles (PEV's), Bio-Diesel, Flex-Fuel Vehicles and Custom Fleet Solutions
- Continue the "Right Sizing-Effective Efficiency Use" Program to reduce the carbon footprint and acquire best value equipment
- Continue purchasing of Customized Smart Infrastructure and Advanced Technology, Clean Idle, certified cleaned diesel, and electric vehicles, where possible to reduce carbon emission
- Continue increased usage of environmentally friendly Soy and Bio-based products and cleaners, where applicable
- Continue planning for relocation and transition to the new Fleet Facility

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation and upgrade of Field Services Mobile Support Technology Programs meshing, smart Infrastructure and vehicle sensor technology
- Continue systems integration and upgrades to Fleet Management Information System (WAVE) Geotab and rideshare program
- A reassessment of the Priority Equipment and major change outs according to Departmental Programs
- Begin to transition Fleet parts supply to an In-house Operation
- Reassess all major equipment repair contracts
- Continue utilization of grants and enterprise collaborations for the purchase of Alternative Fueled Vehicles (AFV's), Hybrid Plug-in Electric
- Continue the "Right Sizing- Effective Efficiency Use" Program as well as reduce the carbon footprint and the re-issuance of underutilized units
- Continue purchasing of Customized Smart Infrastructure and Advanced Technology, Clean Idle, certified clean diesel, and electric vehicles, where possible to reduce carbon emission
- Continue increased usage of environmentally friendly soy and bio-based products and cleaners, where applicable
- Continue with planning for relocation and transition to the new Fleet Facility

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Mobile maintenance service repairs
- Acquisition and Disposal of units and equipment

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Office of Emergency Management

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

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

**Authorized Positions: 6
FY 2020 Budget = \$1.4 million**

FUNCTIONS

Emergency Management Program	Training
Manage, develop and administer Emergency Management throughout the Authority	Preparedness training and educational requirements for DC Water staff and contractors
Perform vulnerability assessment and integration into CIP	Provide continual support to ensure all employees and contractors are prepared, trained, and equipped to respond to man-made and natural emergencies
Critical infrastructure protection, key resource management for emergency (man-made and natural)	Responsible for critical infrastructure protection, key resource management for emergency (man-made and natural) preparedness training and educational requirements for DC Water staff and Contractors
Management of DC Water’s Internal Emergency Alert system and provide improvement planning measures	

DEPARTMENT: Office of Emergency Management

BUDGET

During FY 2019, the Office of Emergency Management (OEM) was established as a stand alone department from the Pumping department. The \$0.3 million increase in FY 2020 over the FY 2019 budget is for personnel services costs adjustment for the department

\$000's Description	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Approved	FY 2020 Approved	Change from FY 2019	
					Variance	%
Headcount: Authorized			6	6	0	0%
Headcount: Filled						
Total Personnel Services			\$621	\$982	\$361	58%
Supplies & Chemicals			2	6	4	200%
Utilities & Rent				13	13	100%
Contractual Services			471	375	-96	-20%
Small Equipment			45	30	-15	-33%
Total Non-Personnel Services			518	425	-93	-18%
Department Total			\$1,139	\$1,408	\$269	24%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2017 Results	FY 2018 Results	FY 2019 Targets	FY 2020 Targets
Maintain full compliance with Safe Drinking Water Act standards for positive coliform results (less than 5%)	<5%	<5%	<5%	<5%

DEPARTMENT: Office of Emergency Management

FY 2019 MAJOR PLANNED ACTIVITIES AND CHANGES

- Complete Emergency Management Accreditation Program (EMAP) accreditation – coordination and collaboration among several programs
- Continue to foster improvements to DC Water’s emergency management capabilities through: implementing, updating, and creating critical plans and procedures; providing Authority wide training and exercises to include simulations, emergency communication, fire extinguisher, evacuation chairs, and fire prevention awareness training (contractors), and building depth within the Integration Management Team (IMT)
- Establish a DC Water Annex to the District’s Hazard Mitigation Plan
- Finalize Critical Customer mass communication dataset and run functionality test
- Facilitate the compliance to the American Water Infrastructure Act signed Oct. 2018
- Collaborate with the Information Technology department (IT) and Office of Marketing and Communication (OMAC) on a Mass Emergency Communication and Notification system
- Convert traditional in-person emergency management trainings into online courses using adult learning format
- Implement and update the After-Action Improvement Matrix (AIM) and provide training to staff
- Continue to use findings from J100 Vulnerability and risk assessment to develop capital projects and improve resiliency
- Integrate the DC Water IMT with the District’s IMT and the National Capital Region IMT
- Continue to access grant funding from DC Homeland Security and Emergency Management Agency (HSEMA) for Federal Emergency Management Association (FEMA) Hazard Mitigation Grant Program

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Support DC Water’s overall emergency response capabilities through the development of virtual reality training
- Full revision of two emergency response plans and update remaining six plans
- Explore an IMT activation and documentation solution for quicker emergency documentation and plan references
- Develop a fire inspection and investigation division within fire and life safety program
- Establish mobile incident command post capabilities
- Expand on regional water emergency response capability
- Continue to source and implement FEMA Hazard Mitigation Grants

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact