

Approved FY 2021 Budgets

Section VII: DEPARTMENTAL SUMMARIES



Fleet Mobile Command Center

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, Pumping and Sewer Services, and Wastewater Treatment services (including maintenance of these facilities). These departments are responsible for the day-to-day operations of the DC Water’s extensive infrastructure and facilities that provide direct services to our customers. Similarly, the Customer Care Department is classified as an operational department due to the integrated nature of their work to operations (i.e., customer care, metering and billing). Provision of first-line customer care to our customers includes 24 hour emergency service. The departments of Engineering and Technical Services, Wastewater Engineering, Clean Rivers, Permit Operations, and Capital Improvement Program (CIP) Infrastructure Management are responsible for ongoing reinvestment in the system infrastructure, compliance with various mandates and 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 during FY 2019, 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. These structural changes include the creation of the CIP Infrastructure Management department within the Engineering cluster; consolidation of the Distribution & Conveyance Services and Sewer operations into a single department, Pumping Services; creation of the Office of Emergency Management department which was within Distribution & Conveyance Services; and consolidation of the Water Quality & Technology as part of the Water Services department.

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

- Chief Executive Officer – This cluster is comprised of the Office of the Chief Executive Officer, Board Secretary, and Internal Audit.
- Administrative Services – This cluster includes the Administration Office, Security, Occupational Safety and Health, Office of Emergency Management, Fleet Management, and Facilities Management departments.
- Finance and Procurement – This cluster is comprised of Finance and the Procurement & Compliance departments. All goods, services and engineering procurement administration are consolidated under the Procurement and Compliance department. This cluster is also responsible for the oversight of the Non-Ratepayer Revenue Fund.
- People and Talent – Human Capital Management is now the Human Resources department and includes Labor Relations under this cluster.
- Performance – The Performance group is a business unit within the CEO’s office, which focuses on continuous improvement of performance throughout the Authority.
- Customer Experience – This cluster includes Customer Care (previously Customer Service) and Information Technology 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, Permit Operations, and CIP Infrastructure Management. The operations departments include Water Operations (includes Water Quality and Technology), Pumping Operations, Wastewater Treatment Operations, Process Engineering, Maintenance Services, and Infrastructure Management.
- Legal Affairs – General Counsel is now Legal Affairs.
- Marketing and Communications – External Affairs is now Marketing and Communications.
- Chief Operating Officer – Oversees the operations, engineering, administration and customer experience clusters.

Executive Team

CEO & General Manager	COO & Executive Vice- President	Executive Vice- President Administra- tive 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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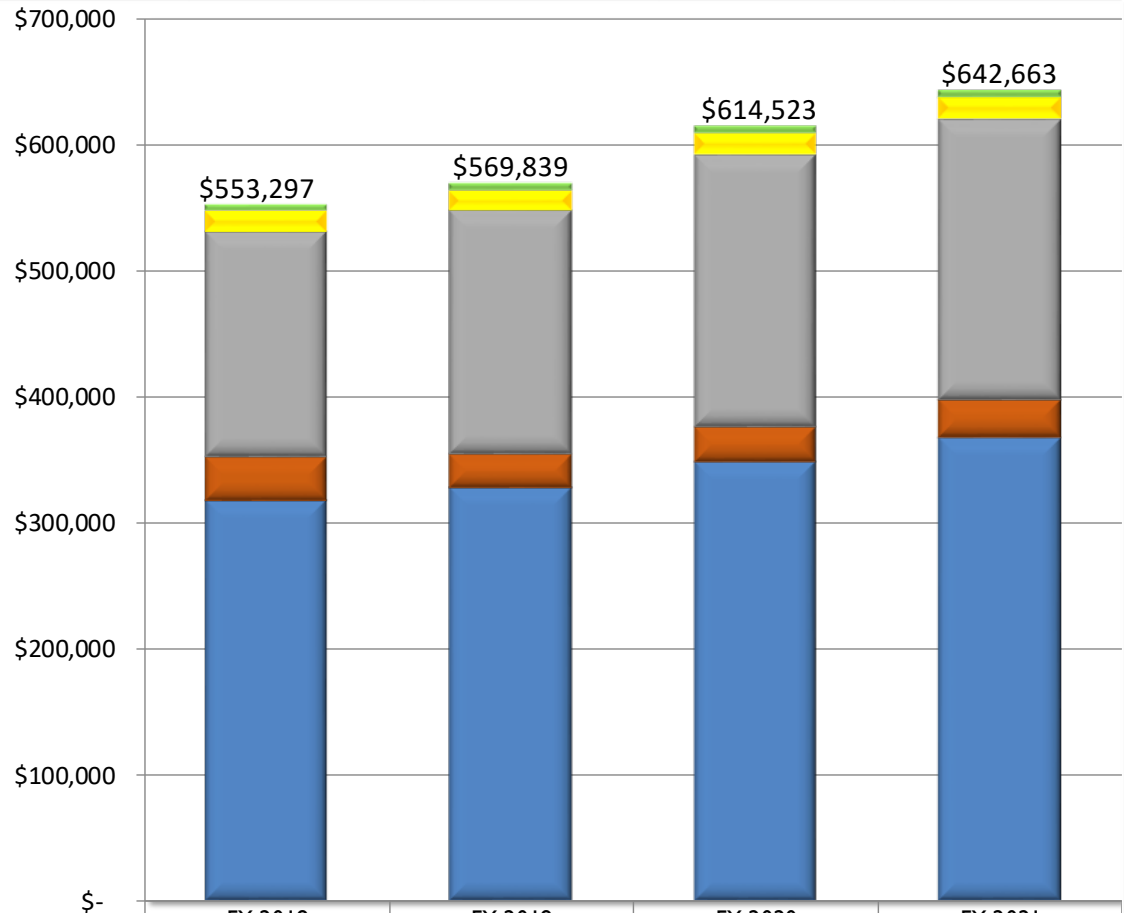


Operating Expenditures Budgets

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\$ in thousands

FY 2018 - FY 2021

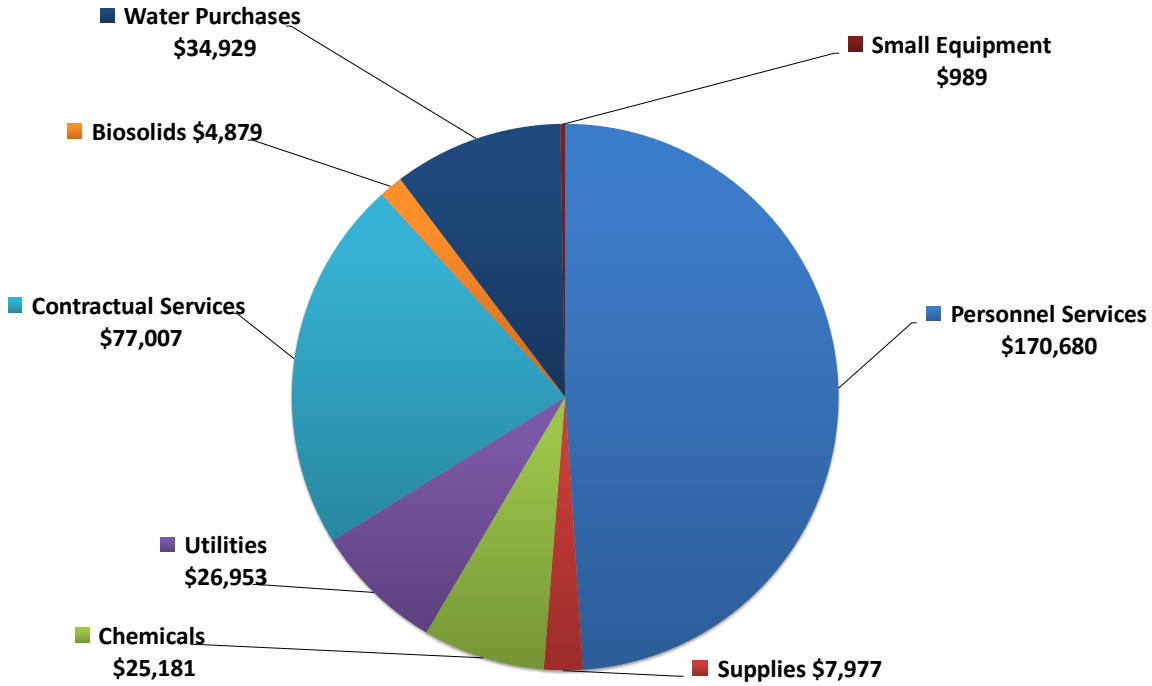


	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved
ROW	\$5,100	\$5,100	\$5,100	\$5,100
PILOT	\$16,276	\$16,602	\$16,934	\$17,272
Debt Service	\$178,399	\$193,035	\$215,340	\$222,268
Cash Financed Capital Improvements	\$35,260	\$26,999	\$28,556	\$30,355
Operations & Maintenance	\$318,263	\$328,104	\$348,594	\$367,667

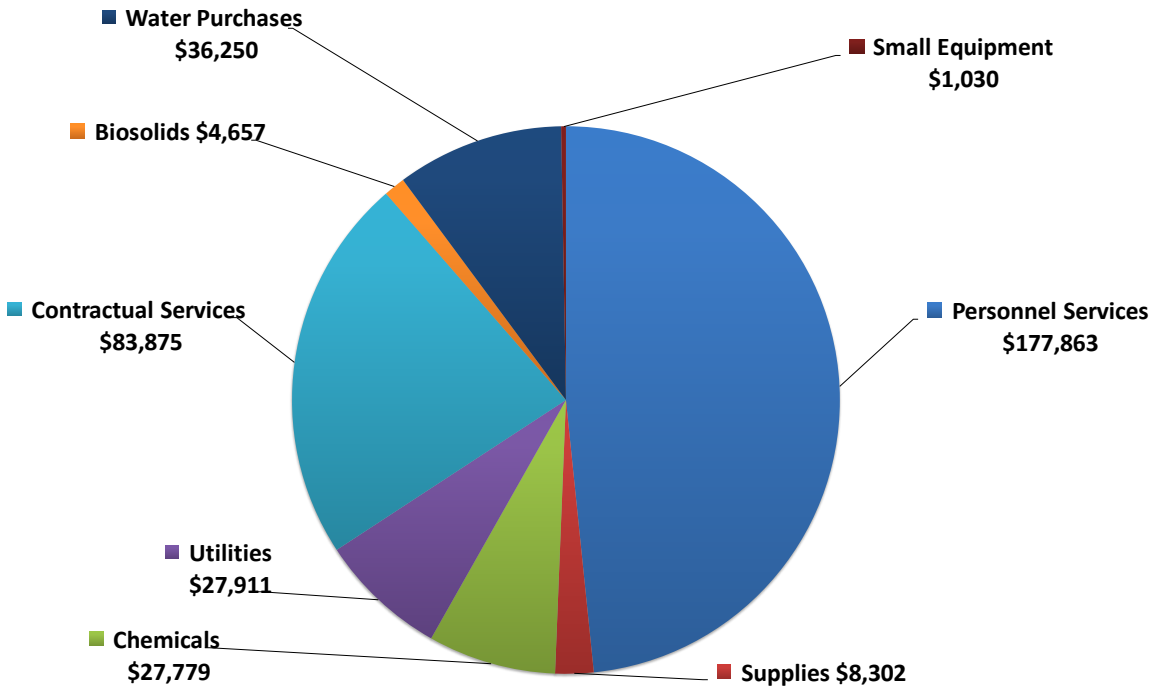
The above chart shows steady growth in operations and maintenance (O&M) costs to maintain appropriate service levels. The overall operating budget is constrained by the increasing debt service costs required to support DC Water’s Capital Improvement Program.

\$ in thousands

FY 2020 Approved \$348,594



FY 2021 Approved \$367,667





Operating Expenditures by Object

\$ in thousands

Object	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED	FY 2021 APPROVED
Personnel Services	\$ 157,635	\$ 157,979	\$ 170,680	\$ 177,863
Contractual Services	74,914	76,206	81,886	88,532
Water Purchases	28,357	32,430	34,929	36,250
Chemicals and Supplies	30,482	34,979	33,158	36,081
Utilities	26,158	25,778	26,953	27,911
Small Equipment	700	731	989	1,030
Subtotal Operations & Maintenance Expenditures	318,246	328,104	348,594	367,667
Debt Service	178,399	193,035	215,340	222,268
Cash Financed Capital Improvements	35,260	26,999	28,556	30,355
Payment in Lieu of Taxes	16,276	16,602	16,934	17,274
Right of Way Fees	5,100	5,100	5,100	5,100
Total Operating Expenditures	\$ 553,280	\$ 569,839	\$ 614,523	\$ 642,663
Personnel Services charged to Capital Projects	(15,527)	(17,588)	(22,748)	(24,382)
Total Net Operating Expenditures	\$ 537,753	\$ 552,251	\$ 591,775	\$ 618,281

- **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, pay for success based on performance of the Green Infrastructure project, 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

\$ in thousands

Departments & Clusters	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED	FY 2021 APPROVED
OPERATIONS & ENGINEERING	\$ 218,109	\$ 227,171	\$ 238,803	\$ 249,766
Maintenance Services	17,807	18,867	19,653	20,075
Wastewater Treatment-Operations	72,716	77,024	77,105	79,533
Wastewater Treatment-Process Engineering	6,944	6,892	7,064	7,232
Water Quality and Technology	2,929	3,436	-	-
Water Operations	23,927	23,863	65,124	68,045
Sewer Operations	14,074	15,916	15,829	-
Pumping Operations/DDCS	48,798	52,501	18,616	37,970
DC Clean Rivers	2,274	2,175	2,761	2,951
Engineering & Technical Services	23,995	21,564	24,962	24,937
CIP Infrastructure Management				1,259
Wastewater Engineering	1,964	1,740	3,995	3,599
Permit Operations	2,680	3,192	3,693	4,165
FINANCE & PROCUREMENT	20,642	19,967	26,714	33,467
Finance	15,076	14,853	20,906	26,888
Procurement & Compliance	5,566	5,114	5,808	6,079
Non-Ratepayer Revenue Fund				500
CUSTOMER EXPERIENCE	32,406	32,311	32,149	30,745
Customer Care	21,217	20,643	21,236	20,360
Information Technology	11,189	11,668	10,913	10,384
INDEPENDENT OFFICES	8,357	9,153	8,438	9,446
Board Secretary	599	567	613	632
Office of the Chief Executive Officer	4,405	4,877	4,326	5,206
Internal Audit (outsourced)	896	856	885	742
Marketing and Communications	2,457	2,853	2,614	2,867
PEOPLE AND TALENT	8,609	6,495	10,028	9,619
Human Resources	8,609	6,495	10,028	9,619
LEGAL AFFAIRS	6,359	6,743	6,222	6,644
Legal Affairs	6,359	6,743	6,222	6,644
ADMINISTRATIVE SERVICES	23,763	26,264	26,241	27,981
Administration Office	706	570	586	634
Office of Emergency Management	-	959	1,408	1,498
Fleet Management	6,241	6,717	6,129	6,965
Occupational Safety & Health	1,944	1,817	2,181	2,335
Facilities Management	7,680	8,457	8,930	8,661
Security	7,191	7,742	7,007	7,888
Subtotal O & M Expenditures	318,246	328,104	348,594	367,667
Debt Service	178,399	193,035	215,340	222,268
Cash Financed Capital Improvements	35,260	26,999	28,556	30,355
Payment in Lieu of Taxes	16,276	16,602	16,934	17,272
Right of Way Fees	5,100	5,100	5,100	5,100
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Total Net Operating Expenditures	\$ 537,753	\$ 552,251	\$ 591,776	\$ 618,281



(\$ in thousands)

FY 2020 Approved Budget by Department by Category

Auth Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Operating
Wastewater Treatment - Operations	127 \$	11,725 \$	3,527 \$	1,845	\$ 17,096	\$ 853	\$ 18,528	\$ 10,620	\$ 4,879	\$ -	\$ 94	\$ 60,009	\$ 77,105
Wastewater Treatment - Process Engineering	33	3,633	1,142	50	4,825	496	57	1,668	-	-	18	2,239	7,064
Maintenance Services	102	9,167	2,813	610	12,590	3,450	157	3,181	-	-	275	7,063	19,653
Water Operations	199	17,290	6,219	1,815	25,324	1,002	501	3,307	-	34,929	32	39,801	65,124
Sewer Operations	99	8,181	2,921	1,318	12,420	534	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	637	3,960	3,438	-	-	91	8,226	18,616
Engineering and Technical Services	135	15,790	4,706	938	21,433	145	517	2,792	-	-	75	3,529	24,962
Waste/Water Engineering	18	2,479	735	25	3,239	15	-	739	-	-	2	756	3,995
D.C. Clean Rivers	11	1,834	525	-	2,359	27	126	249	-	-	-	402	2,761
Permit Operations	20	2,102	769	50	2,920	41	377	355	-	-	-	773	3,693
Subtotal Operations	944	90,332	29,413	7,703	127,448	7,287	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	13	29	1,001	-	-	-	1,043	4,326
Office of the Secretary	2	261	49	9	320	17	4	271	-	-	1	293	613
Internal Audit (outsourced)	-	-	-	-	-	-	7	878	-	-	-	885	885
Legal Affairs	15	2,050	557	3	2,610	6	24	3,582	-	-	-	3,612	6,222
Marketing and Communications	13	1,499	443	1	1,943	14	27	617	-	-	12	671	2,614
Human Resources	29	3,880	1,046	5	4,930	35	24	5,039	-	-	-	5,098	10,028
Information Technology	28	3,498	995	10	4,502	12	152	6,153	-	-	94	6,411	10,913
Procurement and Compliance	35	3,759	1,121	30	4,910	32	32	832	-	-	3	898	5,808
Finance	52	6,969	2,261	40	9,270	25	44	11,563	-	-	4	11,636	20,906
Administration Office	3	439	109	1	549	1	4	32	-	-	-	37	586
Office of Emergency Management	6	745	238	-	982	6	13	375	-	-	30	425	1,408
Facilities Management	52	4,200	1,384	275	5,859	428	250	2,327	-	-	66	3,071	8,930
Security	8	875	258	-	1,133	59	297	5,468	-	-	50	5,874	7,007
Occupational Safety and Health	11	1,333	388	1	1,721	23	31	406	-	-	-	460	2,181
Fleet Management	10	913	305	3	1,220	18	840	4,006	-	-	45	4,909	6,129
Subtotal Administration	279	32,961	9,891	381	43,232	689	1,778	42,550	-	-	305	45,323	88,555
Subtotal O & M Expenditures	1,223	123,293	39,303	8,084	170,680	7,977	26,953	77,007	4,879	34,929	989	177,914	348,594
Debt Service													
Cash Financed Capital Improvements													215,340
Payment in Lieu of Taxes													28,556
Right of Way													16,934
Total OPERATING EXPENDITURES													5,100
Personnel Services charged to Capital Projects													\$ 614,524
TOTAL NET OPERATING EXPENDITURES													(22,748)
													\$ 591,776



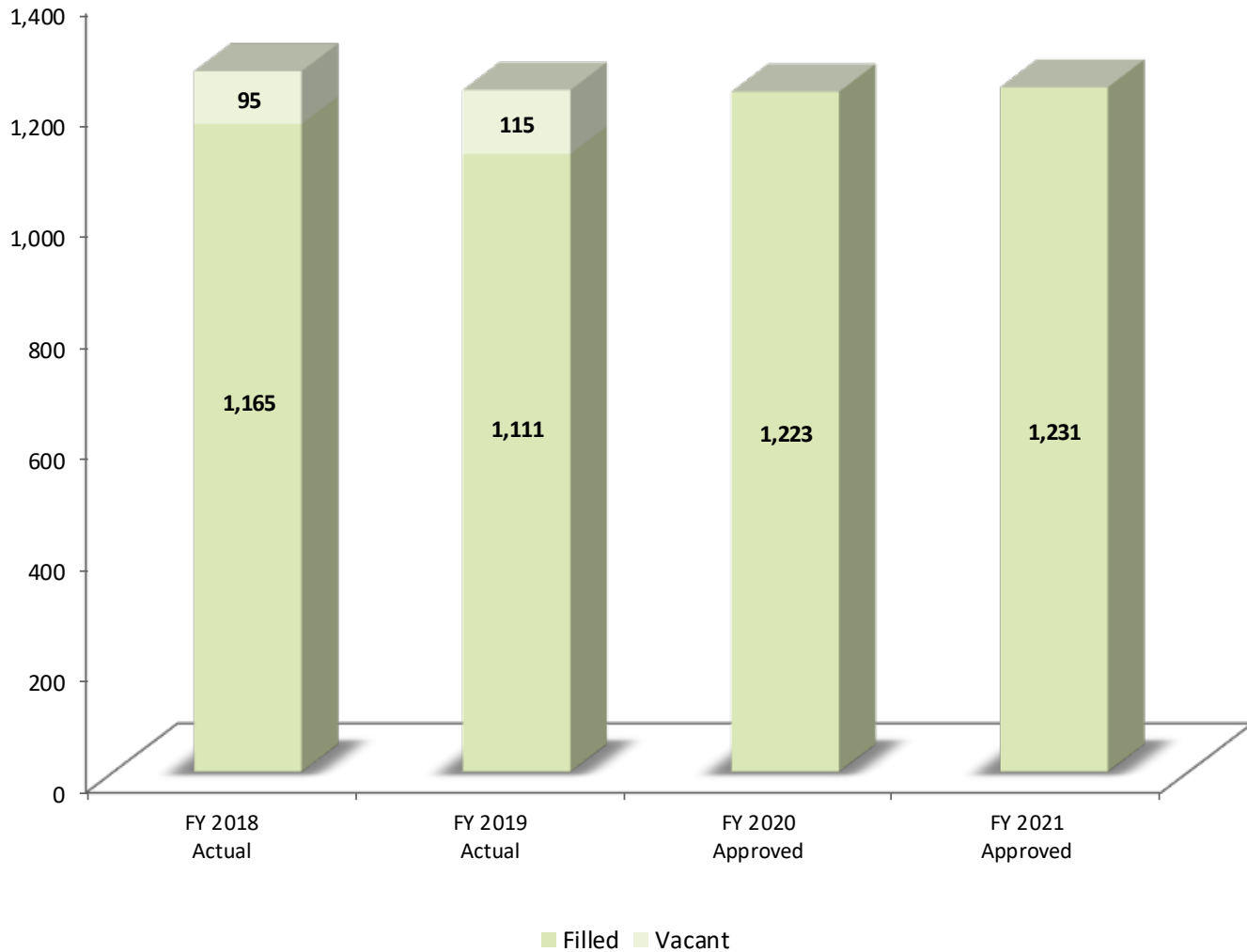
FY 2021 Approved Budget by Department by Category

summary overview financial plan capital rates&rev 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
126	\$ 12,340	\$ 3,716	\$ 1,796	\$ 17,853	\$ 1,052	\$ 27,599	\$ 17,707	\$ 10,488	\$ 4,657	\$ -	\$ 177	\$ 61,681	\$ 79,533
35	3,789	1,211	50	5,051	565	-	57	1,489	-	-	70	2,181	7,232
100	9,132	2,847	630	12,609	3,435	-	167	3,488	-	-	376	7,467	20,075
200	18,140	6,638	1,780	26,558	1,240	30	431	3,504	-	36,250	32	41,487	68,045
123	10,952	3,887	462	15,300	69	-	394	4,587	-	-	10	5,060	20,360
177	16,652	5,625	2,068	24,345	1,384	150	6,244	5,735	-	-	113	13,625	37,970
129	15,466	4,694	938	21,098	125	-	579	3,085	-	-	50	3,839	24,937
17	2,180	653	25	2,857	12	-	-	730	-	-	-	742	3,599
11	1,741	525	-	2,266	22	-	114	549	-	-	-	685	2,951
6	948	311	-	1,259	-	-	-	-	-	-	-	-	1,259
21	2,217	824	45	3,085	41	-	403	636	-	-	-	1,080	4,165
945	93,556	30,930	7,794	132,280	7,946	27,779	26,096	34,290	4,657	36,250	828	137,846	270,126
18	3,226	958	-	4,184	13	-	24	985	-	-	-	1,021	5,206
2	274	53	11	338	17	-	3	272	-	-	2	294	632
-	-	-	-	-	-	-	7	735	-	-	-	742	742
17	2,225	617	3	2,844	3	-	20	3,776	-	-	-	3,800	6,644
13	1,602	481	-	2,083	14	-	26	732	-	-	12	784	2,867
30	3,656	1,111	5	4,772	29	-	27	4,790	-	-	-	4,846	9,619
28	3,733	1,079	10	4,822	4	-	163	5,319	-	-	77	5,563	10,384
36	3,911	1,186	30	5,126	30	-	53	866	-	-	3	953	6,079
53	7,329	2,293	40	9,662	20	-	53	17,149	-	-	4	17,225	26,888
3	457	115	-	573	1	-	4	57	-	-	-	61	634
6	741	204	5	949	15	-	21	493	-	-	20	549	1,498
51	4,221	1,394	250	5,864	118	-	171	2,508	-	-	-	2,797	8,661
8	814	244	1	1,059	54	-	325	6,410	-	-	40	6,829	7,888
11	1,452	409	-	1,861	20	-	26	428	-	-	-	474	2,335
10	1,090	349	5	1,444	19	-	893	4,564	-	-	45	5,521	6,965
286	34,731	10,491	360	45,582	356	-	1,814	49,585	-	-	203	51,959	97,541
1,231	\$ 128,287	\$ 41,422	\$ 8,154	\$ 177,863	\$ 8,302	\$ 27,779	\$ 27,911	\$ 83,875	\$ 4,657	\$ 36,250	\$ 1,030	\$ 185,804	\$ 367,668
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													
												\$ 642,663	
												(24,382)	
												\$ 618,281	

FY 2018 - FY 2021



DC Water is committed to a strategic goal to achieve a lower vacancy rate. Through FY 2021, 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 and criticality throughout the Authority.

These strategic initiatives are reflected in the FY 2021 budget, which includes the deactivation of 63 aged and hard to fill vacant positions to lower costs, and addition of 15 new positions for a net reduction of 48 during the last budget cycle. The new positions were for in-house support of various operational requirements for water quality compliance, automotive parts, permits, and other strategic programs.

In FY 2021, 5 new positions were added to the overall headcount for DC Water Consumer Protection Amendment. The FY 2021 authorized headcount reflects management’s commitment to achieve lower single-digit vacancy rate in the future.



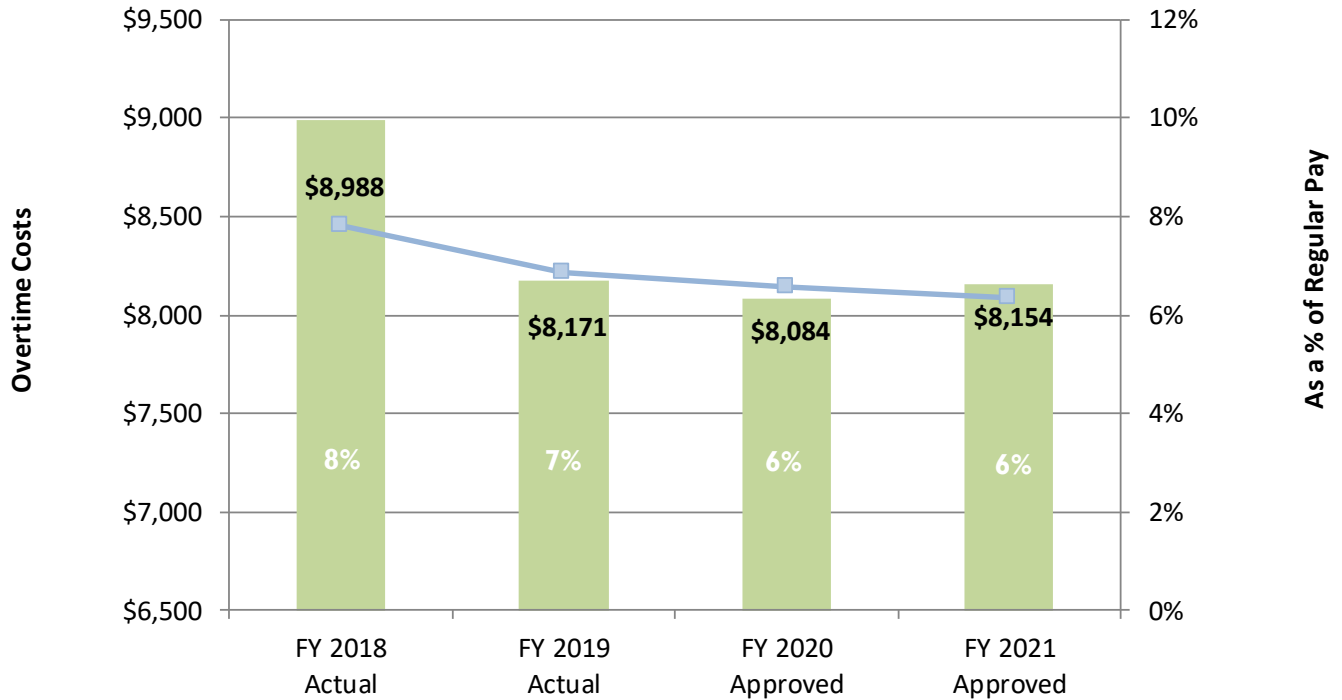
Authorized Positions

		FY 2018		FY 2019		FY 2020	FY 2021
		Authorized	Year -End Filled	Authorized	Year -End Filled	Authorized	Authorized
O p e r a t i o n s	Wastewater Treatment - Operations	122	122	126	113	127	126
	Wastewater Treatment - Process Engineering	39	35	35	32	33	35
	Maintenance Services	115	95	100	95	102	100
	Water Operations	190	172	173	166	199	200
	Sewer Operations	115	94	97	89	99	
	Customer Care	126	115	121	107	122	123
	Pumping Operations/DDCS	88	84	80	77	78	177
	Water Quality & Technology		24	27	24		
	Engineering and Technical Services	166	127	135	120	129	129
	Wastewater Engineering		16	17	12	18	17
	CIP Infrastructure Management					6	6
	D.C. Clean Rivers	15	9	11	8	11	11
	Permit Operations	15	19	21	20	20	21
Subtotal		991	912	943	863	944	945
A d m i n i s t r a t i o n	Office of the Chief Executive Officer	16	12	18	15	15	18
	Office of the Secretary	2	2	2	2	2	2
	Internal Audit (outsourced)	-	-	-	-	-	-
	Legal Affairs	14	14	15	8	15	17
	Marketing and Communications	14	13	13	13	13	13
	Human Resources	25	27	30	24	29	30
	Information Technology	28	28	28	28	28	28
	Procurement and Compliance	36	34	36	30	35	36
	Finance	49	49	52	51	52	53
	Administration Office	3	1	3	3	3	3
	Office of Emergency Management			6	4	6	6
	Facilities Management	57	48	51	46	52	51
	Security	9	8	8	7	8	8
Occupational Safety and Health	9	10	11	11	11	11	
Fleet Management	7	7	10	6	10	10	
Subtotal		269	253	283	248	279	286
Total Positions		1,260	1,165	1,226	1,111	1,223	1,231

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

\$ in thousands

FY 2018—FY 2021



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.



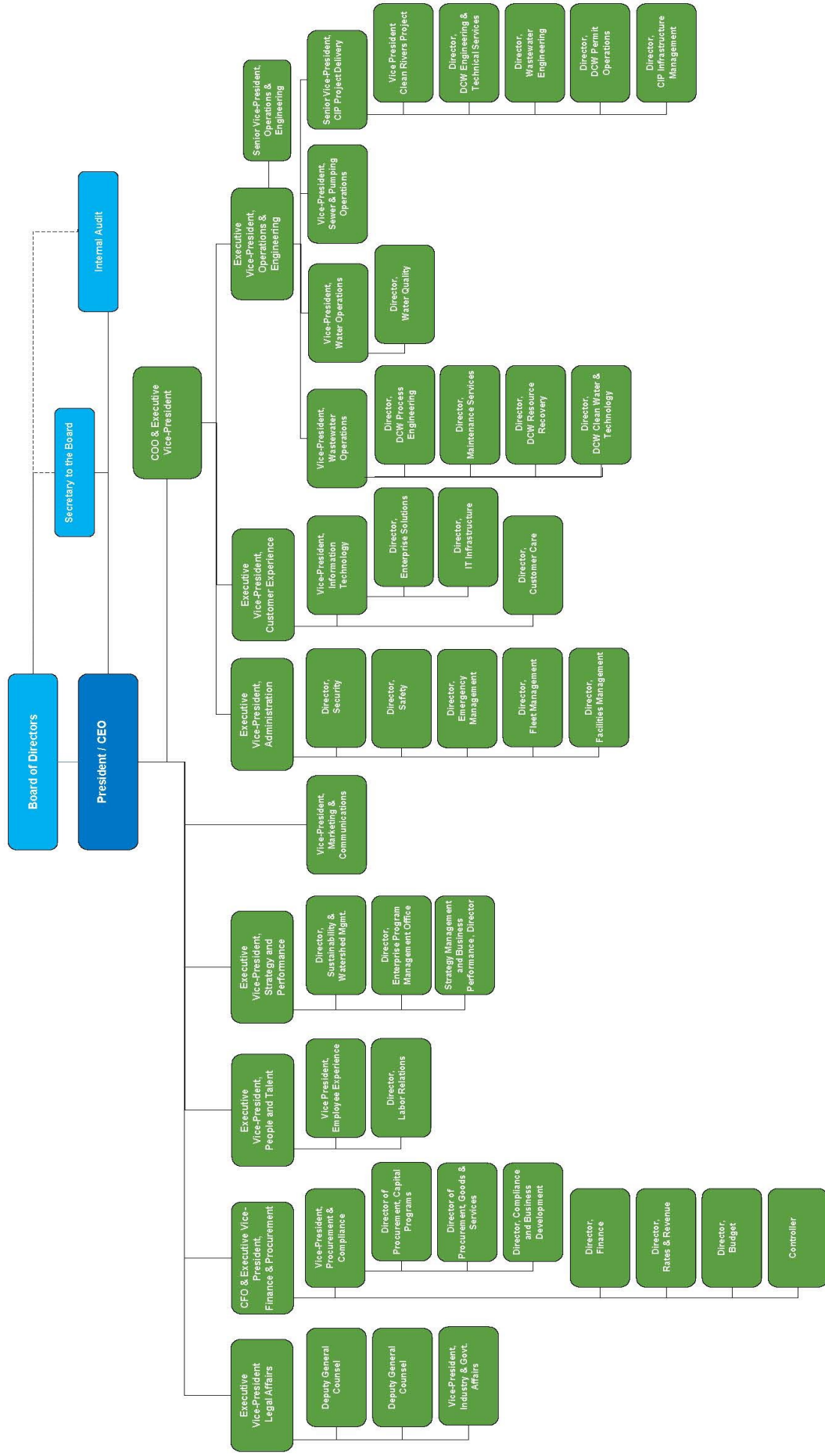
Overtime Budget by Department

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\$ in thousands

Department	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved
Wastewater Treatment - Operations	\$ 1,746	\$ 1,859	\$ 1,845	\$ 1,796
Wastewater Treatment - Process Engineering	21	30	50	50
Maintenance Services	634	587	610	630
Water Services	1,985	1,856	1,815	1,780
Sewer Services	1,737	1,527	1,318	-
Customer Service	627	448	302	462
Distribution and Conveyance Systems	969	730	750	2,068
Water Quality & Technology	2	2	-	-
Engineering and Technical Services	908	696	938	938
Wastewater Engineering	21	22	25	25
DC Clean Rivers	8	6	-	-
Permit Operations	29	21	50	45
General Manager	4	2	3	-
Office of the Board Secretary	11	13	9	11
Internal Audit	-	-	-	-
General Counsel	3	2	3	3
External Affairs	1	3	1	-
Information Technology	8	9	10	10
Finance, Accounting & Budget	33	38	40	40
Office of Emergency Management	-	-	-	5
Assistant General Manager - Support Services	-	-	1	-
Human Capital Management	3	1	5	5
Facilities Management	201	240	275	250
Security	0	1	-	1
Procurement	32	66	30	30
Occupational Safety and Health	1	0	1	-
Fleet Management	2	13	3	5
Total	\$ 8,988	\$ 8,171	\$ 8,084	\$ 8,154

DC Water Organizational Leadership



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 \$2.4 million increase in FY 2021 over the FY 2020 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); offset by cost reductions in utilities, contractual services and biosolids.

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	130	127	127	126	-1	
Headcount: Filled	122	123				
Total Personnel Services	\$16,456	\$16,982	\$17,096	\$17,853	\$757	7%
Supplies	730	573	853	1052	199	-2%
Chemicals	23,001	26,751	25,036	27,599	2,563	7%
Utilities & Rent	16,077	15,861	18,528	17,707	(821)	3%
Contractual Services	10,137	12,200	10,619	10,488	(131)	-7%
Biosolids	6,251	4,566	4,879	4,657	(222)	-4%
Small Equipment	63	91	94	177	83	-30%
Total Non-Personnel Services	56,260	60,042	60,009	61,681	1,672	1%
Department Total	\$72,716	\$77,024	\$77,105	\$79,533	\$2,428	3%
Capital Equipment	\$31	(\$3)	\$100	\$100	0	0%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 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 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
- 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 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

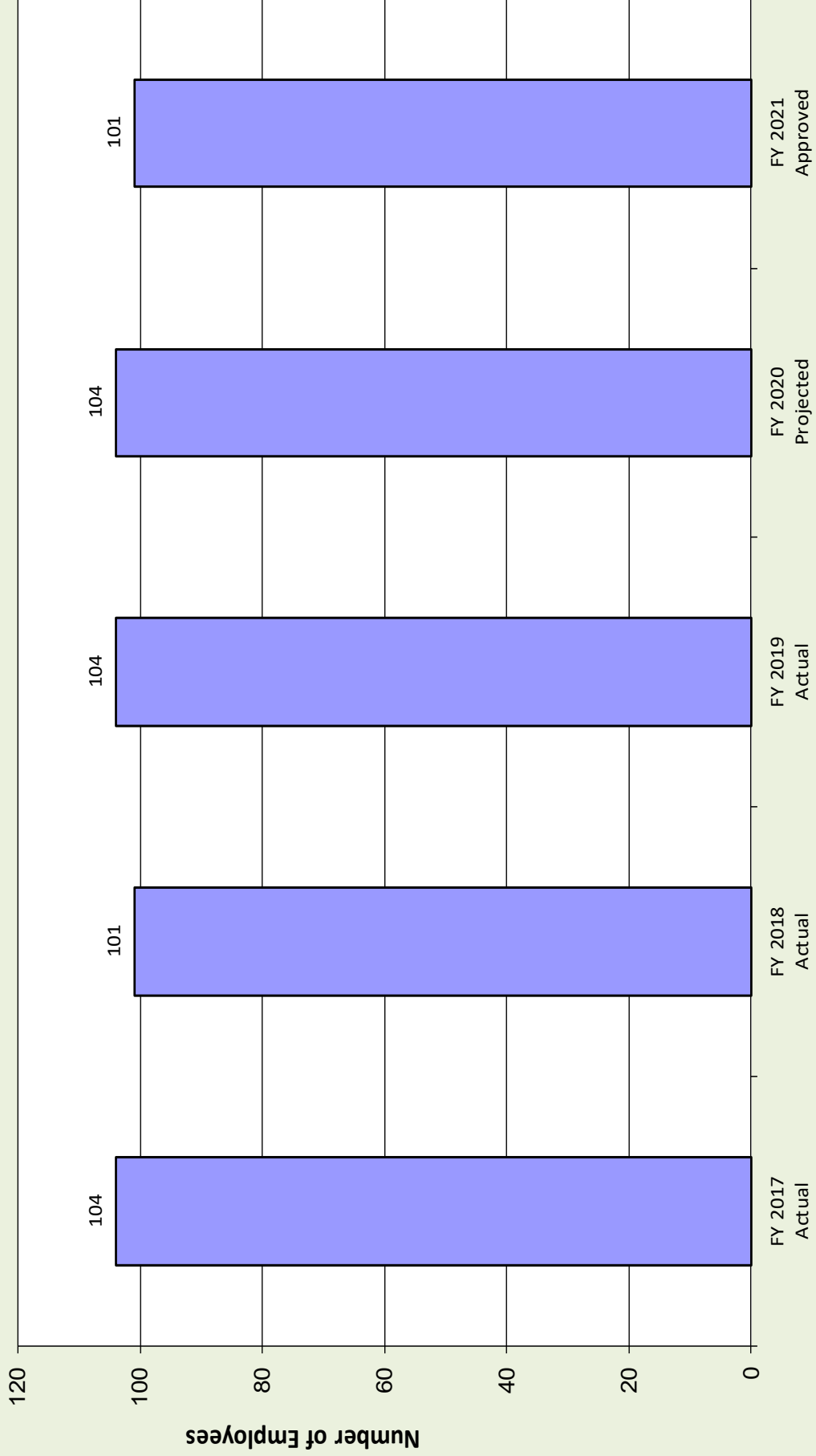
FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- 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

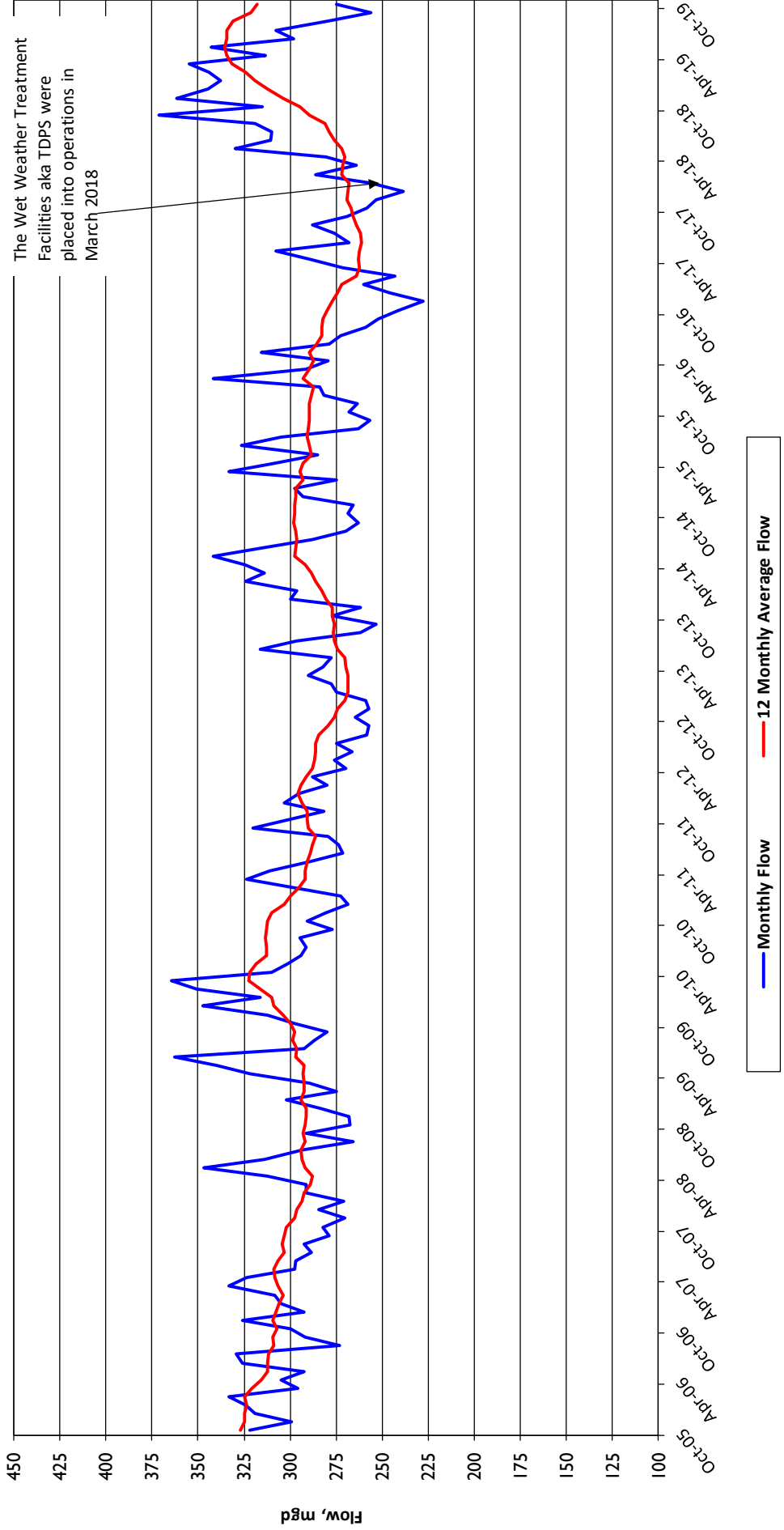
- Full year operation of the Filtrate Treatment Facilities (FTF) will decrease methanol usage, increase electricity usage and other associated operation and maintenance costs
- Full year operation of the Tunnel Dewatering Enhanced clarification Facilities will increase electricity usage, chemicals and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

Wastewater Treatment Certified Operators* FY 2017 - FY 2021

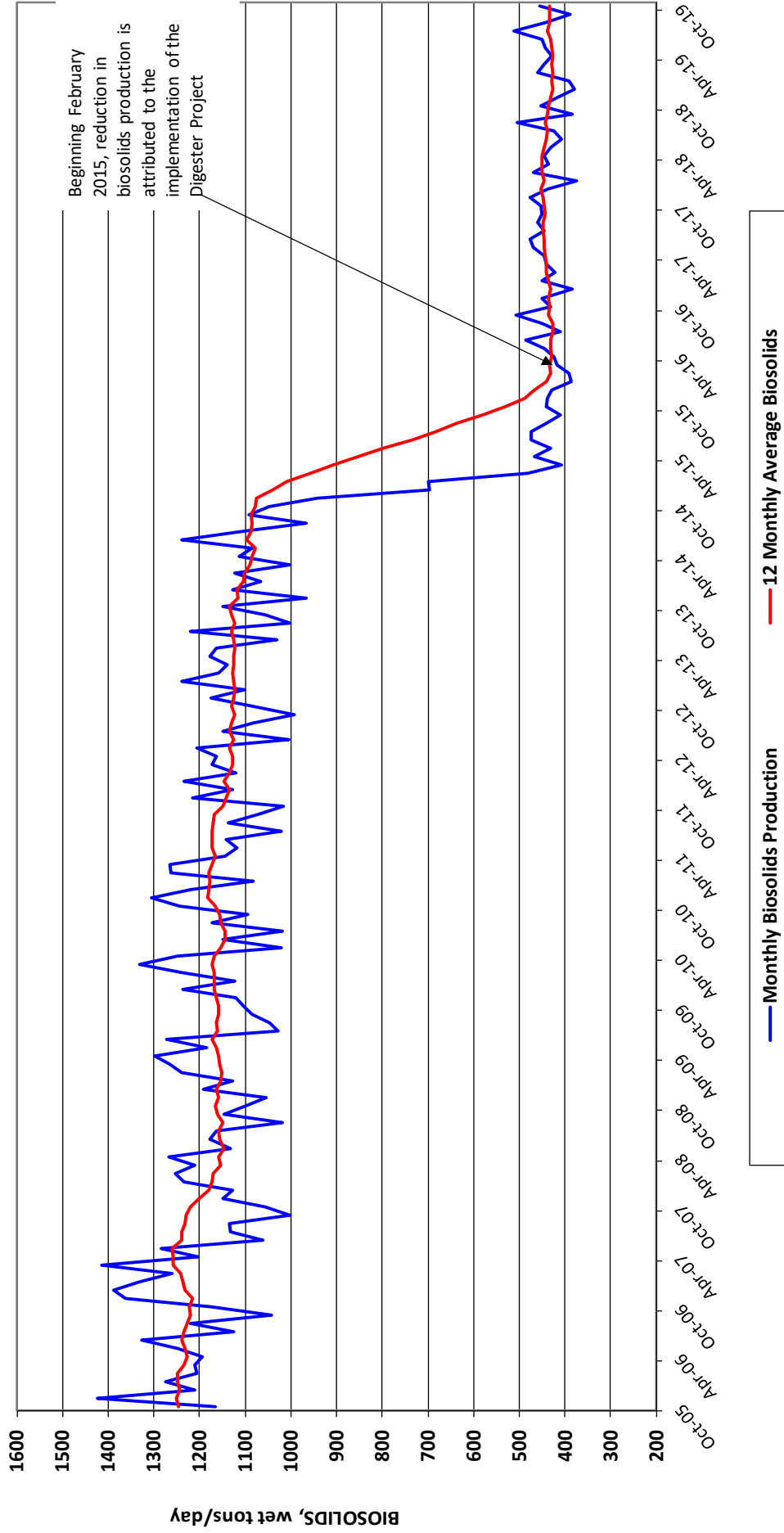


*Includes all positions with Certified Wastewater Treatment Plant Operator License
DC Water FY 2021 Budgets, Adopted March 5, 2020

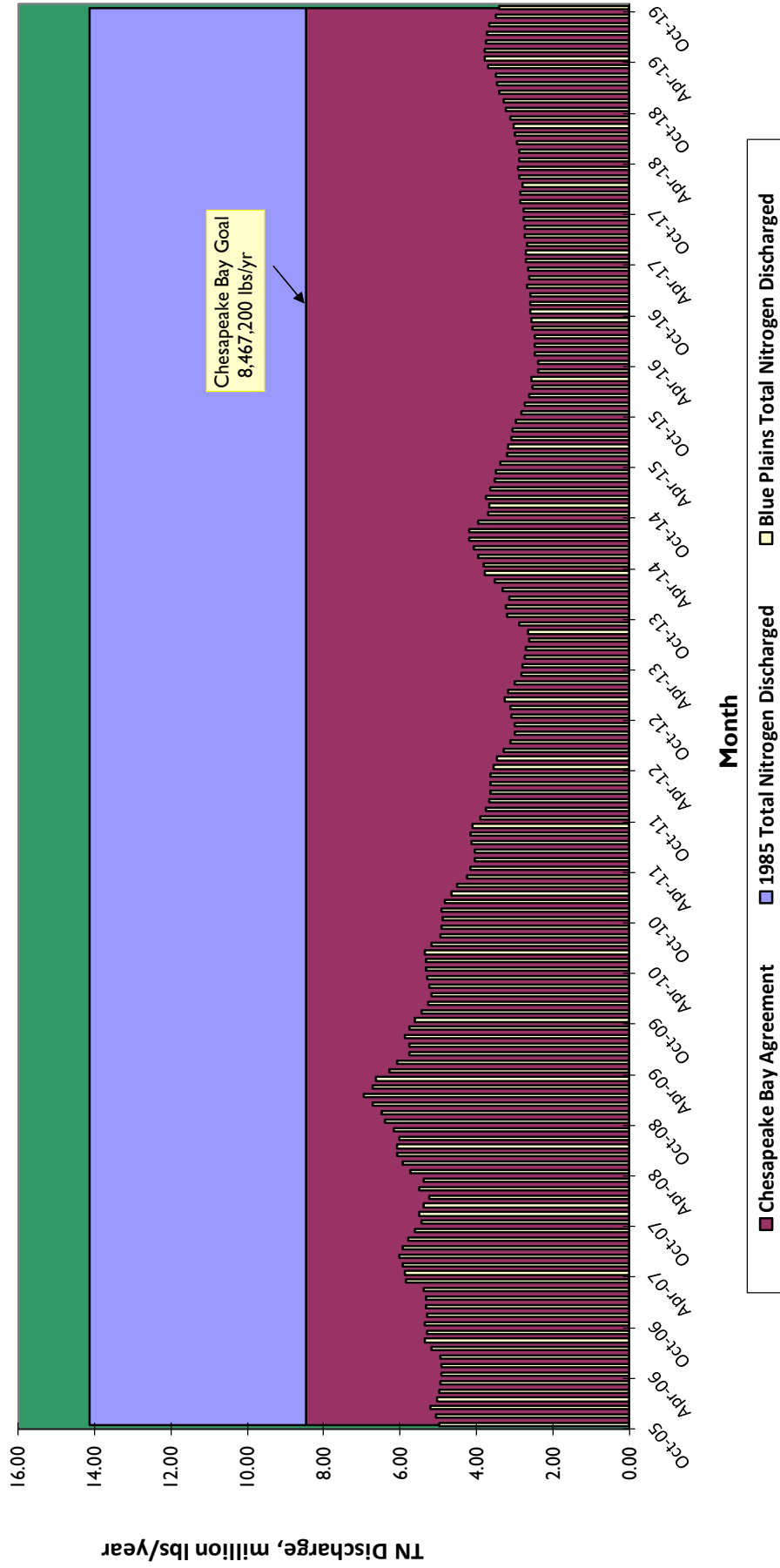
BLUE PLAINS PLANT EFFLUENT FLOW OCTOBER 2005 - OCTOBER 2019



BLUE PLAINS PLANT BIOSOLIDS PRODUCTION OCTOBER 2005 - OCTOBER 2019



ANNUAL TOTAL NITROGEN LOAD GRAPH OCTOBER 2005 - OCTOBER 2019



CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Wastewater Treatment - Process Engineering

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

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



FUNCTIONS

Process Engineering	Process Control Systems	Process Control Maintenance
Establish Process Control operating targets for Blue Plains	Maintain Process Control System (PCS) for Blue Plains Advanced Wastewater Treatment Plant	Plan and coordinate all activities for corrective, preventive, and predictive maintenance
Optimize process, chemical, and power use at the Plant; Provide design comments and support during construction of capital projects	Provide Design and Construction interface to PCS; Manage PCS hardware, software, maintenance, and support services	Maintain electronic process control systems, 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 \$0.2 million increase in FY 2021 compared to the FY 2020 budget is mainly for personnel services cost adjustments

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	39	39	33	35	2	6%
Headcount: Filled	35	33				
Total Personnel Services	\$4,689	\$4,841	\$4,825	\$5,051	\$226	5%
Supplies & Chemicals	382	413	496	565	69	14%
Utilities & Rent	72	55	57	57	0	1%
Contractual Services	1,788	1,579	1,668	1,489	-179	-11%
Small Equipment	14	4	18	70	52	289%
Total Non-Personnel Services	2,256	2,051	2,239	2,181	-58	-3%
Department Total	\$6,944	\$6,892	\$7,064	\$7,232	\$168	2%
Capital Equipment	\$870	\$152	\$350	\$425	\$75	21%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Critical Equipment Availability (97%)	>97%	97%	>97%	>97%

Department: Wastewater Treatment - Process Engineering

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2021 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

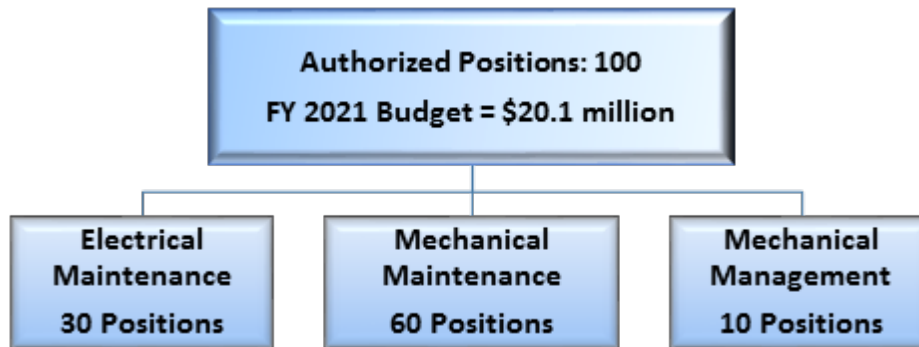
- Increased preventive maintenance costs for new equipment and facilities
- Increased effort for training and commissioning of new facilities – RWWPS2, GT Upgrade, FIP Replacement and Tunnel Facilities
- Operational startup of Filtrate Treatment Facilities (FTF) will decrease methanol usage, increase 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 \$0.4 million increase in FY 2021 compared to the FY 2020 budget is due to contractual services for major electrical utilization & systems contracts

Description	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	110	110	102	100	(2)	-2%
Headcount: Filled	95	101				
Total Personnel Services	\$10,906	\$11,497	\$12,590	\$12,609	\$19	0%
Supplies & Chemicals	3,025	3,875	3,450	3,435	-15	0%
Utilities & Rent	128	155	157	167	10	7%
Contractual Services	3,563	3,080	3,181	3,488	307	10%
Small Equipment	184	260	275	376	101	37%
Total Non-Personnel Services	6,900	7,370	7,063	7,467	404	6%
Department Total	\$17,807	\$18,867	\$19,653	\$20,075	\$422	2%
Capital Equipment	\$3,186	\$3,582	\$3,160	\$3,920	\$760	24%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Actuals	FY 2020 Targets	FY 2021 Targets
Critical Equipment Availability (97%)	94% ⁽¹⁾	93% ⁽¹⁾	94%	95%
Ratio of Proactive vs Reactive Maintenance		60:40	64:36	68:32

¹ Includes out of service equipment awaiting capital upgrades (Raw Wastewater Pump Station 2, East Screens, Gravity Thickeners, Filter Influent Pumps)

Department: Maintenance Services

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
- Continue to perform Failure Mode and Effects Analysis (FMEAs) along with Preventive Maintenance Optimization (PMOs)
- Establish Quality Assurance & Quality Control as a program
- Continue training initiatives to provide skills that supports best maintenance practices and reduction in contracted work force

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to perform Failure Mode and Effects Analysis (FMEAs) along with Preventive Maintenance Optimization (PMOs)
- Continue to develop QA&QC program
- Continue training initiatives to provide skills that supports best maintenance practices and reduction in contracted work force

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

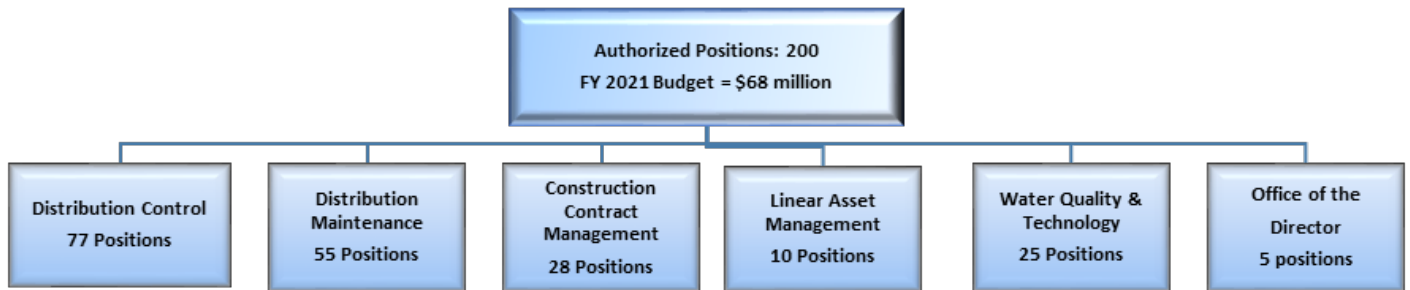
- Assume maintenance activities for Tunnel Dewatering Pump Station (TDPS) and Enhanced Clarification Facility (ECF)
- Develop maintenance plan for Gravity Thickening Project

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

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 43,860 system valves Inspect, maintain and replace 9,510 fire hydrants, in accordance with the Memorandum of Understanding (MOU)	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 Public Space Restoration Program	Administer the comprehensive asset management program for both water and sewer systems Support Voluntary Lead Service Program	Environmental Protection Agency (EPA) drinking water compliance, monitoring and reporting Assess online water quality data and models and enforce fire hydrant usage policies and regulations	Provide oversight and ensure operational compliance with various MOUs
Perform fire flow tests for developers and analyze system data First responders to Investigate water system leaks emergencies	Perform all water services taps, and abandonments in the District	Manage the acquisition of District Department of Transportation (DDOT) permits to facilitate emergency repairs and scheduled projects	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 cross connection program, Fats, Oil & Grease (FOG) program, and Fire hydrant use permits and fees	Manage departments operating and capital budgets and perform budget monitoring functions
Manage the Operations Control Center Coordinate and monitor system pressure in the water distribution system		Provide inspection services for private developers validating service connections and abandonments	Manage the lifecycle maintenance costs and extend service life of assets preventative maintenance programs	Collaborate with District agencies to mitigate adverse health effects from drinking water contaminants	

Department: Water Operations

BUDGET

The \$2.9 million increase in FY 2021 compared to FY 2020 budget is for personnel services adjustments and water purchases from the Washington Aqueduct (WAD) based on DC Water's proportionate share of WAD's operating budget

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	191	182	199	200	1	1%
Headcount: Filled	172	166				
Total Personnel Services	\$20,331	\$20,289	\$25,324	\$26,558	\$1,234	5%
Supplies & Chemicals	933	867	1,032	1,270	238	23%
Utilities & Rent	257	305	501	431	(70)	-14%
Contractual Services	2,077	1,929	3,307	3,504	197	6%
Water Purchases	-	0	34,929	36,250	1,321	4%
Small Equipment	5	21	32	32	0	1%
Total Non-Personnel Services	3,271	3,121	39,801	41,487	1,686	4%
Department Total	\$23,603	\$23,410	\$65,124	\$68,045	\$2,921	4%
Capital Equipment	\$645	\$646	\$735	\$800	\$65	9%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Maintain full compliance with Safe Drinking Water Act standards for positive coliform results (less than 5%)	0.4%	0.4%	2%	2%
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%
# of Distribution Control Branch (DCB) reports highlighting System Pressure Monitoring by Zone	n/a	new	12	12
Number of water main breaks per 100 miles of pipe	n/a	35	33	31
Percent of chlorine results < 1.0 mg/L	n/a	26%	25%	25%
Flush and test areas susceptible to chlorine degradation	n/a	197	200	200
Point of entry pipe material identification	n/a	280	500	1000
Lead profiling for unknown service lines	n/a	39	100	200

Department: Water Operations

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to conduct preventative maintenance and repairs on all public fire hydrants and perform required replacement in accordance with the existing MOU
- Continue to develop the transmission and distribution valve assessment and rehabilitation program
- Continue to support all Water Quality programmatic activities including any that require additional support to address new mandates (mostly unfunded) or requirements issued by Environmental Protection Agency
- Manage Compliance Programs related to Cross Connections, Fire Hydrant Use Permits, and Fats, Oil & Grease (FOG) program, perform cross connection inspection surveys at non-residential premises and implement fines and fees
- Provide contractual support through the Infrastructure Repair & Replacement contracts to execute emergency water and sewer repairs/rehabs, as well as special construction projects
- Provide leadership and support to the Lead Free DC initiative and continue to execute Voluntary Lead Service Line Replacements
- Continue to execute permanent restorations through the Public Space Restoration contract in public space that are disturbed /excavated during water and sewer construction and repair projects
- Continue to provide underground infrastructure locating and marking services through contracted services for all water and sewer underground utilities in DC, MD and VA
- Continue to identify and execute small operational Capital Improvement Projects focused on addressing water quality issues that were previously differed
- Continue to support the CIP, Developer and DDOT projects with distribution system valve isolations
- Continue implementation of the Asset Management Program to improve predictive, preventative and corrective maintenance activities and the Asset Inspection Program Pilot via use of Drone technology
- Continue implementation of mobile computing solutions for operational activities

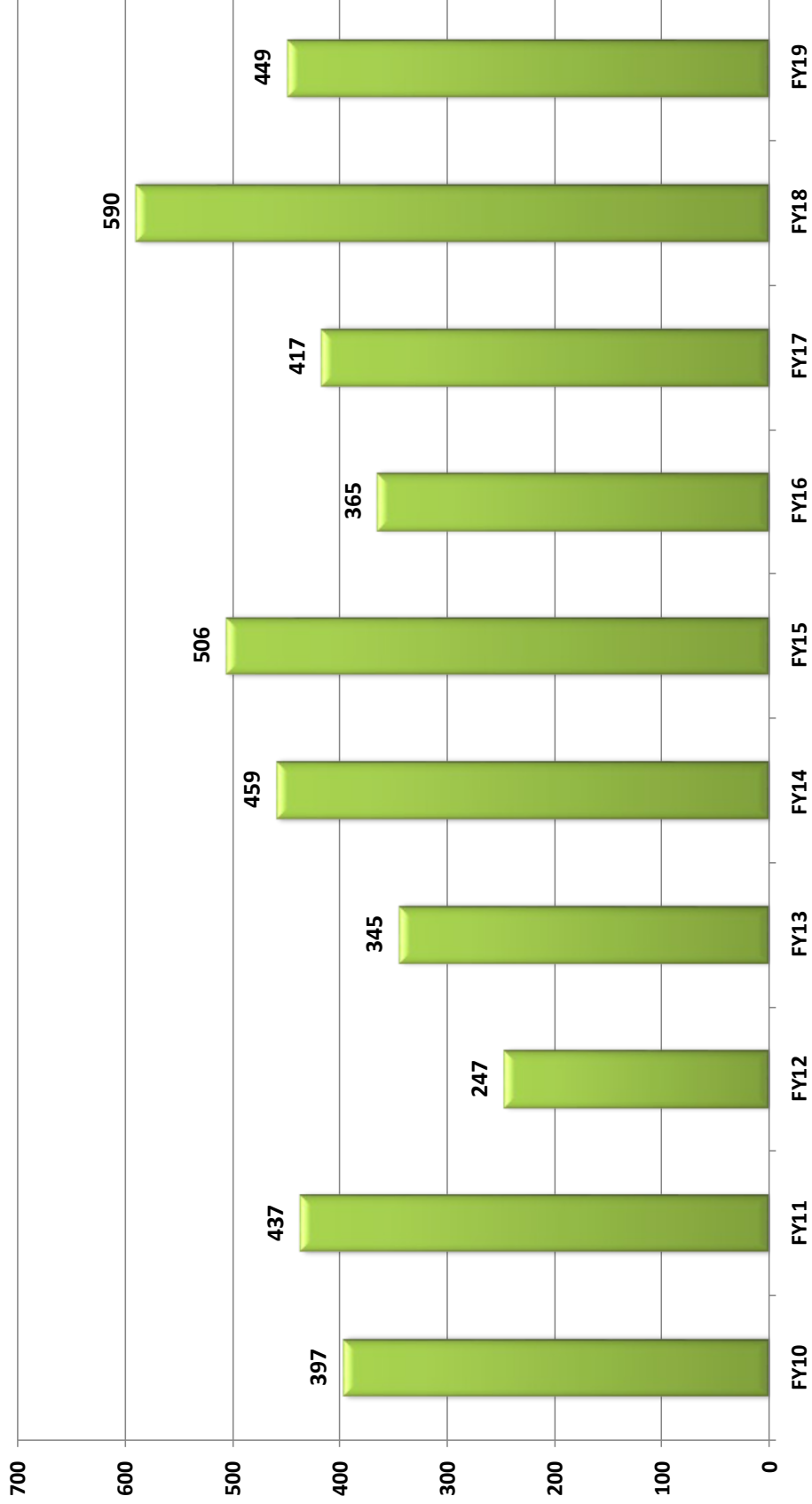
FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to enhance and improve the service Expand water main inspection, Condition Assessment Program and cathodic protection inspection and maintenance program
- Continue to develop the transmission and distribution valve assessment and rehabilitation program to extend and realize the full life expectancy of the assets
- Continued and potentially expanded leadership and support to the Lead Free DC initiative (i.e., unknown material inventory, revised CIP focus, etc.)
- Begin evaluating Main Break Analysis and Material/Soil Testing in-house
- Expand Water Main and Sewer Collection System Inspections and Condition Assessment Programs

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

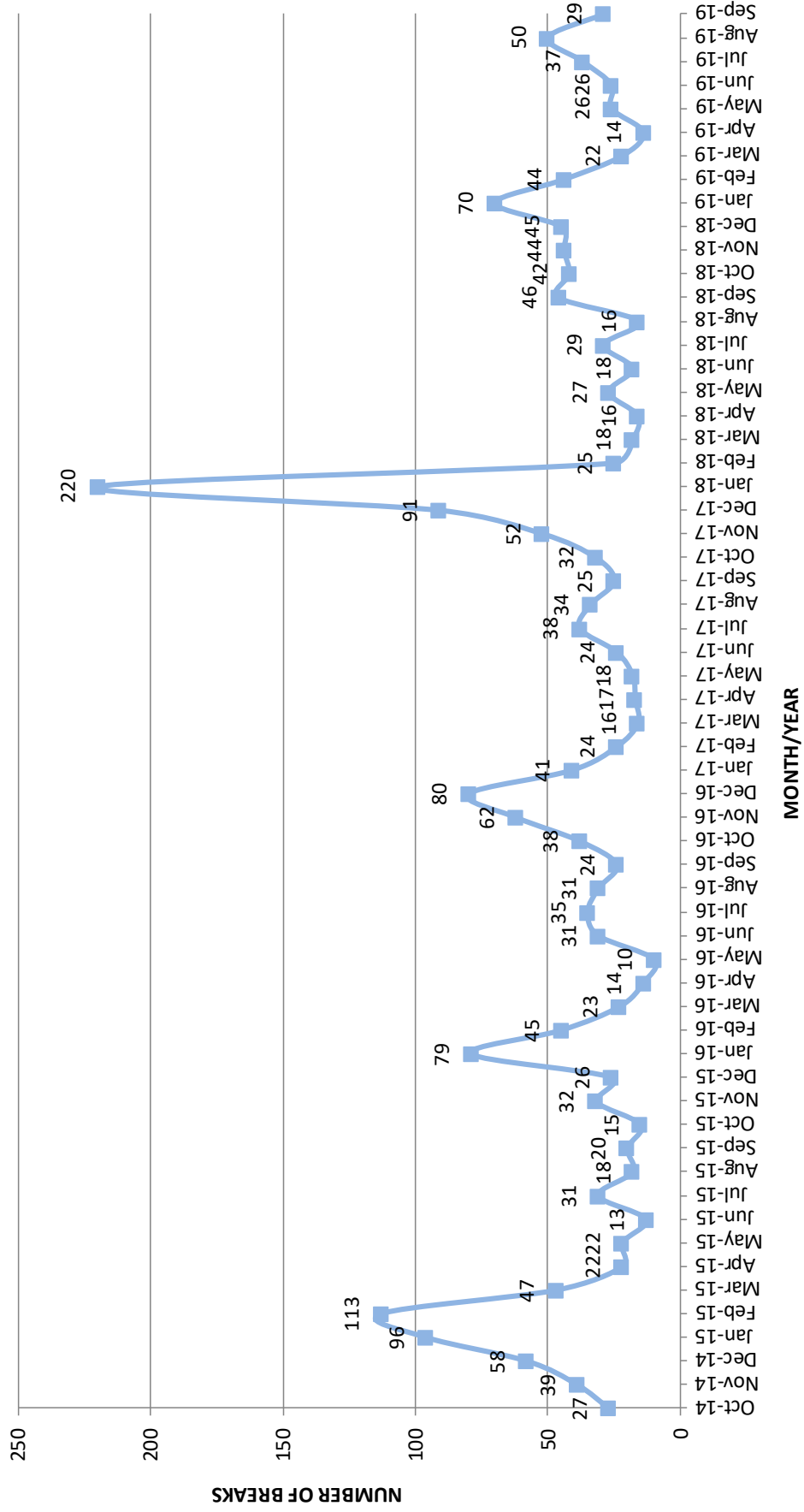
- Further deferral/delay of capital improvement projects will potentially increase overtime and other normal operational and equipment costs
- New Lead Service Replacement bill will impact both operating and capital equipment

Historical Water Main Breaks



Number of Water Main Breaks Reported FY 2010- FY 2019

HISTORICAL MONTHLY MAIN BREAK October 2014 thru September 2019

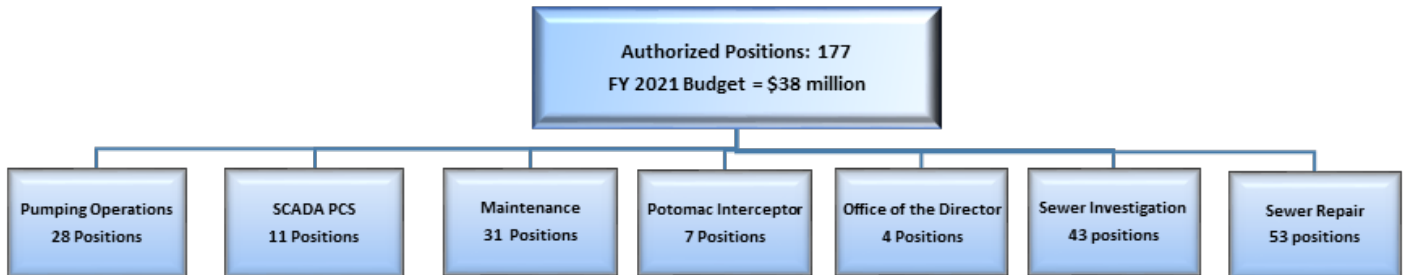


CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Pumping and Sewer Operations

PURPOSE: 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 and deliver clean, safe and reliable drinking water to its customers with an efficient flow of sewer effluent to Blue Plains

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. In addition, provide resilient delivery of Water Distribution and Sewer Pumping services every minute of the day



Pumping Operations	SCADA PCS	Maintenance	Potomac Interceptor	Office of the Director	Sewer Investigation	Sewer Repair
Operate Water, Sewer, and Storm-water 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	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
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	Monitor & Control Operations; Removal of floatable debris	Responsible for the cleaning and maintenance operations of regular catch basins, stormceptors, and grate ponds
Perform Stormwater Pollution Prevention Plan inspections and reports Inspect inflatable dams to maintain proper function during rain events	Ensure integrity of SCADA, disaster Recovery Planning, Implementation and Testing Administer and manage service contracts and special projects for department	Plan, schedule, and perform condition monitoring for process equipment, including vibration, 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	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: Pumping and Sewer Operations

BUDGET

The Departments of Distribution and Conveyance Systems and Sewer Services are consolidated. The \$3.5 million increase in FY 2021 compared to FY 2020 is mainly for cost adjustments in personnel services and utilities for electricity usage

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Proposed	Variance	%
Headcount: Authorized	197	194	177	177	-	0%
Headcount: Filled	172	166				
Total Personnel Services	\$22,804	\$22,046	\$22,809	\$24,345	\$1,536	7%
Supplies & Chemicals	1,350	1,503	1,286	1,534	248	19%
Utilities & Rent	5,146	5,674	4,597	6,244	1,647	36%
Contractual Services	5,093	5,056	5,629	5,735	105	2%
Water Purchases	28,357	32,430				
Small Equipment	100	78	123	113	-11	-9%
Total Non-Personnel Services	40,046	44,741	11,636	13,625	1,989	17%
Department Total	\$62,850	\$66,787	\$34,445	\$37,970	\$3,525	10%
Capital Equipment	\$2,234	\$2,451	\$1,910	\$2,135	\$225	12%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
% availability of our critical assets	89%	90%	90%	95%
Odor Complaints/Sewer Overflows for the entire District of Columbia	1%	0%	0%	0%
Odor Complaints/Sewer Overflows (Potomac Interceptor Area)	1%	0%	0%	0%

Department: Pumping and Sewer Operations

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue the reliability centered maintenance for sewer pumping stations, maintain and evaluate results from the maintenance reliability programs - oil analysis, thermography, vibration analysis and ultrasound
- Continue to maintain safety awareness and best practices among our department and other stakeholders
- Continue to operate Water Pumping Stations, Reservoirs and Storage Tanks within the regulations of Safe Drinking Water Act, guidelines of DC Water for the benefit of our customers
- Continue to 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, Stormwater Pollution Prevent Plan (SWPPP), and DC Water Standard Operating Procedures
- Continue to work with the Department of Wastewater Engineering to design and implement improvements to become fully automated Stormwater Pump Stations
- Continue to monitor and report on Internal Benchmarking Metrics monthly, including: Departmental Cost per MG of Water/Sewer pumped, Overtime rate, Proactive maintenance rate, Energy efficiency (water pilot), Wet weather operations, Budget vs actuals
- Continue SCADA high performance graphics upgrade to all remaining sites
- Continue to report on key performance indicators, i.e. availability of critical process assets (Pumps/Screens) replacement etc. and performance visibility

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue the reliability centered maintenance for sewer pumping stations, maintain and evaluate results from the maintenance reliability programs - oil analysis, thermography, vibration analysis and ultrasound
- Continue to maintain safety awareness and best practices among our department and other stakeholders
- Continue to operate Water Pumping Stations, Reservoirs and Storage Tanks within the regulations of Safe Drinking Water Act, guidelines of DC Water for the benefit of our customers
- Continue to 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, DC Water Standard Operating Procedures
- Review consultants and contractor's plans, specifications, designs and engineering drawings for compliance to operational standards
- Continue to work with the Department of Wastewater Engineering to design and implement improvements to Sewer Pump Stations, as well as Bryant St PS Spill Header and Flow Meters
- Continue SCADA high performance graphics upgrade to all remaining sites
- Continue to monitor and report on Internal Benchmarking Metrics monthly, including: Departmental Cost per MG of Water/Sewer pumped, Overtime rate, Proactive maintenance rate, Energy efficiency (water pilot), Wet weather operations, Budget vs actuals

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Deferred CIP projects has the potential for more failures and emergencies, i.e. at Main Pump Station, Storm-water Pump Stations, Inflatable Dams, etc. This impacts overtime and material costs, public confidence, environmental risks, etc.

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: CIP Infrastructure Management

PURPOSE:	To Improve project delivery efficiency and outcomes; Centralize key support functions to improve service by aligning current staff and functions and bringing functions in house from consultants; and Provide enhanced project execution tools and standards to drive performance improvements
MISSION:	To provide the CIP management tools, analysis, oversight and leadership to ensure DC Water Capital and Operating Program goals and objectives are consistently met, while ensuring compliance with the required fiscal boundaries through a transparent and collaborative process

Authorized Positions: 6
FY 2021 Approved Budget = \$1.3 million

FUNCTIONS

CIP Infrastructure Management

- Manage and track the Capital Improvement Plan (CIP)
- Ensure contract documents comply with DC Water and Environmental Protection Agency (EPA) procurement regulations
- Manage DETS engineering systems hardware/software

Department: CIP Infrastructure Management

BUDGET

This is a newly established department with functions previously undertaken as part of the Engineering & Technical Services department.

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized				6	6	0%
Headcount: Filled						
Total Personnel Services				\$1,259	\$1,259	N/A
Supplies & Chemicals				0	-	N/A
Utilities & Rent				0	-	N/A
Contractual Services				0	-	N/A
Small Equipment				0	-	N/A
Total Non-Personnel Services				0	-	N/A
Department Total				\$1,259	\$1,259	N/A
Capital Equipment						N/A

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 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: CIP Infrastructure Management

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implementation of Oracle Primavera Unifier Project Management tool (CM 14 replacement) Phase 1
- Development of ERP for capital project management in conjunction with OCFO
- Establishment of scheduling center of excellence
- Establishment of cost estimating center of excellence including standards and procedures
- Commence administration of WIFIA loan and compliance with requirements
- Digitizing of DC Water's document archive of over 11 million records
- Continue implementation of Brown Folder Optimization process to include A/E Agreements, Supplemental Agreements and task orders

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implementation of Oracle Primavera Unifier Management tool (CM14 replacement) Phase 2
- Development of ERP for capital project management in conjunction with OCFO
- Complete transfer of project cost estimating to in-house team

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Continue to build staff needed to establish centers of excellence for Scheduling and Cost Estimating as well as establishing support for the FY20 Unifier implementation and document management as approved by the CEO's office. Also increase staff to support Engineering's Risk and Change Management team

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 overall budget has remained relatively flat. The FY 2021 budget excludes funding for the newly established CIP Infrastructure Management department.

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	166	150	135	135	-	0%
Headcount: Filled	127	121				
Total Personnel Services	\$21,621	\$21,989	\$21,433	\$22,357	\$924	4%
Supplies & Chemicals	127	193	145	125	(20)	-14%
Utilities & Rent	496	636	517	579	62	12%
Contractual Services	2,258	1,910	2,792	3,085	293	10%
Small Equipment	38	62	75	50	(25)	-33%
Total Non-Personnel Services	2,919	2,802	3,529	3,839	310	9%
Department Total	\$24,540	\$24,790	\$24,962	\$26,196	\$1,234	5%
Capital Equipment			\$20	\$492	\$472	2360%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 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 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Acquire permits and approvals needed to execute CIP projects
- Process As-builts for current development projects; create record drawings for future reference and store in drawing and data storage application. Plan to produce at least 100 As-builts and record drawings
- Advertise 11 projects for construction, including projects with at least 11 miles of small diameter watermains. Continue to meet small diameter water main renewal goal of 1% (or 11 mi) per year
- Start design of 15 new projects, including six with small diameter watermains
- Complete 1100 sheets of design plans for small diameter watermain
- Submit 2200 sheets of traffic control plans and other permit drawings to DDOT and other permitting agencies
- Increase mileage of sewer rehab work to be executed by In-House design staff (including survey, CAD, engineers, and project managers)
- Validate and prioritize CIP projects using the Enterprise Asset Management Framework
- Identify potential alternative drinking water source(s) to the Potomac River

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue with condition assessment of major sewers including East and West Outfall Sewer, and East and West Outfall Relief Sewer, East Side Interceptor, Anacostia Siphons
- Inspection of local sewers (40 miles/year)
- Condition assessment of critical large diameter water mains
- Identify rehabilitation needs for water and sewer linear assets
- Move forward with the next steps of the identified potential alternative drinking water source study
- Further development of an on-line water quality monitoring system in the water distribution system
- Advertise projects with at least 11 miles of small diameter watermains. Continue to meet small diameter water main renewal goal of 1% (or 11 mi) per year
- Develop Master Plan of the water distribution system and wastewater collection system
- Obtain IMA approval for upcoming joint use project cost shares
- Development of ERP for capital project management in conjunction with Finance
- Digitizing of DC Water's document archive of over 11 million records
- Validate and prioritize CIP projects using the Enterprise Asset Management Framework
- Acquire permits and approvals needed to execute CIP projects

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Staffing to support the capital programs
- Increase in operating costs due to ramping up of CIP projects. Examples include support for isolating water mains for condition assessment

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 \$0.4 million decrease in FY 2021 below the FY 2020 budget is for personnel services cost adjustments.

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Proposed	Variance	%
Headcount: Authorized	18	15	18	17	(1)	-6%
Headcount: Filled	16	12				
Total Personnel Services	\$1,767	\$2,310	\$3,239	\$2,857	(\$382)	-12%
Supplies & Chemicals	0	13	15	12	(3)	-20%
Utilities & Rent	0	0	0	0	-	N/A
Contractual Services	0	736	739	730	(10)	-1%
Small Equipment	0	5	2	0	(2)	-100%
Total Non-Personnel Services	0	754	756	742	(15)	-2%
Department Total	\$1,767	\$3,064	\$3,995	\$3,599	(\$396)	-10%
Capital Equipment					\$0	N/A

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Design Lock-In and Stag-gating with comment closure	N/A	2	3	2
Construction Contracts Awarded	N/A	3	4	2
Construction Contracts Closed	N/A	2	1	3

Department: Wastewater Engineering

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 manager
- Begin construction of Filter Influent Pumps (FIPS) Replacement Project
- Start detailed design on electrical upgrades of the screening, grit and primary facilities
- Issue pre-selection vendor for Reclaimed Effluent Pump Station Upgrades
- Issue Wastewater Treatment Program Manager II contract
- Begin construction of Gravity Thickener Upgrades Project

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Advertise and begin construction for Central Operating Facility Electrical Upgrades
- Begin construction of Reclaimed Effluent Pump Station Upgrade Project

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

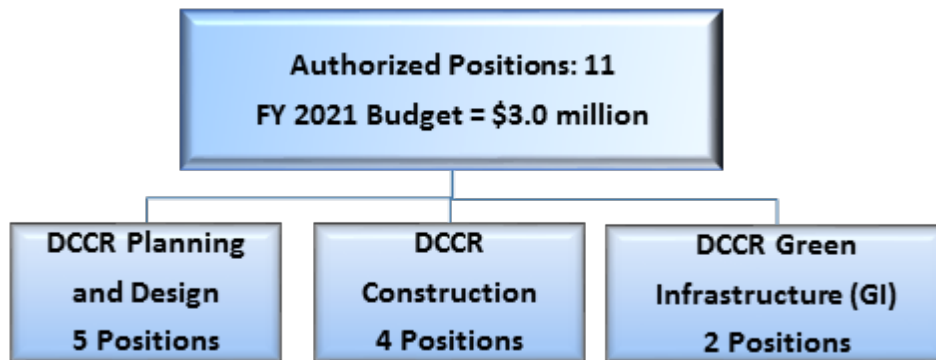
- Final completion of the Tunnel Dewatering Pump Station, Enhanced Clarification Facility Project and closeout of the Filtrate Treatment Facility would increase operations and maintenance costs

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 Memorandum of Understanding 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 \$0.2 million increase in FY 2021 compared to the FY 2020 budget is for the Green Infrastructure (GI) certification program

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	15	15	11	11	-	0%
Headcount: Filled	9	8				
Total Personnel Services	\$2,163	\$1,760	\$2,359	\$2,266	(\$93)	-4%
Supplies & Chemicals	3	1	27	22	(5)	-19%
Utilities & Rent	34	44	126	114	(12)	-10%
Contractual Services	74	371	249	549	300	120%
Small Equipment	0	0	0	0	-	0%
Total Non-Personnel Services	111	415	402	685	283	70%
Department Total	\$2,274	\$2,175	\$2,761	\$2,951	\$190	7%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Meet all CSO LTCP consent decree milestones	100%	100%	100%	100%

Department: Clean Rivers

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue construction of Northeast Boundary Tunnel (NEBT)
- Continue planning and design for the Potomac River Tunnel (PRT) system
- Complete design and procurement of CSO-025/026 Sewer Separation (PR-C)
- Complete post-construction monitoring of RC-A and practicability assessment of GI within Potomac sewer shed
- If Green Infrastructure (GI) is determined to be practicable, begin planning and design for Rock Creek GI Project 2
- 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
- Lead development of Integrated Plan evaluating the DC Water's capital programs
- Support development and study of alternative water sources

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue construction of Northeast Boundary Tunnel (NEBT)
- Continue planning and design for Potomac River Tunnel (PRT)
- Begin construction of PR-C Sewer Separation
- If GI is determined to be practicable, complete design and begin procurement for Rock Creek GI Project 2
- Continue the coordination of preventive maintenances of Clean Rivers assets
- Continue the maintenance of GI facilities
- Support implementation of recommendations developed in the Integrated Plan
- Regulatory requirements compliance

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- If GI is determined to be practicable, Clean Rivers will assess the staffing resources to oversee the program management staff in the development of contract documents, bid support, design support during construction, and 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: 21
FY 2021 Budget = \$4.2 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 \$0.5 million increase in FY 2021 compared to FY 2020 budget is for personnel cost adjustments for one additional position allocated in FY 2020 and contractual services

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	15	15	20	21	1	5%
Headcount: Filled	19	19				
Total Personnel Services	\$2,205	\$2,205	\$2,920	\$3,085	\$165	6%
Supplies & Chemicals	12	38	41	41	-	0%
Utilities & Rent	336	353	377	403	26	7%
Contractual Services	128	153	355	636	281	79%
Small Equipment	0	11	0	0	-	0%
Total Non-Personnel Services	476	555	773	1,080	307	40%
Department Total	\$2,680	\$2,760	\$3,693	\$4,165	\$472	13%
Capital Equipment					\$0	N/A

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Process all permit applications in accordance with the service level agreement timeframe (85%)	83%	85%	85%	85%

Department: Permit Operations

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Assess permit review fees and adjust as needed to meet future needs
- Implement on-line payment portal to expedite application review process
- Implement on-line permit application process and tracking system
- Integrate 3PP with Maximo and Customer Information Systems to streamline receipt and deposit of fees

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Replace the existing permit review model with an integrated program, Enterprise Resource Planning, that combines on-line payments, permit processing, and work-order tracking, with customer portal for management of accounts and requesting of inspection services
- Increase the field component of the permits department to include an as-built component that validates in the field the completion of projects
- Reduce the residence time frame of customer accounts and process refunds within 2 years of project initiation approximately 50% of the time and within 5 years 100% of the time

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	Collections and Escalations	Revenue Assurance	Contact Center	Center of Excellence	Billing/ Meter
Leads Customer Service operations	Monitors delinquent accounts based on customer payment history	Manages large customer accounts and billing processes. Processes bill exceptions, adjustments and cancellations	Provides timely responses to customer inquiries across multiple channels	Defines and documents new processes. Identifies gaps and improves existing processes	Manages mass market customer accounts and billing processes. Processes bill exceptions, adjustments and cancellations
Defines and manages department initiatives and strategic programs	Manages disputes, hearings, and external requests Manages property lien filing, dunning process, receivership, and tax sale	Manages the new accounts creation including impervious area GIS database	Addresses billing issues and inquires	Supports the Customer Information System (CIS) Administers Automated Meter Infrastructure (AMI) System	Obtains manual meter reads. Performs field turn on and disconnect
	Administers the DC Water Customer Assistance Programs (CAP) and Serving People By Lending A Supporting Hand (SPLASH) programs	Maintains, installs, tests, repairs and replaces large meters. Manages meter lab and inventory	Provides 24/7 Emergency customer call response and dispatch	Manages and analyzes department budget and revenue	Maintains, installs, tests, repairs and replaces mass market meters

Department: Customer Care

BUDGET

The \$0.9 million reduction in FY 2020 compared to the FY 2021 budget is mainly for the reallocation of credit card fees to the Finance Department, offset in part by increase in personnel service adjustments

Description	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	126	126	122	123	1	1%
Headcount: Filled	115	107				
Total Personnel Services	\$13,577	\$13,034	\$14,851	\$15,300	\$449	3%
Supplies & Chemicals	104	60	88	69	-19	-21%
Utilities & Rent	1,840	874	315	394	79	25%
Contractual Services	5,685	6,668	5,918	4587	-1,331	-22%
Small Equipment	10	8	65	10	-55	-85%
Total Non-Personnel Services	7,640	7,609	6,386	5,060	-1,326	-21%
Department Total	\$21,217	\$20,643	\$21,237	\$20,360	-\$877	-4%
Capital Equipment	\$6,263	\$3,658	\$5,498	\$2,930	-\$2,568	-47%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Calls answered within 40 seconds	88%	86%	85%	85%
Abandonment rate	NA	3%	5%	5%

Department: Customer Care

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implement Contact Center phone system upgrade
- Continue with the Advanced Metering Infrastructure (AMI) Phase II project to replace 12,000 small meters
- On-going Large Meter Replacement project
- Begin department realignment to achieve strategic and operational priorities
- Implement new customer engagement survey tool
- Initiate Automated Meter Infrastructure software upgrade
- Implement Manual Meter Reading software upgrade

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implement Interactive Voice Response system upgrade, interface with new Contact Center phone system, and enable speech analytics
- Mobilize Contact Center for telework
- On-going Large Meter Replacement project
- Complete Automated Meter Infrastructure software upgrade
- Refresh impervious area database
- Improve business self-service for large commercial accounts

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Continued implementation of Advanced Metering Infrastructure (AMI) will impact personnel and non-personnel operations and maintenance cost

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 provide a safe and reliable state-of-the-art information technology platform capable of adapting to the changing needs of our internal and external customers. To ensure that the Authority's mission is supported by state-of-the-art technology with an infrastructure capable of accommodating all traffic and connectivity demands, and a computing environment that encourages 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 \$0.5 million decrease in FY 2021 compared to the FY 2020 budget is mainly for planned reduction in the use of consultants for IT functions, offset by personnel service cost adjustments

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Proposed	Variance	%
Headcount: Authorized	28	28	28	28	-	0%
Headcount: Filled	28	28				
Total Personnel Services	\$4,359	\$4,660	\$4,502	\$4,822	\$320	7%
Supplies & Chemicals	16	42	12	4	(8)	-67%
Utilities & Rent	167	152	152	163	11	7%
Contractual Services	6,556	6,924	6,153	5,319	(834)	-14%
Small Equipment	92	94	94	77	(17)	-18%
Total Non-Personnel Services	6,831	7,212	6,411	5,563	(848)	-13%
Department Total	\$11,189	\$11,541	\$10,913	\$10,384	(\$529)	-5%
Capital Equipment	\$7,589	\$5,871	\$13,140	\$12,050	(\$1,090)	-8%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
98% Network uptime round the clock	99%	99.8%	98%	99%
96% of high priority tickets completed within 4 hours	97%	95%	96%	98%
60% Tickets closed by Tier 1 support	69%	N/A	60%	71%
50% of Projects Completed on-time	58%	65%	50%	80%
98% Network uptime during peak hours	99%	99.9%	98%	99.5%

DEPARTMENT: Information Technology

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Oracle Unifier & Primavera Cloud implementation
- Enterprise Resource Planning (ERP) implementation for financial, procurement and human resources functions
- Impervious Area System Enhancements
- Maximo Upgrade & migration to cloud
- GIS Upgrade & Migration to cloud
- Aclara Upgrade
- Pipe Defects Analytics Phase 3
- Third Party Portal payment gateway and other enhancements
- VertexOne Enhancements to Customer Information Billing system
- Brown Folder Optimization Phase V
- Customer Master Data—Enhance customer master data to include more enhanced customer attributes (senior citizen, low income, business type, etc) for business-to-business
- Meter Reading App
- Main Break Predictive Model
- Microsoft Dynamics for Customer Engagement
- New cloud password reset tool
- Microsoft Teams for Collaboration and Telephony
- Hello for Business, moving towards a passwordless end-user experience

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Complete Enterprise Resource Planning (ERP) project implementation
- Mobility for Plant & Field
- 3PP Enhancements
- Facilities Mobility Enhancements
- IVR Upgrade/Replacement
- Impervious Area System Enhancements
- VertexOne Enhancements and Upgrade
- Linear Assets Data Updates
- Azure Data Warehouse
- Robotic Process Automation Solution
- Lead Service Replacement/PSR Updates

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Impervious area enhancements will significantly reduce the need for GIS technical support resources for this activity. Resources will be repurposed for other strategic activities to enhance the platform
- The ERP Implementation project will require a sizable amount of time from the IT technical resources to support the project's needs during FY 2020 and 2021. Additionally, IT will need to onboard Oracle ERP resource (or train existing resources) in FY 2021 to support customer needs that will not be covered by the vendor's support team

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Office of the Chief Executive Officer (CEO)

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

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

Authorized Positions: 15
FY 2021 Budget = \$4.6 million

FUNCTIONS

Strategic Planning	Operations	Performance
Provide overall operational and policy direction in support of the Board of Directors’ 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 2021 budget increased slightly over the Approved FY 2020 budget due to personnel services adjustments.

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actual	Approved	Approved	Variance	%
Headcount: Authorized	14	18	15	15	0	0%
Headcount: Filled	12	15				
Total Personnel Services	\$3,466	\$3,524	\$3,283	\$3,567	\$284	9%
Supplies & Chemicals	69	13	13	13	0	-1%
Utilities & Rent	27	31	29	24	-5	-18%
Contractual Services	842	1,309	1001	985	-16	-2%
Small Equipment	0	0	0	0	0	0%
Total Non-Personnel Services	939	1,353	1,043	1,021	-22	-2%
Department Total	\$4,405	\$4,877	\$4,326	\$4,588	\$262	6%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 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 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continuously monitor the “Blueprint” and publish status of Key Performance Indicators (KPIs)
- Continue/expand engagement with the community through the Stakeholder Alliance and other forums
- 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
- Identify and design a comprehensive DC Water enterprise-wide governance, risk, and compliance framework

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major activities

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 Blueprint/Strategic Plan by effectively managing assigned resources to accomplish the duties of the Office of the Secretary (Board)

**Authorized Positions: 2
FY 2021 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 2021 budget is relatively flat compared to the FY 2020 budget

Description	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Approved	FY 2021 Approved	Change from FY 2020	
					Variance	%
Headcount: Authorized	2	2	2	2	0	%
Headcount: Filled	2	2				
Total Personnel Services	\$354	\$330	\$320	\$338	\$27	9%
Supplies & Chemicals	12	26	17	17	-1	-6%
Utilities & Rent	5	6	4	3	-2	-33%
Contractual Services	228	204	271	272	-10	-4%
Small Equipment	0	0	0	2	1	0%
Total Non-Personnel Services	245	236	293	294	-12	-4%
Department Total	\$599	\$567	\$613	\$632	\$14	0%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Projection	FY 2020 Target	FY 2021 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 2020 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 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

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 2021 budget is higher than the FY 2020 approved budget by approximately \$0.3 million primarily due to salary adjustments and additional cost to produce the Water Quality Report twice yearly, beginning in FY 2021

Description	FY 2018		FY 2019		FY 2020		FY 2021		Change from FY 2020	
	Actuals	Actual	Approved	Approved	Approved	Approved	Variance	%		
Headcount: Authorized	13	13	13	13	13	13	0	0%		
Headcount: Filled	13									
Total Personnel Services	\$1,920	\$1,905	\$1,943	\$2,083	140	7%				
Supplies & Chemicals	17	\$15	14	14	0	0%				
Utilities & Rent	36	\$34	27	26	-1	-4%				
Contractual Services	484	\$773	617	732	115	19%				
Small Equipment	0	\$2	12	12	0	0%				
Total Non-Personnel Services	537	823	671	784	113	17%				
Department Total	\$2,457	\$2,728	\$2,614	\$2,867	\$253	10%				
Capital Equipment										

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Projected	FY 2020 Targets	FY 2021 Targets
Publication of DC Water's Annual Report	1	1	1	1
Publication of Customer Newsletter	10	10	4	4
Publication of Clean Rivers' 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.	173	173	100	100

Department: Marketing and Communications

FY 2020 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 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

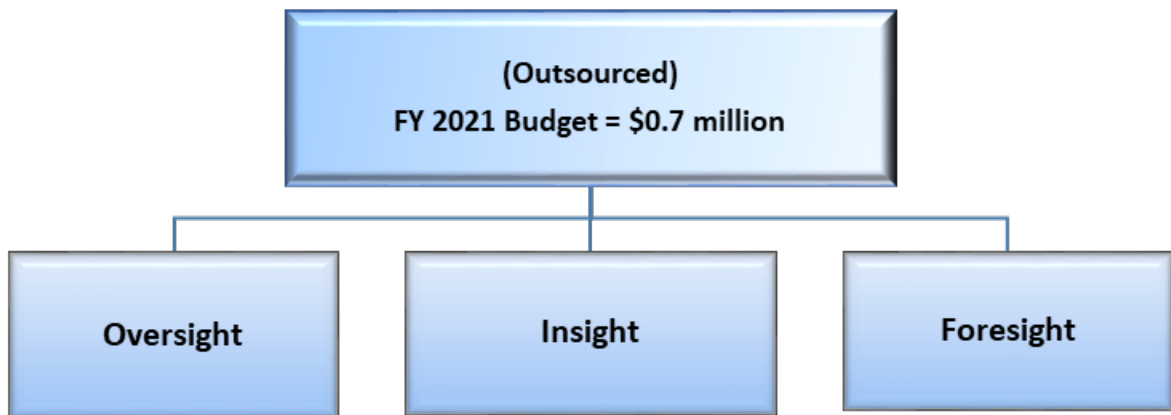
- No direct impact

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 \$0.1 million reduction in FY 2021 compared to FY 2020 is due to reduced contractual services hours for projected audit workplan

Description	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized						
Headcount: Filled						
Total Personnel Services						
Supplies & Chemicals						
Utilities & Rent	\$5	\$11	\$7	\$7	-	0%
Contractual Services	891	845	878	735	-143	-16%
Total Non-Personnel Services	896	856	885	742	-143	-16%
Department Total	\$896	\$856	\$885	\$742	-\$143	-16%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Internal Audit Work Planned	14	16	14	13

Department: Internal Audit

FY 2020 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
- Begin and complete solicitation for a new firm to conduct the Authority's internal audit function

FY 2021 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

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: 17
FY 2021 Budget = \$6.6 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 2021 budget is higher than the approved FY 2020 budget by \$0.4 million primarily due to two additional headcount and increased legal contingency

Description	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
	Actuals	Actual	Approved	Approved	Variance	%
Headcount: Authorized	16	16	15	17	2	13%
Headcount: Filled	14	8				
Total Personnel Services	\$2,405	\$2,827	\$2,610	\$2,844	\$234	9%
Supplies & Chemicals	7	6	6	3	-3	-52%
Utilities & Rent	18	21	24	20	-4	-16%
Contractual Services	3,929	3,889	3,582	3,776	194	5%
Small Equipment	0	0	0	0	0	0%
Total Non-Personnel Services	3,953	3,916	3,612	3,800	188	5%
Department Total	\$6,359	6,743	\$6,222	\$6,644	\$422	7%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Hours of employee time spent on direct work 1,700	1,700	1,700	1,700	1,700

Department: Legal Affairs

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 and Complex Insurance Claims Litigation actions
- Enforcement actions to collect delinquent revenues

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Provide legal support in environmental and financial issues affecting DC Water CIP Projects and ongoing operations
- Provide legal support to ongoing Long Term Control Plan (LTCP), 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 2021 budget is lower than the approved FY 2020 budget by approximately \$0.4 million primarily due to workers' compensation claims

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actual	Approved	Approved	Variance	%
Headcount: Authorized	27	27	29	30	1	3%
Headcount: Filled	10	24				
Total Personnel Services	\$4,255	\$4,167	\$4,930	\$4,923	-\$7	0%
Supplies & Chemicals	9	13	35	29	-6	-17%
Utilities & Rent	37	53	24	27	3	13%
Contractual Services	4,308	2,262	5,039	4,790	-249	-5%
Small Equipment	0	0	0	0	0	N/A
Total Non-Personnel Services	4,356	2,328	5,098	4,846	-252	-5%
Department Total	\$8,609	\$6,495	\$10,028	\$9,770	(\$258)	-3%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Projection	FY 2020 Targets	FY 2021 Targets
120 days from job posting to hire	112	112	107	107
10 days to initiate disciplinary action	7	7	7	7
14 days new hire benefit set-up	13	13	10	10
22.5 Average number training hours per FTE	22.7	22.7	25	25
Comparison DC Water Employees Compensation (100%) vs Market 50 th -%tile	100%	100%	100%	100%

DEPARTMENT: Human Resources

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implement Enterprise Resource Planning (ERP) application for the core HR, Payroll, Benefits, Self Service, and Applicant Tracking enterprise system
- Coordinate management and team building trainings for DC Water employees
- Expand wellness program for Employees of DC Water
- Extend research capabilities for compensation with the purpose of addressing grade and salary structure across the organization
- Incorporate professional development assessments such as DiSc and “Seven (7) Habits for Highly Effective People” as part of the Succession Development Program
- Develop and Launch a Developing Leaders Program
- Continue to review and update DC Water policies and procedures with the Unions after impacts and effects of collective bargaining agreement
- Negotiate two Working Conditions Agreements for the American Federation of Government Employees (AFGE) Locals 631 and 872
- Develop 457(b) Roth retirement options that would enable employees to contribute after-tax dollars to their retirement
- Explore using ERP to implement Annual Non-Union Merit and Bonus programs

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Recalibrate resources used for job posting and position listing
- Revise or implement new Performance Management System for Union employees
- Succession Development program will extend training to programs, talent assessments, executive coaching and new manager training

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

DEPARTMENT: Human Resources

FY 2020 AND FY 2021 TALENT DEVELOPMENT PLAN

TALENT DEVELOPMENT OVERVIEW

At DC Water, our talent is our people, Team Blue. Talent Development consists of training and development strategies, solutions 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 states that “we will be known for superior service, ingenuity and stewardship to advance the health and well-being of our diverse workforce and communities”. The Talent Development Team supports this vision by leading “The Employee Experience” strategic program. Enhancing our Employee Experience depends on the relationship between our management team and the employees they lead. In order to achieve this, we are connecting the strategies of leadership and employee development with tools and activities that build and support a culture of coaching based performance management. Effective coaching provides specific, timely, and actionable feedback to employees. We believe the role of the management team is much deeper than simply providing direction. We aim to provide our leaders with the tools that they need to achieve the following goals:

- Improved individual performance through coaching
- Increased trust and accountability by creating new possibilities for team members
- Accountability for self and employees by removing obstacles in the way of success
- Leading the ongoing development of the employees under their supervision

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

Other forms of talent development at DC Water include:

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

Learning Events – conferences and retreats are educational experiences that require individuals to pull back and build rapport with fellow co-workers. These events boost employee morale and help to increase productivity

DEPARTMENT: Human Resources

FY 2020 AND FY 2021 TALENT DEVELOPMENT PLAN

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

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

Engagement Activities- events held internally and externally that allow DC Water employees the opportunity to get to know each other through collaboration and fun

FY 2019 ACCOMPLISHMENTS

Our organizational structure allows 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 2019. The feedback thus far has been very positive. Building off the success of the Leading Blue Program, People and Talent launched the mandatory Line of Sight program for people and program managers in 2019, and over 170 participants have completed the program to date. The streamlined New Hire Orientation program is providing employees with the skills needed to add work value immediately

The Authority continued to leverage colleges and universities relationships 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. Lastly, in 2019, a total of 301 employees participated in the Education and Tuition Assistance Reimbursement benefit programs. DC Water provided approximately \$658,688 to assist employees with their continued education programs

The DC Water Summer Internship Program has continued to be enhanced. Pre-screening and interviews are conducted which led to a high number of quality candidates. Approximately 96 interns were hired 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. At the end of the 10-week program, the interns participate in an Expo where each intern presents their key contributions and work progress in a science fair type format. All DC Water employees are invited to attend, with the interns receiving considerable praise. The interns were also treated to a “team building activity” at Terrapin Adventures and participated in the Lunch & Learn program facilitated by the learning & development business unit on topics such as *Networking, Responsible Social Media Use, and Leadership*

DEPARTMENT: Human Resources

FY 2020 AND FY 2021 TALENT DEVELOPMENT PLAN

Web-based (e-learning) training has continued to be a key component for DC Water employees across the authority. Other projects that were developed in 2019 include Food Policy training, DOES Senior Program Worker, Succession Pilot, Compliance Suite, and managed the first retreat for Executive Vice Presidents. At last, employee engagement received a successful response with the support of the first ever DC Water Basketball League. Resulting in an all-time high participation rate of 81% from employees.

FY 2020 AND FY 2021 TRAINING BUDGETS

The approved FY 2021 training budget totals \$1.6 million, which is approximately \$0.4 million higher than the approved FY 2020 budget.

The Talent branch of People & Talent Department is positioned to help the Authority transform and will continue to focus on the need to develop our workforce beyond the initial job qualifications. Considerable attention will continue to be given to Performance Management, Succession Planning, Cohort III, and Employee Engagement in addition to introducing to “Leaders Teaching Leaders”. A new program instituted by the CEO to give supervisors, managers and foreman the opportunity to gain insight and clarify around strategic objectives across the organization.

Additionally, we will complete development of additional critical training paths: Web-based Enterprise Compliance Training and succession planning. The Talent branch will also be engaged in development of training and change management programs for the Enterprise Resource Planning project (financial, procurement and human resources functions).

The Talent branch will lead the charge in the development of a high performing organization that achieves better financial and non-financial sustainable results building 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 \$6.0 million increase in FY 2021 over the FY 2020 budget is for personnel services cost adjustments and contractual services for the reallocation of credit card fees and the Pay for Success for the Social Impact Bond issued for the Green Infrastructure (GI) project

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	53	53	52	53	1	2%
Headcount: Filled	49	49				
Total Personnel Services	\$7,807	\$8,129	\$9,270	\$9,662	\$392	4%
Supplies & Chemicals	25	16	25	20	-5	-20%
Utilities & Rent	163	68	44	53	9	20%
Contractual Services	7,097	6,641	11,563	17,149	5,586	48%
Small Equipment	1	0	4	4	0	0%
Total Non-Personnel Services	7,286	6,725	11,636	17,225	5,589	48%
Department Total	\$15,093	\$14,853	\$20,906	\$26,888	\$5,982	29%
Capital Equipment	\$3,022	\$610	\$1,010	\$5,610	\$4,600	455%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Manage DC Water's financial operations to ensure revenue projections and O&M expenditures are within budget	101.7% 100%	103.2% 97.8%	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	167	226	219	119
Index and Core Funds - ML 1 - 3 year	230	225	242	117
Manage DC Water's financial operations to ensure 140% senior debt service coverage	489%	561%	545%	544%
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	\$166.8 million	\$186.8 million	\$180 million	\$185 million
Issue Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles	February	February	February	February
Pay 97% of all undisputed invoices within 30 days	97%	96%	97%	97%
Publish Annual Budgets within 90 days of Board adoption	< 90 days	< 90 days	90 days	90 days

DEPARTMENT: Finance

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

Finance:

- Analyze and evaluate operating reserve level requirements for liquidity needs
- Implement new Financial Enterprise Resource Planning (ERP) system for Finance to include treasury, Debt, Investments, and Accounts Receivable
- Prepare Request for Proposal (RFP) to implement new Payment Gateway services to replace Merchant Card services to reduce costs to the Authority
- Administer post compliance reporting for all outstanding debt and monitor bond market for Green Bond issuance and performance
- Continue implementation and management process for the upgrade/replacement of the Authority's Safety and Risk Management Information System
- In partnership with Budget and Accounting, review and upgrade the Authority's Rolling Owner-Controlled Insurance Program (ROCIP) Funding methodologies

Rates and Revenue:

- Review of Rate Structure, FY 2021 Proposed Rates and Customer Assistance Programs (CAP)
- FY 2020 Cost of Service Study for Water, Sewer, and Clean Rivers Impervious Area Charge (CRIAC)
- Multi-year Rate Proposal for FY 2021 and FY 2022
- Continue to monitor economic conditions and customer support (care)

Financial Systems & Controls:

- Implement a new Enterprise Resource Planning (ERP) system – Oracle Cloud ERP: Phase 1 - Financials, Phase 2 - Advanced Procurement, Phase 3 - Human Resources, and Phase 4 - Budgeting

Accounting:

- Coordinate and support Internal Auditors
- Provide PBC's to external auditors and clarify any issues/questions on Financials
- Obtain unmodified external audit opinion
- Complete A-133 audit
- Issue quarterly financial reports and Comprehensive Annual Financial Report (CAFR)
- Issue Green Bond Report
- Minimize/eliminate paper check payments to vendors
- Document As-Is processes for ERP
- Participate in development of To-Be processes for ERP
- Participate in ERP Sprints and validation testing

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
 - Complete documentation of As-is business processes for budgeting and reporting
 - Continue participation in the implementation of new ERP system (Phase 4 – Budgeting)
- Advance and implement enhancements to the position request workflow
- Implement streamlined and continue improvements to the budget planning process

FY 2021 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 2020 major activities
- Continue implementation of the new ERP system

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

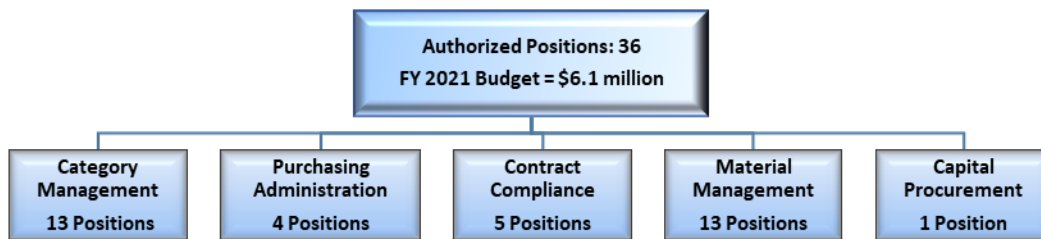
- Consultant support, training and related subscription costs for new ERP system

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	Capital Procurement
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	Provide direction and guidance on inventory policies and procedures, disposal of excess and obsolete inventory	Manage all DC Water’s procurement process for capital projects
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	Manage the warehouse and associated functions	

DEPARTMENT: Procurement and Compliance

BUDGET

The \$0.3 million increase in FY 2021 compared to the FY 2020 budget is for personnel services cost adjustments for one additional headcount

Description	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	36	35	35	36	1	3%
Headcount: Filled	27	32	36	36		
Total Personnel Services	\$4,505	\$4,362	\$4,910	\$5,126	\$216	4%
Supplies & Chemicals	24	38	32	30	(2)	-6%
Utilities & Rent	55	56	32	53	21	66%
Contractual Services	983	658	832	866	34	4%
Small Equipment	0	0	0	3	3	N/A
Total Non-Personnel Services	1,062	752	898	953	55	6%
Department Total	\$5,566	\$5,114	\$5,808	\$6,079	\$271	5%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 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 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implement the new Enterprise Resource Planning (ERP) system - Procurement module
- 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

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Stabilize new ERP system and integrate with business processes and procurement policies
- Establish capital procurement team and manage all procurement process for capital projects
- Generate, capture, and report cost savings through category management and strategic sourcing projects
- Continuously improve category strategies to improve vendor base while lowering cost and supply risk
- Continuously improve local and minority business outreach and spending
- 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: FINANCE AND PROCUREMENT

FUND: Non-Ratepayer Revenue Fund

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

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

BUDGET

This new fund was established in FY 2021 for \$0.5 million to provide support for departments based on costs incurred in revenue generation from non-ratepayer sources

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized				\$0	-	N/A
Headcount: Filled						
Total Personnel Services					-	N/A
Supplies & Chemicals					-	N/A
Utilities & Rent					-	N/A
Contractual Services				500	500	N/A
Small Equipment					-	N/A
Total Non-Personnel Services				500	500	N/A
Department Total				\$500	500	N/A
Capital Equipment					-	N/A

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 2021 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 2021 budget is relatively flat compared to the FY 2020 budget

Description	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
	Actuals	Actual	Approved	Approved	Variance	%
Headcount: Authorized	3	3	3	3	0	0%
Headcount: Filled	3	3				
Total Personnel Services	\$677	\$496	\$549	\$573	\$24	4%
Supplies & Chemicals	4	7	1	1	0	0%
Utilities & Rent	2	8	4	4	(0)	-6%
Contractual Services	23	56	32	57	25	77%
Small Equipment	0	4	0	0	0	0
Total Non-Personnel Services	29	75	37	61	24	66%
Department Total	\$706	\$570	\$586	\$634	\$48	8%
Capital Equipment						

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

DEPARTMENT: Administration Office

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Optimize the operations of safety, security and emergency management and increase participation from all DC Water employees in training opportunities
- Analyze business processes and implement activities to improve efficiency and increase resiliency, as we move towards a shared-services model to better track costs by department/program
- Development and implementation of an Environmental, Health and Safety (EHS) program at DC Water

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Creation of a Business Operations function, to further streamline and coordinate all Administration cluster activities, and better socialize them throughout DC Water
- Finalize a Land Use Master Plan, to provide guidance and structure to standardizing and improving facilities based on the implementation of the EHS program and other cluster initiatives related to continuity of operations and resiliency

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

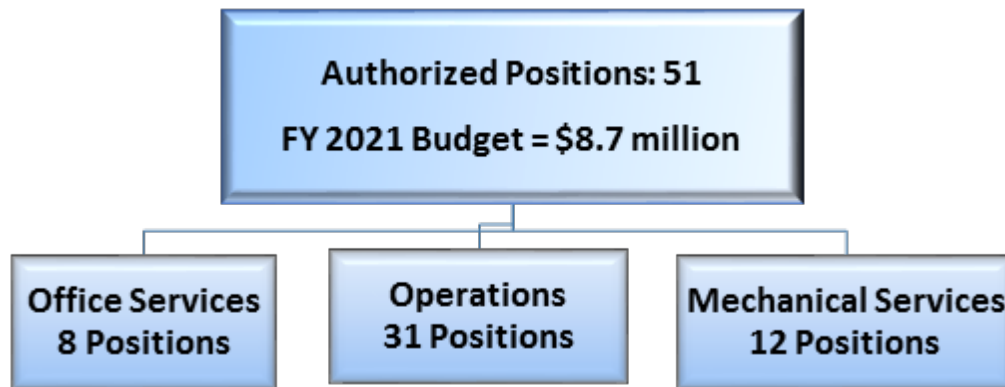
- Analyze business processes and implement activities to improve efficiency, including centrally-managed budget items and fleet optimization

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 \$0.3 million decrease in FY 2021 compared to the FY 2020 budget is primarily in mechanical and nursery supplies

Description	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	56	56	52	51	(1)	-2%
Headcount: Filled	48	46				
Total Personnel Services	\$5,203	\$2,205	\$5,859	\$5,864	\$5	0%
Supplies & Chemicals	462	38	428	118	(310)	-72%
Utilities & Rent	110	353	250	171	(79)	-32%
Contractual Services	1825	153	2327	2508	181	8%
Small Equipment	81	11	66	0	(66)	-100%
Total Non-Personnel Services	2478	555	3071	2797	(274)	-9%
Department Total	\$7,680	\$2,760	\$8,930	\$8,661	(\$269)	-3%
Capital Equipment	\$1,314	\$1,458	\$1,805	\$1,845	\$40	2%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Annual Work Orders Closed	6889	6911	8500	8500

DEPARTMENT: Facilities Management

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- In coordination with Information Technology department, kick off utilization of the tablet based, automated service request to work order system
- Support the design and upgrade of Central Office Facilities (COF) Building
- Support the design and upgrade of Bryant Street facilities
- Manage the design for the upgrades to Supply Building 1 at Blue Plains to create future home of Facilities shops
- Prioritize, procure, execute and complete contracts for the replacement of the roofs and HVAC systems upgrades and repairs that can be achieved within the FY 2020
- 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

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue the reorganization of the Facilities Department
- Continue construction of the Upgrades to Supply Building 1
- Support the upgrade/construction work of Central Office Facilities (COF) Building
- Support the upgrade/construction work of Bryant Street facilities
- Relocate personnel (DETS, Safety) into their permanent work spaces within the upgraded COF building
- Continue HVAC upgrades to meet R-22 refrigerant mandate
- Miscellaneous Facilities upgrades at Blue Plains

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- The construction of the new Fleet and Sewer Services Buildings may impact the operating budget primarily due to manhours needed for training in the systems of these new facilities
- The new headquarters and TDPS buildings extended services after construction will expire in FY 2020 affecting the operational budget for HVAC and Plumbing maintenance, elevator maintenance and grounds keeping maintenance

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 \$0.9 million increase in FY 2021 compared to the FY 2020 budget is primarily in professional services contract for guard services

Description	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	9	8	8	8	-	0%
Headcount: Filled	8	7				
Total Personnel Services	\$1,022	\$1,119	\$1,133	\$1,059	(\$74)	-7%
Supplies & Chemicals	51	66	59	54	(5)	-9%
Utilities & Rent	279	304	297	325	28	9%
Contractual Services	5,783	6,268	5,468	6,410	942	17%
Small Equipment	56	50	50	40	(10)	-20%
Total Non-Personnel Services	6,169	6,688	5,874	6,829	955	16%
Department Total	\$7,191	\$7,807	\$7,007	\$7,888	\$881	13%
Capital Equipment	\$500	\$392	\$515	\$850	\$335	65%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Completion times to initial security investigation report. Target = 21 days	7 days	21 days	3 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%	5%	5%	6%
Turnover rate of Guard Force Officers = NTE 25% per month	<5%	<10%	<5%	<4%
Camera Operational Uptime: Target = 95%	98%	98%	99%	95%
Smart Card Readers Operational Uptime: Target = 95%	95%	98%	99%	95%

DEPARTMENT: Department of Security

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Initiate recommendations of DC Water Risk Deduction Recommendation Report—Comprehensive All Hazards Risk Assessment - Office of Emergency Management (OEM)
- Develop annual security training, based on assessment of conditions and current events
- Integrate electronic traffic control devices at all major access control traffic points throughout the Authority
- Upgrade Fire Protection systems at Blue Plains

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- DSEC Risk Alert Levels and Response Options Matrix: Collaborate with vendor to conduct exercises to improve security functions during various heightened levels of threats. Exercises shall be exclusively based on developed action items for each threat level
- Facility Entrance Signage (for vehicular traffic): In an effort to reduce DC Water property damage (gate arms) by vehicles entering DC Water facilities, to evaluate existing signage pursuant to DC Department of Transportation Signage Regulations, to determine signage enhancements

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 Blueprint /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 \$0.2 million increase in the Approved FY 2021 budget is mainly for personnel services adjustments

Description	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	11	11	11	11	-	0%
Headcount: Filled	11	11				
Total Personnel Services	\$1,581	\$1,503	\$1,721	\$1,861	\$140	8%
Supplies & Chemicals	22	9	23	20	(3)	-13%
Utilities & Rent	30	27	31	26	(5)	-16%
Contractual Services	306	274	406	428	22	5%
Small Equipment	5	4	0	0	-	N/A
Total Non-Personnel Services	363	314	460	474	14	3%
Department Total	\$1,944	\$1,817	\$2,181	\$2,335	\$154	7%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
OSHA recordable accidents per hours worked (Reduce 10%)	4.6	3.7	3.5	3.5
Lost time work cases due to non-fatal accidents per hours worked	3.8	3	2.8	2.8
No. of time work stopped due to unplanned unsafe conditions	2	1	1	1
No. of formally raised safety related employee concerns reported	159	57	170	170
No. of Vehicle Accidents	47	38	38	35

DEPARTMENT: Occupational Safety and Health

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to implement safety goals and initiatives in association with the Strategic Plan
- Continue implementation and management process for the upgrade/replacement of the Authority's Safety and Risk Management Information System
- Continue to provide support to the Office of Risk Management for the Rolling Owner Controlled Insurance Program (ROCIP), and People & Talent for the Worker's Compensation
- Begin implementation of damage prevention initiative to reduce the occurrence of utility strikes by both in-house and contractor crews
- Continue to review and update safety and health policies
- Focus on the full implementation of the safety training program

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to implement safety goals and initiatives in association with the Strategic Plan
- Continue to provide support for ROCIP and Worker's Compensation programs
- Implement the approved safety and health policies
- Focus on adopting an implementing a Safety Management System (ISO 45001)
- Exploring the usage of virtual reality technology for training purposes

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

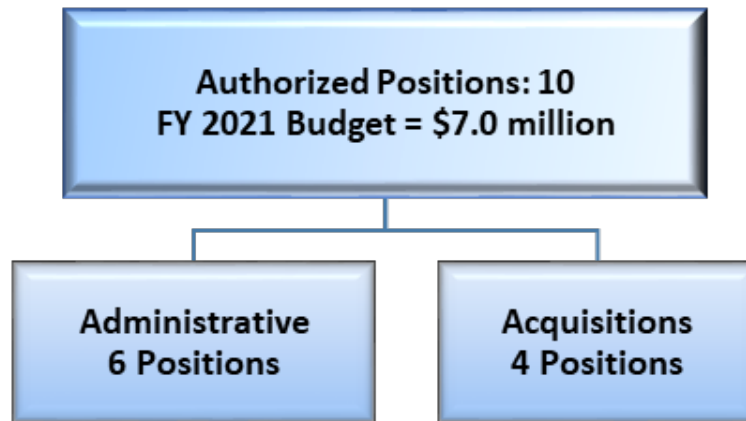
- No major items identified

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 Manage fleet maintenance contractor and vendors	Inventory control of automotive parts
Management of vehicles, equipment, parts and DC Water loaner pool program	

DEPARTMENT: Fleet Management

BUDGET

The \$0.8 million increase in FY 2021 compared to FY 2020 is mainly for personnel service cost adjustments and contractual services costs for automotive maintenance and repairs on DC Water's aging vehicle fleet

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Proposed	Variance	%
Headcount: Authorized	8	8	10	10	-	0%
Headcount: Filled	7	6				
Total Personnel Services	\$935	\$952	\$1,220	\$1,444	\$224	18%
Supplies & Chemicals	10	9	18	19	1	4%
Utilities & Rent	814	795	840	893	53	6%
Contractual Services	4,449	4,933	4,006	4,564	558	14%
Small Equipment	33	28	45	45	-	0%
Total Non-Personnel Services	5,306	5,765	4,909	5,521	612	12%
Department Total	\$6,241	\$6,717	\$6,129	\$6,965	\$836	14%
Capital Equipment	\$656	\$4,421	\$3,460	\$6,000	\$2,540	73%

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Preventative Maintenance Completed on Schedule	96%	91%	96%	96%
Vehicles available for use	96%	89%	96%	96%
DC Water priority vehicle in-service	98%	86%	98%	98%

DEPARTMENT: Fleet Management

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue planning for relocation and transition to the new Fleet Facility
- Assess requirements for insourcing of automotive maintenance services
- 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) Gettab and rideshare program
- Reassess the Priority Equipment and major change outs according to Departmental Programs
- 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

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Begin to transition Fleet Maintenance In-House
- 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

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 2021 Budget = \$1.5 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 overall FY 2021 budget is relatively flat compared to the FY 2020 budget

\$000's	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	
Description	Actuals	Actuals	Approved	Proposed	Variance	%
Headcount: Authorized		6	6	6	-	0%
Headcount: Filled		4				
Total Personnel Services		\$500	\$982	\$949	-\$33	-3%
Supplies & Chemicals		6	6	15	9	150%
Utilities & Rent			13	21	8	58%
Contractual Services		450	375	493	118	31%
Small Equipment		4	30	20	-10	-33%
Total Non-Personnel Services		459	425	549	125	29%
Department Total		\$959	\$1,408	\$1,498	\$90	6%
Capital Equipment				\$50	\$50	N/A

TARGETED PERFORMANCE MEASURES	FY 2018 Results	FY 2019 Results	FY 2020 Targets	FY 2021 Targets
Maintain compliance with American's Water Infrastructure Act every five years 100%	NA	NA	100%	NA
Maintain Emergency Management Accreditation with yearly report on measures for accreditation compliance.	NA	100%	100%	100%

DEPARTMENT: Office of Emergency Management

FY 2020 MAJOR PLANNED ACTIVITIES AND CHANGES

- Support DC Water’s overall emergency response capabilities through the development of virtual reality training
- Facilitate the requirements and compliance efforts of America’s Water Infrastructure Act for the Authority
- Continue to provide robust and comprehensive emergency management training and exercise programs
- Explore an Incident Management Team (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 and coordinated situational awareness information sharing measures
- Expand on regional water emergency response and communication capabilities
- Establish Emergency Management Accreditation Program (EMAP) accreditation into department’s strategies, goals, and procedures
- Continue to source and implement Federal Emergency Management Association (FEMA) Hazard Mitigation Grants

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Fully implement a sustainable Program Manager, Hazard Mitigation Grants position for grant funding identification and facilitation
- Seek reaccreditation in ISO 22301 Business Continuity Management System. Current accreditation expires in 2021
- Establish a suite of virtual emergency management training courses specific to DC Water to assist staff in obtaining a knowledge base at their own pace and to assist in establishing incident management competencies
- Compile and develop confidential Critical Infrastructure Protection guidance manual for the Authority
- Develop a complete inventory and maintenance system for emergency response management
- Implement an IMT activation and documentation software solution for quicker emergency documentation and plan references
- Provide updates to all nine emergency response plans

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact