



Approved FY 2025 Budgets

Section VII: DEPARTMENTAL SUMMARIES



Blue Plains

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 thirty departments that are defined primarily along functional roles and further grouped along service lines (Operational or Administrative) or reporting clusters of authority.

Service Lines: Operational departments include: Water Operations, Pumping and Sewer Operations, and Wastewater Treatment services (including maintenance of these facilities). These departments are responsible for the day-to-day operations of 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 providing services to the development community throughout the District of Columbia.

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

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

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

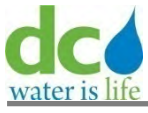
DC Water’s new organizational chart can be found on page 222 and reflects structural changes for the following departments and cluster groups.

- Independent Offices – This cluster comprises the Office of the Chief Executive Officer, Board Secretary, and Internal Audit.
- Office of the Chief Operating Officer – Oversees the operations and engineering clusters.
- Operations and Engineering – All operational and engineering functions are consolidated into a single cluster. This includes Department of Engineering & Technical Services (DETS), Wastewater Engineering, Permit Operations, Clean Rivers, and CIP Infrastructure Management. The operations departments include Water Operations (which includes Water Quality and Technology), Pumping & Sewer Operations, Wastewater Treatment Operations, Process Engineering, Maintenance Services, Resource Recovery and Clean Water & Technology.

- Shared Services (now under Administration Cluster) – This section includes Security, Occupational Safety and Health, Office of Emergency Management, Fleet Management, and Facilities Management departments.
- Customer Care – This department, which was previously part of the Operations Cluster, is now part of the new Administration Cluster.
- Information Technology - This department is also part of the new Administration Cluster and is comprised of Enterprise Solutions and IT Infrastructure functions.
- Finance, Procurement, and Compliance – This cluster comprises Finance, Procurement, and Compliance departments. All goods, services, and engineering procurement administration activities are consolidated under the Procurement department. This cluster is also responsible for the oversight of the Non-Ratepayer Revenue Fund.
- People and Talent – Human Capital Management is now the People and Talent department and includes Employee Experience, Total Rewards, Labor Relations, and Compliance Programs under this cluster.
- Strategy & Performance – This department oversees the Innovation, Enterprise Program Management Office, Strategic Management, and Business Performance Management functions, and is now under the Administration Cluster.
- Legal Affairs – General Counsel is now the Office of Government and Legal Affairs.
- Marketing and Communications – External Affairs is now Marketing and Communications.

Senior Executive Team

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

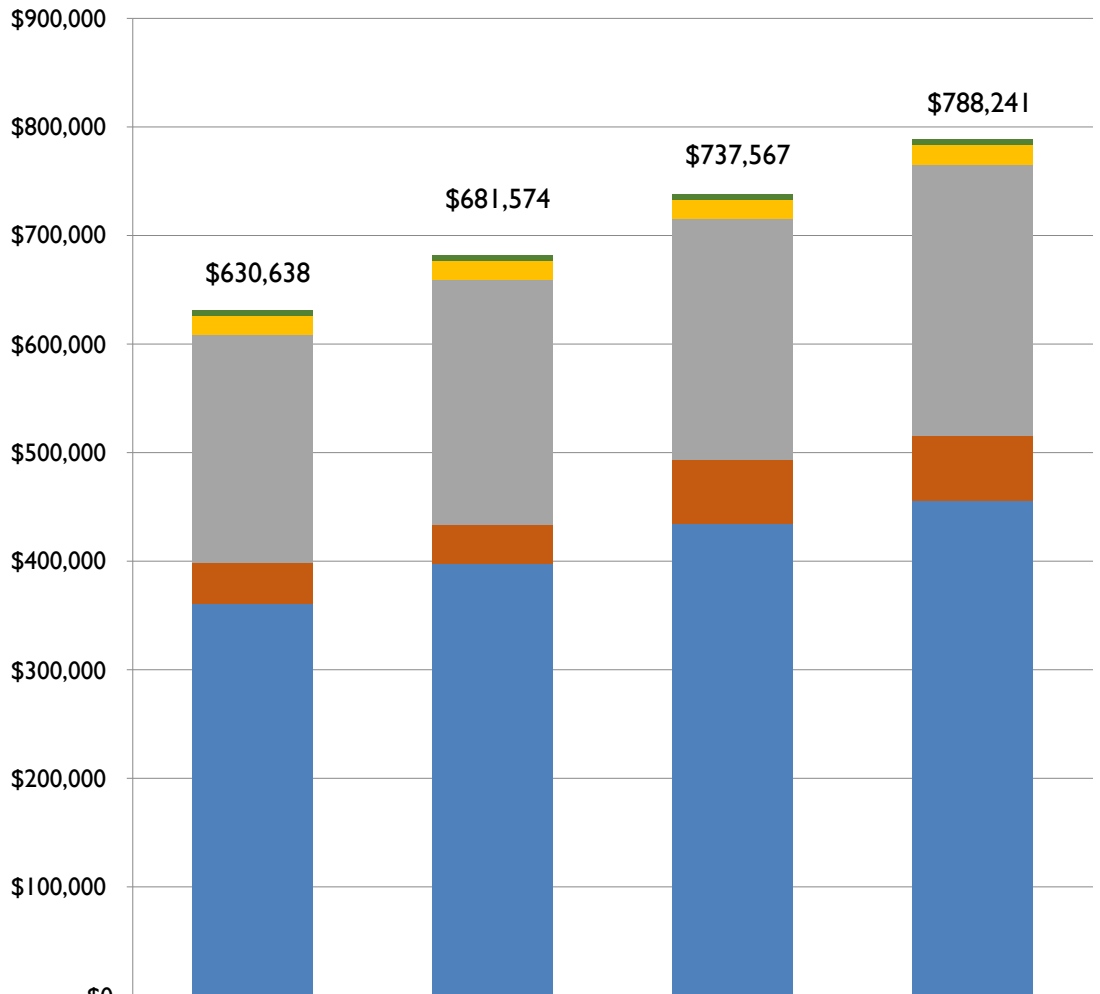


Operating Expenditures Budgets

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

\$ in thousands

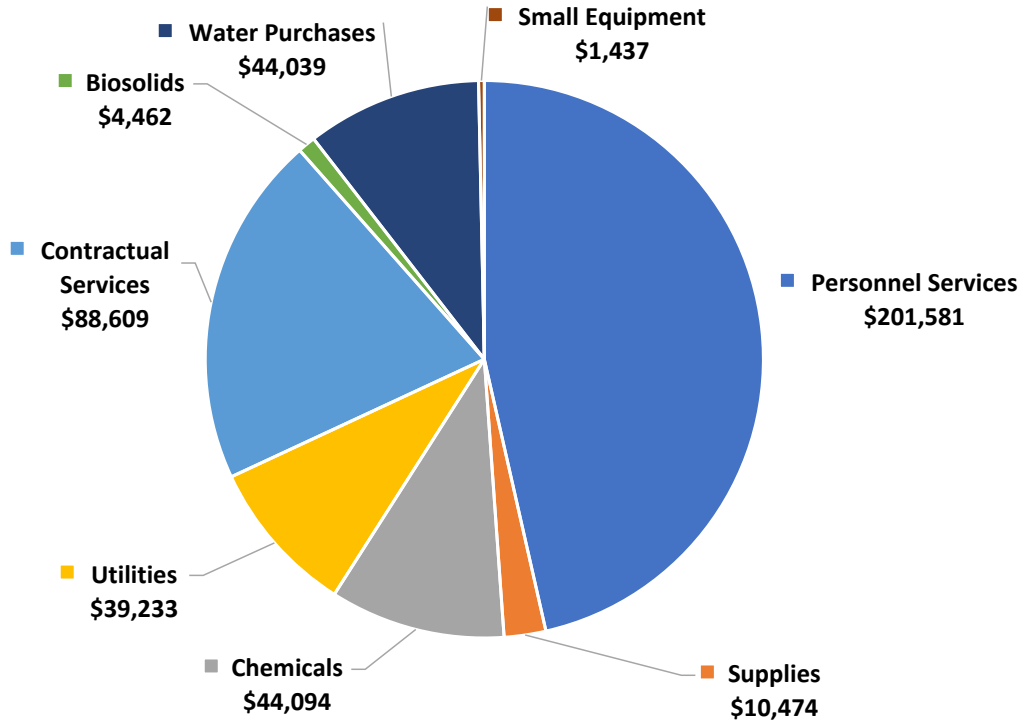
FY 2022 - FY 2025



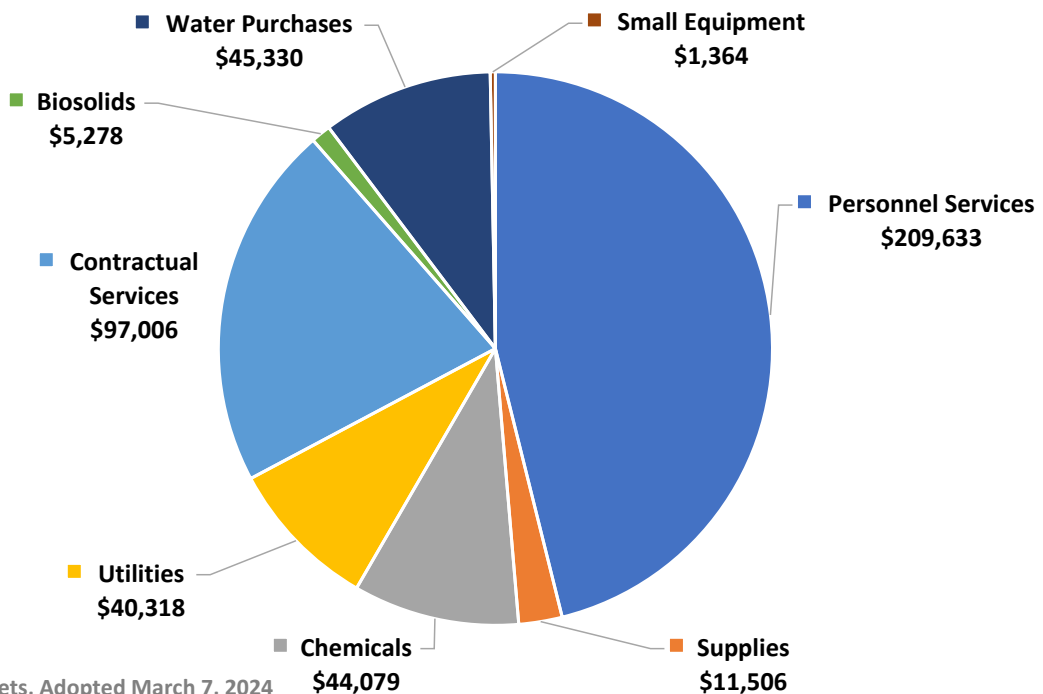
	FY 2022 Actual	FY 2023 Actual	FY 2024 Revised	FY 2025 Approved
■ ROW	\$5,100	\$5,100	\$5,100	\$5,100
■ PILOT	\$17,618	\$17,970	\$18,330	\$18,696
■ Debt Service	\$209,768	\$225,852	\$221,635	\$249,495
■ Cash Financed Capital Improvements	\$37,830	\$35,730	\$58,575	\$60,436
■ Operations & Maintenance	\$360,322	\$396,921	\$433,928	\$454,513
■ Total	\$630,638	\$681,574	\$737,567	\$788,241

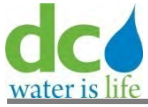
The above chart shows operations and maintenance (O&M) costs needed to maintain appropriate service levels. The overall operating budget is constrained by the increasing debt service costs required to support DC Water’s Capital Improvement Program.

FY 2024 Revised
\$433,928



FY 2025 Approved
\$454,513





Operating Expenditures by Object

\$ in thousands

Object	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 REVISED	FY 2025 APPROVED
Personnel Services	\$ 173,229	\$ 183,316	\$ 201,581	\$ 209,633
Contractual Services	75,878	88,309	93,070	102,284
Water Purchases	33,345	33,609	44,039	45,330
Chemicals and Supplies	39,189	53,082	54,568	55,585
Utilities	37,820	37,361	39,233	40,318
Small Equipment	862	1,244	1,437	1,364
Subtotal Operations & Maintenance Expenditures	\$ 360,322	\$ 396,921	\$ 433,928	\$ 454,513
Debt Service	209,768	225,852	221,635	249,495
Cash Financed Capital Improvements	37,830	35,730	58,575	60,436
Payment in Lieu of Taxes	17,618	17,970	18,330	18,696
Right of Way Fees	5,100	5,100	5,100	5,100
Total Operating Expenditures	\$ 630,638	\$ 681,574	\$ 737,567	\$ 788,241
Personnel Services charged to Capital Projects	(24,413)	(27,813)	(31,974)	(34,087)
Total Net Operating Expenditures	\$ 606,225	\$ 653,761	\$ 705,593	\$ 754,154

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



Operating Expenditures by Department and Cluster

\$ in thousand

Departments & Clusters	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 REVISED	FY 2025 APPROVED
OPERATIONS	\$ 219,990	\$ 240,603	\$ 259,901	\$ 272,880
Office of the Chief Operating Officer	1,176	2,113	1,764	1,692
Wastewater Treatment Operations	83,179	91,639	96,277	99,254
Process Engineering	6,453	7,862	8,065	8,534
Maintenance Services	20,363	21,627	23,147	24,763
Clean Water and Technology	2,431	3,686	5,090	5,055
Resource Recovery	5,762	6,670	6,538	7,775
Water Operations	63,576	66,140	76,317	80,716
Pumping and Sewer Operations	37,049	40,866	42,703	45,092
ENGINEERING	\$ 33,863	\$ 37,993	\$ 42,339	\$ 44,476
Engineering & Technical Services	19,801	23,280	23,350	25,395
CIP Infrastructure Management	4,289	4,731	5,549	5,965
Wastewater Engineering	2,531	2,226	3,746	3,722
Permit Operations	3,877	4,637	5,475	5,286
Clean Rivers	3,364	3,120	4,219	4,108
ADMINISTRATION	\$ 59,075	\$ 62,965	\$ 68,700	\$ 69,894
Office of the Chief Administration Officer	-	-	-	1,466
Customer Care	16,951	19,177	21,201	21,117
Information Technology	10,873	10,960	11,271	11,006
Strategy and Performance	2,804	2,991	3,609	2,738
Office of Emergency Management	1,277	1,605	1,659	1,682
Fleet Management	7,014	6,596	7,626	7,191
Occupational Safety & Health	2,323	2,259	3,589	2,859
Facilities Management	9,231	9,691	10,500	10,778
Security	8,600	9,686	9,245	11,057
INDEPENDENT OFFICES	\$ 4,311	\$ 4,342	\$ 4,343	\$ 4,426
Secretary to the Board	469	385	584	875
Office of the Chief Executive Officer	3,092	3,177	2,954	2,712
Internal Audit (outsourced)	750	780	805	839
FINANCE & PROCUREMENT	\$ 26,379	\$ 30,796	\$ 35,589	\$ 40,490
Finance	18,978	22,991	26,951	30,062
Procurement	6,626	6,664	6,713	7,611
Compliance and Business Development	775	1,141	1,425	2,318
Non-Ratepayer Revenue Fund	0	-	500	500
MARKETING AND COMMUNICATION	\$ 3,209	\$ 3,102	\$ 4,793	\$ 4,349
Marketing and Communication	3,209	3,102	4,793	4,349
PEOPLE AND TALENT	\$ 6,527	\$ 8,169	\$ 9,919	\$ 9,685
People and Talent	6,527	8,169	9,919	9,685
GOVERNMENT AND LEGAL AFFAIRS	\$ 6,968	\$ 8,951	\$ 8,345	\$ 8,312
Government and Legal Affairs	6,968	8,951	8,345	8,312
Subtotal O & M Expenditures	\$ 360,322	\$ 396,921	\$ 433,928	\$ 454,513
Debt Service	209,768	225,852	221,635	249,495
Cash Financed Capital Improvements	37,830	35,730	58,575	60,436
Payment in Lieu of Taxes	17,618	17,970	18,330	18,696
Right of Way Fees	5,100	5,100	5,100	5,100
Total Operating Expenditures	\$ 630,638	\$ 681,574	\$ 737,567	\$ 788,241
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Total Net Operating Expenditures	\$ 606,225	\$ 653,761	\$ 705,593	\$ 754,154



FY 2024 Revised Budget by Department by Category

summary overview financial plan rates&rev capital financing departmental glossary

(\$ in thousands)

	Auth Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Operating
810ZZZ-Wastewater Treatment Operations	100	9,799	3,234	1,763	14,795	231	43,978	27,544	9,335	-	-	393	81,482	96,277
812ZZZ-Process Engineering	36	4,352	1,556	50	5,957	67	-	31	1,874	-	-	136	2,108	8,065
811ZZZ-Maintenance Services	103	10,470	3,571	600	14,640	4,332	-	134	3,561	-	-	480	8,507	23,147
813ZZZ-Water Operations	214	19,738	6,659	1,897	28,294	1,104	36	367	2,430	-	44,039	47	48,022	76,317
600ZZZ-Customer Care	121	11,066	3,976	405	15,447	72	-	384	5,291	-	-	8	5,754	21,201
801ZZZ-Engineering and Technical Services	133	15,634	3,530	938	20,102	123	-	289	2,835	-	-	-	3,247	23,349
802ZZZ-CIP Infrastructure Management	30	3,982	1,160	10	5,153	-	-	-	397	-	-	-	397	5,549
803ZZZ-Wastewater Engineering	21	2,271	684	9	2,963	5	-	-	778	-	-	-	783	3,746
800ZZZ-Clean Rivers	11	1,906	417	-	2,324	12	-	74	1,809	-	-	-	1,895	4,219
804ZZZ-Permit Operations	29	3,329	1,101	45	4,475	36	-	438	526	-	-	-	1,000	5,475
814ZZZ-Pumping and Sewer Operations	183	18,721	6,427	2,068	27,216	1,677	80	8,043	5,547	-	-	140	15,486	42,703
810YYY-Resource Recovery	10	1,172	387	41	1,599	-	-	-	477	4,462	-	-	4,938	6,538
810XXX- Clean Water and Technology	15	1,877	621	158	2,656	537	-	-	1,897	-	-	-	2,434	5,090
Subtotal Operations	1,006	\$104,317	\$33,323	\$7,982	\$145,622	\$8,197	\$44,094	\$37,303	\$36,756	\$4,462	\$44,039	\$1,203	\$176,053	\$321,675
100ZZZ-Secretary to the Board	2	318	66	-	384	8	-	3	189	-	-	-	200	584
101ZZZ-Office of Chief Executive Officer	6	1,358	329	0	1,688	8	-	25	1,233	-	-	-	1,266	2,954
102ZZZ-Internal Audit	-	-	-	-	-	-	-	-	805	-	-	-	805	805
103ZZZ-Marketing and Communication	18	2,833	810	-	3,643	11	-	18	1,109	-	-	12	1,150	4,793
104ZZZ-Office of Chief Operating Officer	4	894	198	-	1,092	2	-	4	666	-	-	-	672	1,764
105ZZZ-Office of Chief Administration Officer	-	-	-	-	-	-	-	-	-	-	-	-	-	-
201ZZZ-Office of Emergency Management	6	799	230	5	1,034	4	-	13	592	-	-	15	625	1,659
202ZZZ-Fleet Management	8	1,161	335	6	1,502	1,424	-	1,006	3,576	-	-	117	6,124	7,626
203ZZZ-Occupational Safety	18	2,353	722	-	3,076	5	-	37	472	-	-	-	513	3,589
204ZZZ-Facilities Management	53	4,864	1,552	366	6,782	727	-	157	2,823	-	-	11	3,718	10,500
205ZZZ-Security	7	885	202	-	1,087	41	-	332	7,755	-	-	30	8,158	9,245
300ZZZ-Finance	60	8,232	2,464	52	10,748	6	-	60	16,137	-	-	-	16,203	26,951
301ZZZ-Procurement	36	4,500	1,447	80	6,028	24	-	43	616	-	-	3	686	6,713
302ZZZ-Non-Ratepayer Revenue Fund	-	-	-	-	-	-	-	-	500	-	-	-	500	500
303ZZZ-Compliance & Business Development	6	776	250	-	1,026	-	-	5	394	-	-	-	399	1,425
400ZZZ-Strategy and Performance	10	1,871	503	-	2,374	6	-	-	1,229	-	-	-	1,235	3,609
500ZZZ-People and Talent	34	4,511	1,209	5	5,724	3	-	27	4,165	-	-	-	4,194	9,919
601ZZZ-Information Technology	37	5,154	1,559	10	6,723	5	-	175	4,323	-	-	46	4,548	11,271
700ZZZ-Government and Legal Affairs	14	2,375	669	3	3,047	3	0	25	5,269	0	0	0	5,297	8,345
Subtotal Administration	319	\$42,885	\$12,546	\$527	\$55,959	\$2,277	\$0	\$1,930	\$51,853	\$0	\$0	\$234	\$56,294	\$112,252
Subtotal O & M Expenditures	1,325	\$ 147,203	\$ 45,869	\$ 8,509	\$ 201,581	\$ 10,474	\$ 44,094	\$ 39,233	\$ 88,609	\$ 4,462	\$ 44,039	\$ 1,437	\$ 232,347	\$ 433,928
Debt Service														221,635
Cash Financed Capital Improvements														58,575
Payment in Lieu of Taxes														18,330
Right of Way														5,100
Total OPERATING EXPENDITURES														737,567
Personnel Services charged to Capital Projects														(31,974)
TOTAL NET OPERATING EXPENDITURES														\$705,593

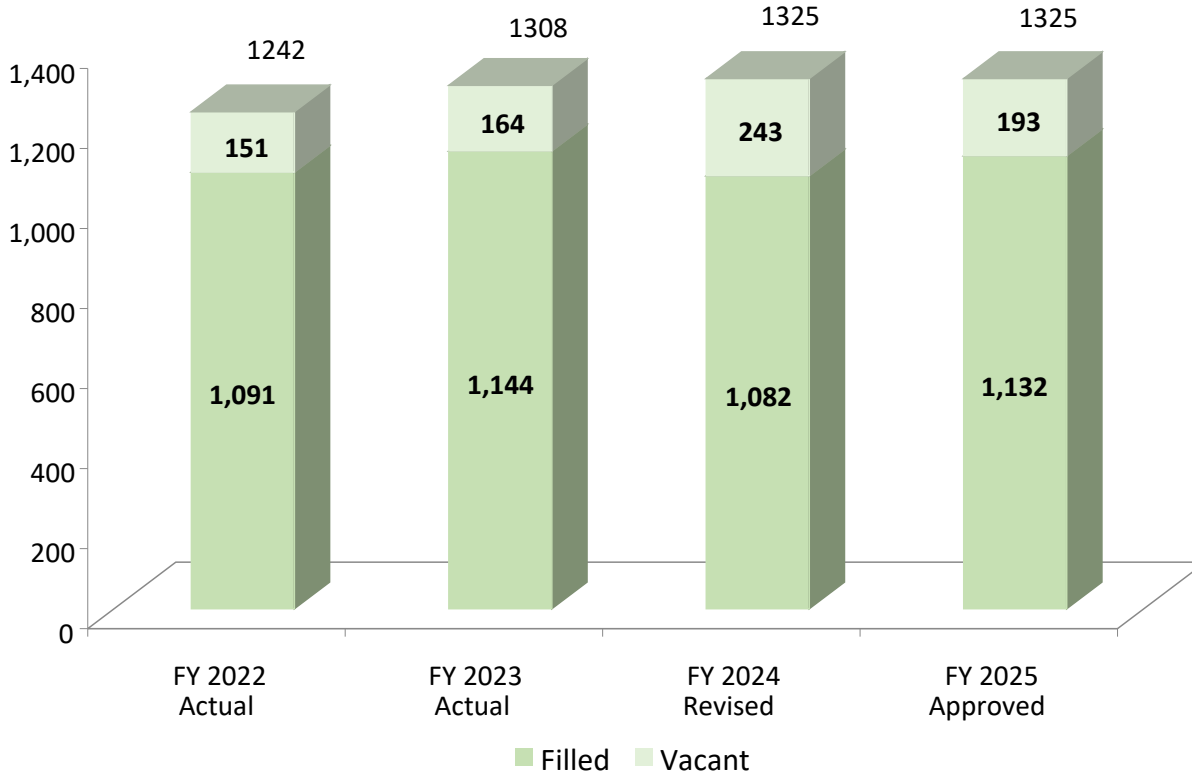


FY 2025 Approved Budget by Department by Category

(\$ in thousands)

	Auth Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Operating
810ZZZ-Wastewater Treatment Operations	104	11,114	3,491	1,530	16,134	341	43,878	27,967	10,814	-	-	118	83,119	99,254
812ZZZ-Process Engineering	35	4,521	1,407	32	5,960	780	-	44	1,522	-	-	228	2,574	8,534
811ZZZ-Maintenance Services	102	10,832	3,458	700	14,990	5,129	-	130	4,013	-	-	500	9,773	24,763
813ZZZ-Water Operations	213	20,924	6,788	2,542	30,253	1,218	39	421	3,254	-	45,330	201	50,463	80,716
600ZZZ-Customer Care	120	11,343	3,616	304	15,264	105	-	314	5,431	-	-	3	5,853	21,117
801ZZZ-Engineering and Technical Services	128	15,825	5,228	938	21,992	151	-	277	2,975	-	-	-	3,403	25,395
802ZZZ-CIP Infrastructure Management	30	4,651	1,205	5	5,861	-	-	-	104	-	-	-	104	5,965
803ZZZ-Wastewater Engineering	20	2,176	613	10	2,799	10	-	-	914	-	-	-	924	3,722
800ZZZ-Clean Rivers	9	1,727	445	-	2,172	10	-	68	1,858	-	-	-	1,936	4,108
804ZZZ-Permit Operations	29	3,506	1,024	55	4,585	30	-	27	644	-	-	-	701	5,286
810XXX- Clean Water and Technology	13	1,625	398	250	2,273	554	-	26	2,203	-	-	-	2,782	5,055
810YYY-Resource Recovery	9	1,067	356	90	1,513	1	-	18	966	5,278	-	-	6,262	7,775
814ZZZ-Pumping and Sewer Operations	186	19,819	6,457	2,134	28,409	1,620	162	8,889	5,869	-	-	143	16,683	45,092
Subtotal Operations	998	\$109,129	\$34,486	\$8,590	\$152,205	\$9,949	\$44,079	\$38,181	\$40,568	\$5,278	\$45,330	\$1,193	\$184,577	\$336,781
100ZZZ-Secretary to the Board	3	450	82	-	532	8	-	2	333	-	-	-	343	875
101ZZZ-Office of Chief Executive Officer	4	1,073	243	-	1,316	9	-	17	1,369	-	-	-	1,395	2,712
102ZZZ-Internal Audit	-	-	-	-	-	-	-	-	839	-	-	-	839	839
103ZZZ-Marketing and Communication	19	2,608	664	-	3,271	8	-	17	1,044	-	-	9	1,078	4,349
104ZZZ-Office of Chief Operating Officer	4	876	175	-	1,051	2	-	1	638	-	-	-	641	1,692
105ZZZ-Office of Chief Administration Officer	2	464	102	-	566	-	-	-	900	-	-	-	900	1,466
201ZZZ-Office of Emergency Management	6	901	246	0	1,146	6	-	12	517	-	-	-	536	1,682
202ZZZ-Fleet Management	8	938	269	6	1,213	1,317	-	1,283	3,303	-	-	75	5,978	7,191
203ZZZ-Occupational Safety	18	1,864	495	-	2,359	4	-	29	465	-	-	1	500	2,859
204ZZZ-Facilities Management	52	4,946	1,489	325	6,759	106	-	77	3,785	-	-	50	4,018	10,778
205ZZZ-Security	9	1,153	248	0	1,401	32	-	393	9,211	-	-	20	9,656	11,057
300ZZZ-Finance	64	9,410	2,519	83	12,012	10	-	56	17,984	-	-	-	18,050	30,062
301ZZZ-Procurement	39	5,283	1,530	90	6,903	24	-	40	642	-	-	3	708	7,611
302ZZZ-Non-Ratepayer Revenue Fund	-	-	-	-	-	-	-	-	500	-	-	-	500	500
303ZZZ-Compliance & Business Development	11	1,476	431	-	1,907	9	-	5	397	-	-	-	411	2,318
400ZZZ-Strategy and Performance	8	1,403	343	-	1,745	6	-	3	983	-	-	-	992	2,738
500ZZZ-People and Talent	29	4,286	1,016	0	5,302	4	-	24	4,354	-	-	-	4,383	9,685
601ZZZ-Information Technology	37	5,242	1,430	6	6,679	5	-	154	4,156	-	-	13	4,328	11,006
700ZZZ-Government and Legal Affairs	14	2,604	658	3	3,264	7	-	24	5,017	-	-	-	5,048	8,312
Subtotal Administration	327	\$44,976	\$11,939	\$513	\$57,428	\$1,558	-	\$2,137	\$56,438	-	-	\$171	\$60,304	\$117,732
Subtotal O & M Expenditures	1,325	\$ 154,105	\$ 46,425	\$ 9,103	\$ 209,633	\$ 11,506	\$ 44,079	\$ 40,318	\$ 97,006	\$ 5,278	\$ 45,330	\$ 1,364	\$ 244,881	\$ 454,513
Debt Service														249,495
Cash Financed Capital Improvements														60,436
Payment in Lieu of Taxes														18,696
Right of Way														5,100
Total OPERATING EXPENDITURES														788,241
Personnel Services charged to Capital Projects														(34,087)
TOTAL NET OPERATING EXPENDITURES														\$754,154

FY 2022 - FY 2025



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

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

In FY 2025, 11 existing vacant positions without active recruitment were reallocated/repurposed to other areas of need within the Authority.



Authorized Positions

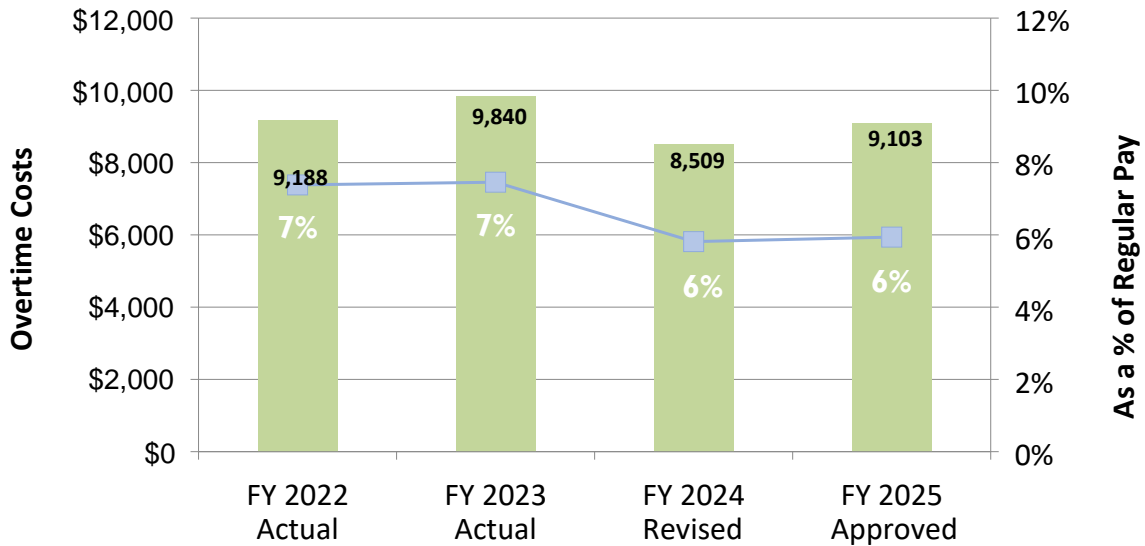
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		FY 2022		FY 2023		FY 2024	FY 2025
		Authorized	Year -End Filled	Authorized	Year -End Filled	Authorized	Authorized
O	Wastewater Treatment Operations	107	97	106	101	100	104
p	Process Engineering	37	33	36	30	36	35
e	Maintenance Services	98	90	98	94	103	102
r	Water Operations	200	179	213	192	214	213
a	Customer Care	122	102	120	104	121	120
t	Pumping and Sewer Operations	175	167	183	167	183	186
i	Engineering and Technical Services	114	100	133	119	133	128
o	Wastewater Engineering	14	9	22	7	21	20
n	CIP Infrastructure Management	27	24	31	28	30	30
s	Clean Rivers	10	8	10	7	11	9
	Permit Operations	21	20	29	25	29	29
	Resource Recovery	5	5	8	7	10	9
	Clean Water and Technology	12	9	12	11	15	13
Subtotal		942	843	1,001	892	1,006	998
A	Office of the Chief Executive Officer	5	4	4	3	6	4
d	Office of the Chief Administration Officer	0	0	0	0	0	2
m	Office of the Chief Operating Officer	5	4	3	2	4	4
i	Strategy and Performance	10	8	9	7	10	8
n	Office of the Secretary	2	2	3	2	2	3
i	Internal Audit (outsourced)	0	0	0	0	0	0
s	Government and Legal Affairs	14	14	14	13	14	14
t	Marketing and Communication	14	10	14	10	18	19
r	People and Talent	31	25	34	25	34	29
a	Information Technology	31	27	37	32	37	37
t	Procurement	36	32	35	32	36	39
i	Compliance and Business Development	6	6	7	7	6	11
o	Finance	59	46	60	47	60	64
n	Office of Emergency Management	5	5	6	4	6	6
	Facilities Management	51	41	50	43	53	52
	Security	7	6	7	7	7	9
	Occupational Safety and Health	15	10	16	11	18	18
	Fleet Management	9	8	8	7	8	8
Subtotal		300	248	307	252	319	327
Total Positions		1,242	1,091	1,308	1,144	1,325	1,325

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

\$ in thousands

FY 2022—FY 2025



The Authority’s overtime target is 6 percent of regular pay. Overtime costs in FY 2022 were to cover responses to emergencies during the winter season and maintenance work due to aging water and sewer infrastructure. The increases in FY 2023 were to cover the relocation of staff and equipment to the new Fleet and Sewer Services buildings; crews working to maintain the Vaness reservoir that was out of service; and water main breaks and responses to emergencies during the winter season. The revised FY 2024 and approved FY 2025 overtime budgets both aligned with projected spending needs.



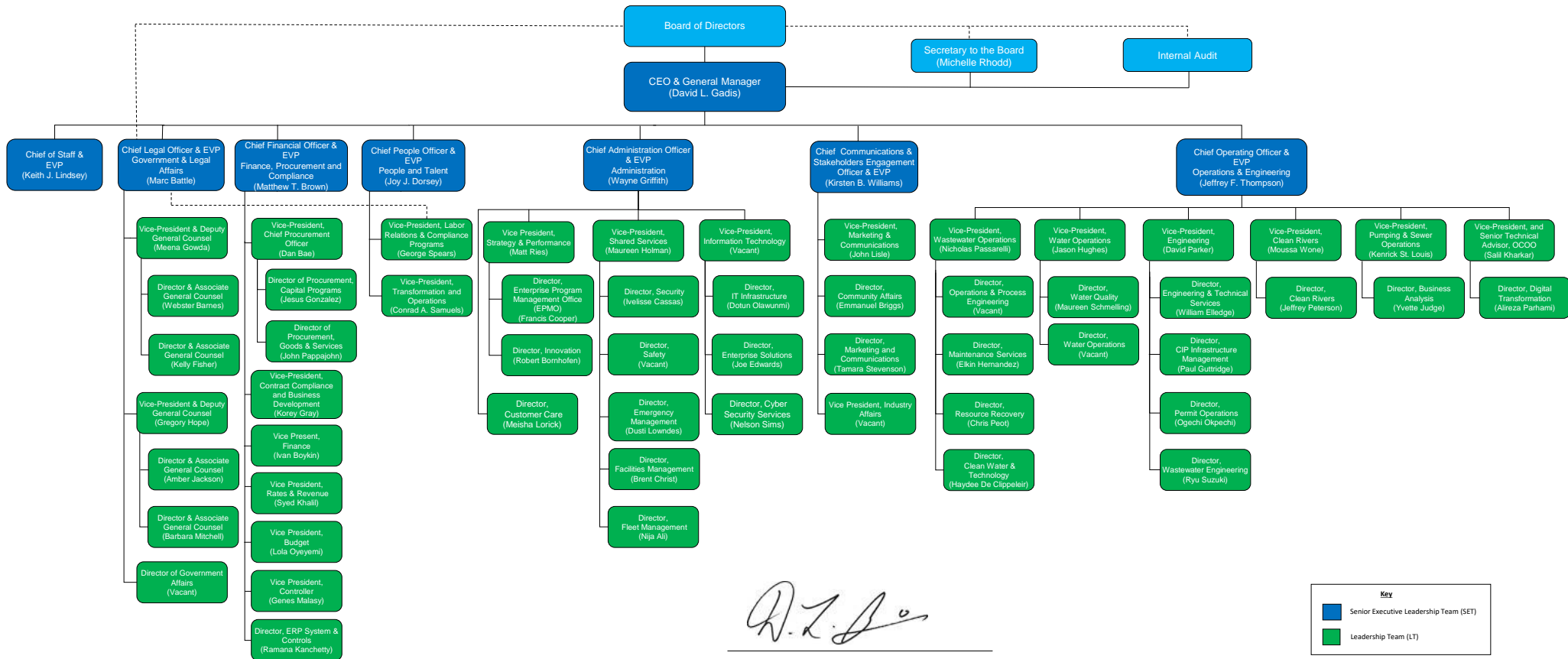
Overtime Budget by Department

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

\$ in thousands

Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Revised	FY 2025 Approved
Wastewater Treatment Operations	\$ 1,900	\$ 1,603	\$ 1,763	\$ 1,530
Resource Recovery	-	143	41	90
Clean Water and Technology	-	253	158	250
Process Engineering	46	37	50	32
Maintenance Services	680	739	600	700
Engineering and Technical Services	955	792	938	938
CIP Infrastructure Management	0	1	10	5
Wastewater Engineering	4	0	9	10
Permit Operations	50	61	45	55
Water Operations	2,334	2,537	1,897	2,542
Pumping and Sewer Operations	2,348	2,738	2,068	2,134
Clean Rivers	-	-	-	-
Customer Care	328	360	405	304
Information Technology	29	6	10	6
Office of Emergency Management	-	-	5	-
Fleet Management	9	10	6	6
Occupational Safety and Health	0	0	-	-
Facilities Management	322	365	366	325
Security	0	2	-	0
Secretary for the Board	-	-	-	-
Office of the Chief Executive Officer	-	-	-	-
Office of Chief Administration Officer	-	-	-	-
Office of Chief Operating Officer	-	-	-	-
Internal Audit	-	-	-	-
Finance	98	89	52	83
Procurement	76	96	80	90
Compliance and Business Development	-	-	-	-
Marketing and Communication	2	2	-	-
People and Talent	6	5	5	-
Government and Legal Affairs	1	1	3	3
Total	\$ 9,188	\$ 9,840	\$ 8,509	\$ 9,103

DC Water Organizational Leadership



David L. Gadis, CEO & General Manager

Key

- Senior Executive Leadership Team (SET)
- Leadership Team (LT)

Note: The Organizational Leadership structure has since been updated after the budget adoption on March 7, 2024

CLUSTER: OPERATIONS

DEPARTMENT: Office of the Chief Operating Officer (COO)

PURPOSE: To support and provide oversight, guidance and strategic direction for the Departments of the Sewer and Pumping Operations, Wastewater Operations, Water Operations, and Engineering to ensure alignment with the vision and strategic direction by the CEO and Board of Directors

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

Authorized Positions: 4
FY 2025 Budget = \$1.7 million

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



DEPARTMENT: Office of the Chief Operating Officer (COO)

BUDGET

The FY 2025 budget is relatively flat compared to the FY 2024 budget

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	5	3	4	4	0	0%
Headcount: Filled	4	2	4	3	1	25%
Personnel Services	\$ 756	\$ 967	\$ 1,092	\$ 1,051	\$ 41	4%
Supplies	0	-	2	2	0	5%
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	4	1	2	60%
Contractual	420	1,105	666	638	29	4%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	41	-	-	-	-
Non Personnel Services	420	1,146	672	641	31	5%
Department Total	\$ 1,176	\$ 2,113	\$ 1,764	\$ 1,692	\$ 73	4%

DEPARTMENT: Office of the Chief Operating Officer (COO)

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Execution of Projects identified in the Advanced Energy Group (Clean Energy & Equity Portfolio) 🌍
- Continue to participate in workshops at National Conferences 👥
- Completion of the DC Flood Task Force 💡
- Begin the renegotiation of the Washington Agreement Cost Sharing Agreement 👥
- Completion of the Phase Two Organizational Assessment 🛠️
- Completion of the Water Equity Network Roadmap 🌍
- Continue execution of the Lead Free DC Program 💡

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- None

Strategic Plan - Blueprint 2.0 Imperatives Legend:

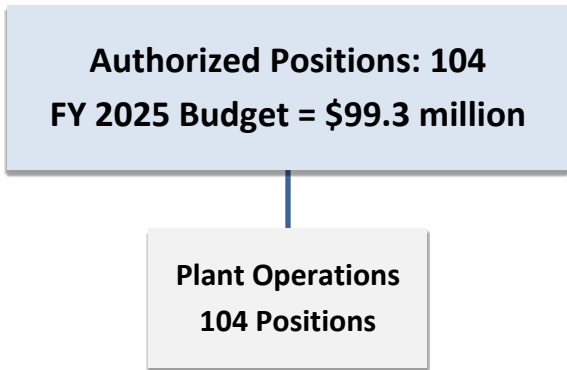


CLUSTER: WASTEWATER OPERATIONS

DEPARTMENT: Wastewater Treatment Operations

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

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



FUNCTIONS

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



DEPARTMENT: Wastewater Treatment Operations

BUDGET

The \$3.0 million increase in FY 2025 compared to FY 2024 revised budget is mainly for personnel cost adjustments, critical spare parts, energy, and increases in various professional contractual services

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	107	106	100	104	(4)	(4)%
Headcount: Filled	97	101	93	95	(2)	(2)%
Personnel Services	\$ 16,564	\$ 15,261	\$ 14,795	\$ 16,134	\$ (1,339)	(9)%
Supplies	298	622	231	341	(110)	(48)%
Chemicals	29,858	41,876	43,978	43,878	101	0%
Utilities and Rent	27,693	24,222	27,544	27,967	(423)	(2)%
Contractual	8,757	9,655	9,335	10,814	(1,479)	(16)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	10	3	393	118	275	70%
Non Personnel Services	66,615	76,378	81,482	83,119	(1,637)	(2)%
Department Total	\$ 83,179	\$ 91,639	\$ 96,277	\$ 99,254	\$ (2,976)	(3)%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Achieve NACWA Award Status	Platinum	Platinum	Platinum	Platinum	Resilient
Discharge monitoring report quality assurance samples: 90% acceptable results	greater than 90%	greater than 90%	greater than 90%	greater than 90%	Healthy, Safe, and Well

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

DEPARTMENT: Wastewater Treatment Operations

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Support Asset Management and Asset Reliability Programs to ensure availability of critical process equipment
- Continue implementation of Career Advancement Framework
- Strengthen and refine operation of new capital projects, including but not limited to Gravity Thickener (GT) and Primary Scum Screening Degritting Building (PSSDB) Upgrades, Filter Influent Pump (FIP) and Reclaimed Final Effluent Pumping Replacements
- Implement workforce development to enhance skills and create a learning environment for staff
- Support implementation of CIP projects in progress, Long Term Control Plan (LTCP), Filter Influent Pump (FIP) Replacement, Reclaimed Final Effluent Pumping Upgrades, Multimedia Filter Upgrades and Headworks Electrical Upgrades
- Continue implementation of Safety and Operator Cross-Training
- Continue to improve the use of Maximo and support the utilization of mobile tablets for completion of work orders

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

ACCOMPLISHMENTS	GOALS	CHALLENGES
<ul style="list-style-type: none"> ▪ 11th consecutive receipt of Platinum National Association of Clean Water Agencies Award ▪ Successful implementation of staff training augmentation 	<ul style="list-style-type: none"> ▪ Achieve Platinum National Association of Clean Water Agencies ▪ Continuously implement the staff training program and augment the hours dedicated to staff training sessions. 	<ul style="list-style-type: none"> ▪ Fluctuating costs of chemicals and utilities due to volatility in markets

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient

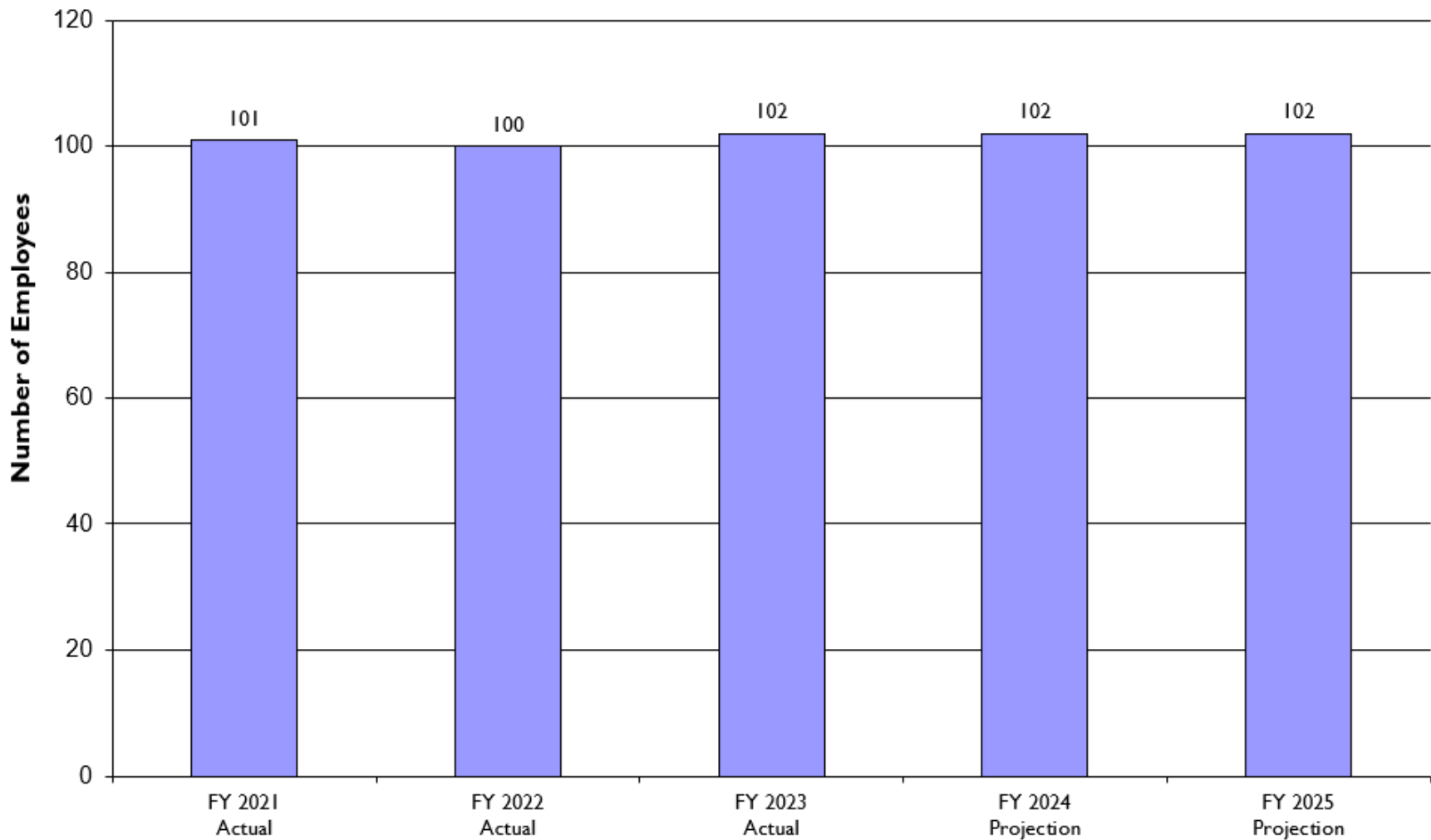


Equitable



Sustainable

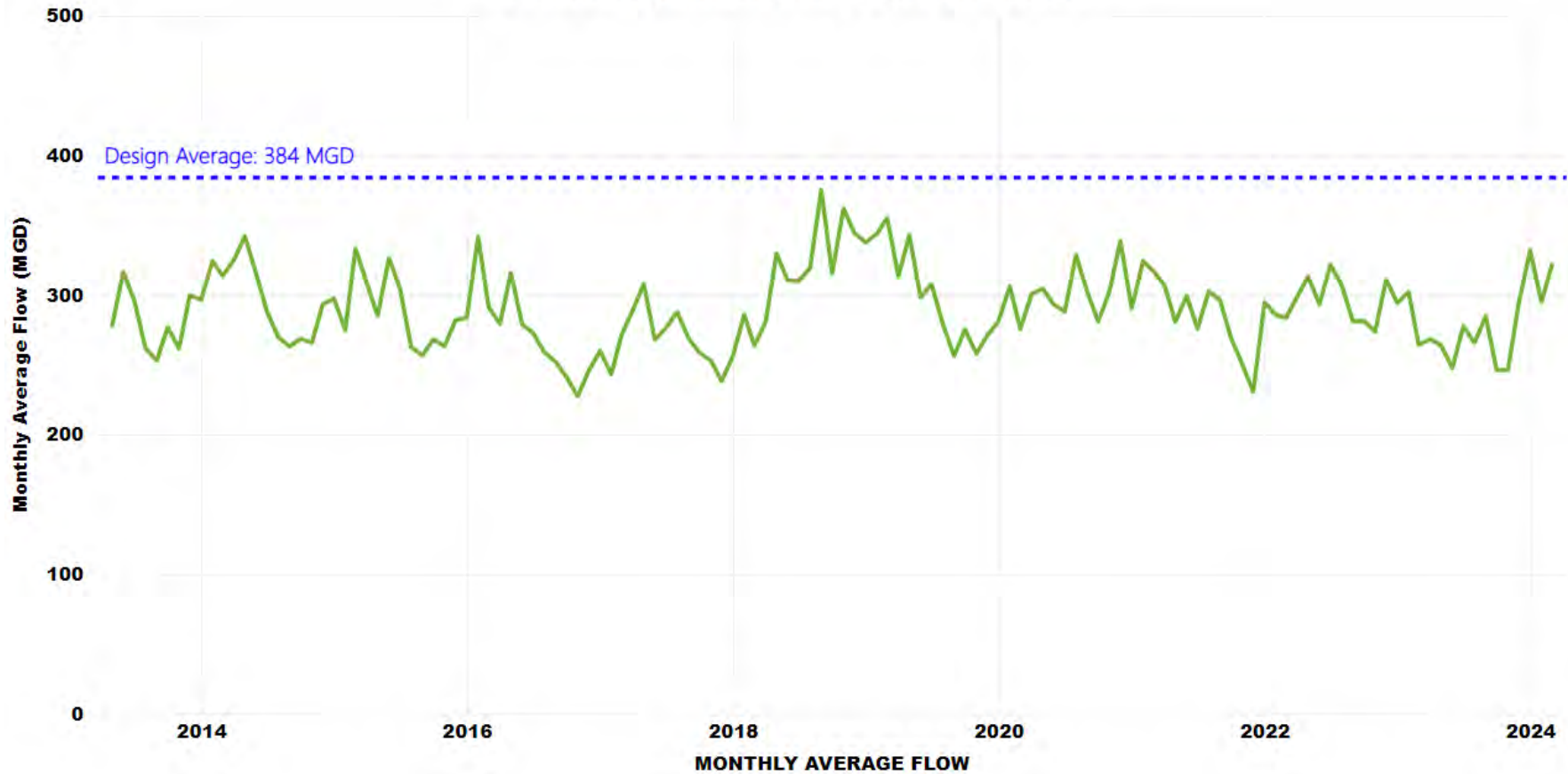
Wastewater Treatment Certified Operators* FY 2021 - FY 2025



* Includes all positions with Certified Wastewater Plant Operator License

BLUE PLAINS WASTEWATER TREATMENT PLANT EFFLUENT FLOW January 2014 – January 2024

Complete Treatment Flow - Outfall 002 (MGD)



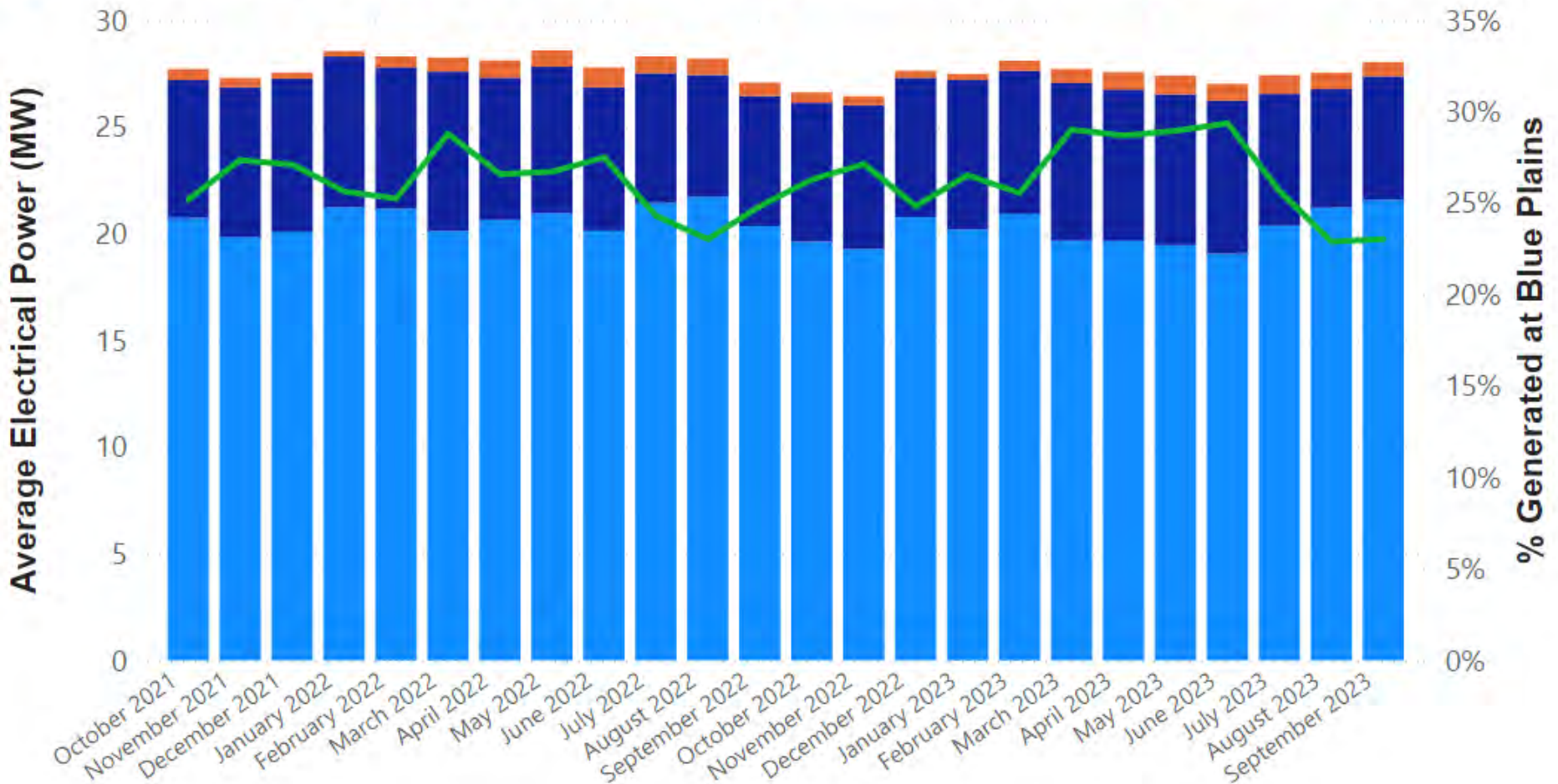
BLUE PLAINS WASTEWATER TREATMENT PLANT ANNUAL TOTAL NITROGEN LOAD 2013 - 2023

Annual Total Nitrogen (Million LBS/YR)



BLUE PLAINS ELECTRICITY REPORT October 2021 – September 2023

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

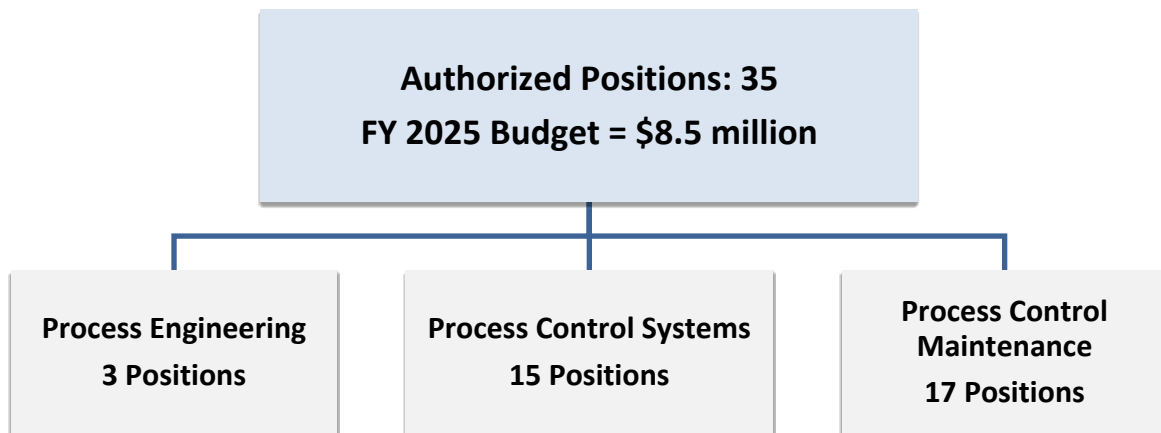


CLUSTER: WASTEWATER OPERATIONS

DEPARTMENT: Process Engineering

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

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



FUNCTIONS

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



DEPARTMENT: Process Engineering

BUDGET

The \$0.4 million increase in FY 2025 compared to the FY 2024 budget is mainly due to the cost increase in critical spare parts

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	37	36	36	35	1	3%
Headcount: Filled	33	30	29	30	(1)	(3)%
Personnel Services	\$ 4,822	\$ 5,318	\$ 5,957	\$ 5,960	\$ (2)	0%
Supplies	470	889	67	780	(713)	(1,064)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	25	37	31	44	(13)	(41)%
Contractual	1,114	1,583	1,874	1,522	352	19%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	22	35	136	228	(92)	(68)%
Non Personnel Services	1,631	2,544	2,108	2,574	(466)	(22)%
Department Total	\$ 6,453	\$ 7,862	\$ 8,065	\$ 8,534	\$ (469)	(6)%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Critical Equipment Availability 97%	greater than 97%	greater than 97%	greater than 97%	greater than 97%	Reliable

DEPARTMENT: Process Engineering

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Maintain full compliance with the National Pollutant Discharge Elimination Systems (NPDES) permit
- Continue and complete ongoing Process Control System upgrades
- Continue to train staff on new and existing plant processes and expand learning opportunities and resources
- Expand comprehensive training program to support reduction in contracted workforce
- Continue to support the implementation of CIP projects in progress, including Long Term Control Plan (LTCP), Filter Influent Pump (FIP) Replacement, Reclaimed Final Effluent Pumping Upgrades, Multimedia Filter Upgrades and Headworks Electrical Upgrades
- Complete process design reviews for capital projects and actively participate in design workshops
- Support Asset Management and Asset Reliability Programs to ensure availability of critical process equipment
- Continue to improve the use of Maximo and support the utilization of mobile tablets for completion of work orders
- Continued optimization of the Plant Processes for improved permit compliance reliability and treatment performance, including Class A Biosolids Facilities
- Monitor and refine key performance indicators in Process Engineering, Control Systems, and Control Maintenance groups

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Increased preventive maintenance costs due to aging equipment and facilities due to delayed project upgrade starts
- Increased effort for training and commissioning of new facilities

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



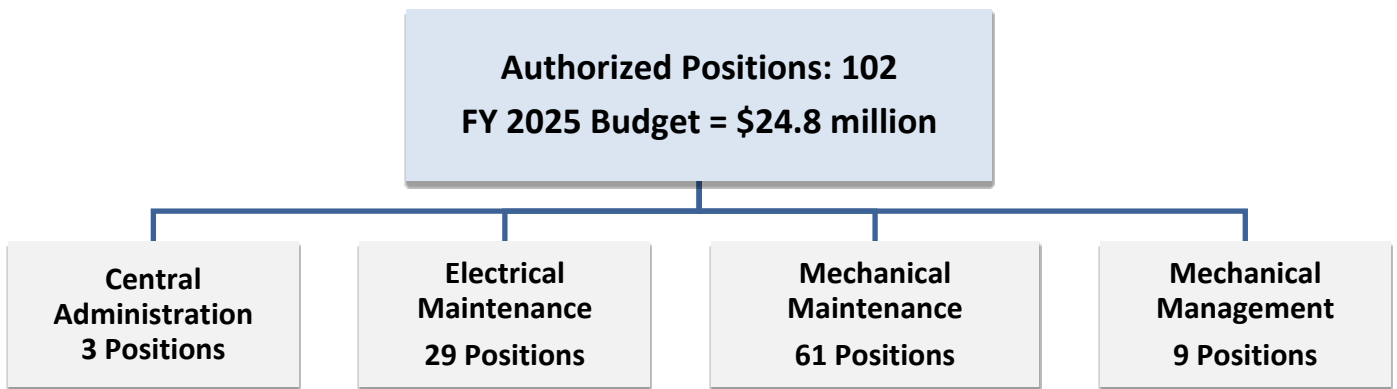
Sustainable

CLUSTER: WASTEWATER OPERATIONS

DEPARTMENT: Maintenance Services

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

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



FUNCTIONS

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



DEPARTMENT: Maintenance Services

BUDGET

The \$1.6 million increase in FY 2025 compared to FY 2024 budget is for personnel cost adjustment, warehouse supplies, contractual services, and small equipment

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	98	98	103	102	1	1%
Headcount: Filled	90	94	90	94	(4)	(4)%
Personnel Services	\$ 12,147	\$ 12,306	\$ 14,640	\$ 14,990	\$ (350)	(2)%
Supplies	3,605	4,668	4,332	5,129	(797)	(18)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	100	126	134	130	4	3%
Contractual	4,023	4,007	3,561	4,013	(453)	(13)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	489	522	480	500	(20)	(4)%
Non Personnel Services	8,217	9,321	8,507	9,773	(1,266)	(15)%
Department Total	\$ 20,363	\$ 21,627	\$ 23,147	\$ 24,763	\$ (1,615)	(7)%

DCW Key Performance Indicators (KPI)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Critical Equipment Availability 97%	97%	97%	95%	greater than 95%	Reliable

DEPARTMENT: Maintenance Services

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Maintenance Optimization activities – Develop improved approach to perform major Nitrification Reactor and Cambi outages, influent screens Inspections, etc.
- Continue initiatives to provide new or improved skills to support best maintenance practices.
- Validate ongoing online vibration monitoring program for expansion
- Continue Rehabilitation of Major process Equipment – Nitrification Blowers and Washwater Pumps

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to identify, plan, and execute Maintenance Optimization activities e.g. Belt press roller upgrades
- Identify, plan, and execute new training initiatives aimed at equipping individuals with skills aligned with optimal maintenance practices- -eg advanced laser alignment, sheaves, belts, etc.
- Identify, plan, and execute new opportunities for emerging technologies and data driven applications

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

ACCOMPLISHMENTS	GOALS	CHALLENGES
<ul style="list-style-type: none"> ▪ The critical equipment availability target was met every month during FY 2023, with an annual monthly average of 97% ▪ Over 10 different maintenance-specific training initiatives directed toward frontline employees 	<ul style="list-style-type: none"> ▪ Sustain Critical Equipment availability of more than 95% (monthly average) ▪ Maintain an ongoing commitment to provide training aimed at cultivating and perpetuating skills essential for the adoption and implementation of optimal maintenance practices. ▪ Continue initiatives and programs aimed at improving the effectiveness and efficiency of Preventive and Predictive Maintenance Optimization 	<ul style="list-style-type: none"> ▪ Increasing costs of equipment, parts, tools, and maintenance services ▪ Equipment aging: Biosolids facilities (Cambi, Digesters, Belt Filter Presses)

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



Sustainable

CLUSTER: WASTEWATER OPERATIONS

DEPARTMENT: Clean Water Quality & Technology

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

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

Authorized Positions: 13
FY 2025 Budget = \$5.1 million

**Clean Water Quality
 & Technology**
13 Positions

FUNCTIONS

Clean Water Quality & Technology
Laboratory: Physical, chemical, and biological analysis of wastewater and biosolids used for process control and permit reporting
Pretreatment group: Industrial pretreatment discharge monitoring
Research group: Treatment process innovation through collaborative research



DEPARTMENT: Clean Water Quality & Technology

BUDGET

Relatively flat in FY 2025 compared to FY 2024 budget

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	12	12	15	13	2	13%
Headcount: Filled	9	11	11	12	(1)	(9)%
Personnel Services	\$ 1,119	\$ 2,088	\$ 2,656	\$ 2,273	\$ 383	14%
Supplies	415	658	537	554	(16)	(3)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	26	(26)	-
Contractual	895	941	1,897	2,203	(306)	(16)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	2	-	-	-	-	-
Non Personnel Services	1,312	1,599	2,434	2,782	(348)	(14)%
Department Total	\$ 2,431	\$ 3,686	\$ 5,090	\$ 5,055	\$ 35	1%










DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Inspection and Sampling of Pretreatment Permittees 100%	100%	100%	100%	100%	Reliable









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

DEPARTMENT: Clean Water Quality & Technology




FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implementation of Career Advancement Framework  
- Continue training initiatives to provide skills that support best practices and, improved effectiveness and efficiency 
- Continue to expand culture of learning and cross training between groups through knowledge transfer workshops and collaborative projects to develop high performing teams  
- Continue to advance viable research concepts into value for Blue Plains by providing piloting or demonstrations within existing infrastructure 
- Continue to identify future research needs for Blue Plains within CIP planning, coming from operational needs, or from regulatory driven drivers, and develop research programs for those identified needs   
- Continue to work on identifying upcoming regulatory changes and develop needed sampling efforts and/or treatment needs 

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

ACCOMPLISHMENTS	GOALS	CHALLENGES
<ul style="list-style-type: none"> ▪ The overall rating of the Pretreatment Program Annual Report for the reporting year of 2022 was calculated to be 100%, which is category 1 ▪ Successful development of a Partial Denitrification-Anammox (PdNA) concept (novel nutrient removal technology) ready for full-scale piloting 	<ul style="list-style-type: none"> ▪ Maintain 100% rating from EPA for pretreatment program ▪ Develop and operate a National Environmental Laboratory Accreditation Program (NELAP) certified laboratory ▪ Continue developing solutions for current and future challenges at Blue Plains through collaborative research 	<ul style="list-style-type: none"> ▪ Changing regulations and potential needs for advanced laboratory methods and/or treatment needs

Strategic Plan - Blueprint 2.0 Imperatives Legend:

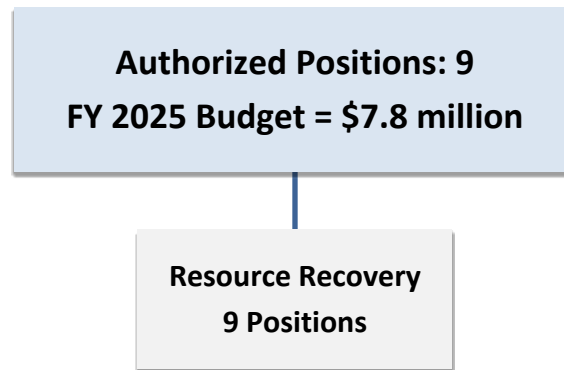
-  **Healthy, Safe and Well**
  **Reliable**
  **Resilient**
  **Equitable**
  **Sustainable**

CLUSTER: WASTEWATER OPERATIONS

DEPARTMENT: Resource Recovery

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

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



FUNCTIONS

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



DEPARTMENT: Resource Recovery

BUDGET

The \$1.2 million increase in FY 2025 compared to FY 2024 budget is primarily from increased biosolids hauling cost

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	5	8	10	9	1	10%
Headcount: Filled	5	7	7	8	(1)	(14)%
Personnel Services	\$ 467	\$ 1,125	\$ 1,599	\$ 1,513	\$ 86	5%
Supplies	30	0	-	1	(1)	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	18	(18)	-
Contractual	5,264	5,545	4,938	6,243	(1,305)	(26)%
Water Purchases	-	-	-	-	-	-
Biosolids	202	252	3,127	3,250	(123)	(4)%
Small Equipment	-	-	-	-	-	-
Non Personnel Services	5,294	5,545	4,938	6,262	(1,324)	(27)%
Department Total	\$ 5,762	\$ 6,670	\$ 6,538	\$ 7,775	\$ (1,238)	(19)%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Compliance with disposal of biosolids regulations 100%	100%	100%	100%	100%	Sustainable

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

DEPARTMENT: Resource Recovery

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Begin construction on the curing pad with solar panels
- Continue implementation of safety measures at the Dewatered Sludge Loading Facility (DSLFL) crane loading area
- Continue to work with surrounding jurisdictions (Maryland and Virginia) on regulatory requirements for biosolids and land applications
- Continue to increase the use of biosolids products (Bloom), in the service area, for restoration projects, tree planting, and land applications
- Implement the marketing plan for Class A exceptional quality Bloom - sell 65,000 tons of Bloom
- Continue to take a lead in conducting cutting-edge research in wastewater treatment and biosolids management

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

ACCOMPLISHMENTS	GOALS	CHALLENGES
<ul style="list-style-type: none"> ▪ Exceeded sales records for Bloom in FY23, exceeding goals by 12% and the prior year's total by 20% ▪ Archived 4 consecutive months of inventory sell-out in the spring ▪ Exceeded revenue record for REC sales. Exceeded goal by 22%, and last year's revenue total by 58% 	<ul style="list-style-type: none"> ▪ Bloom Sales Target: 65,000 tons ▪ Bloom Savings Target: \$2.5M ▪ REC sales Target: \$4.8M 	<ul style="list-style-type: none"> ▪ Delays in the construction of the Curing Pad. This delay may impact project timelines and deliverables, posing obstacles to achieving desired outcomes within the originally planned timeframe

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable

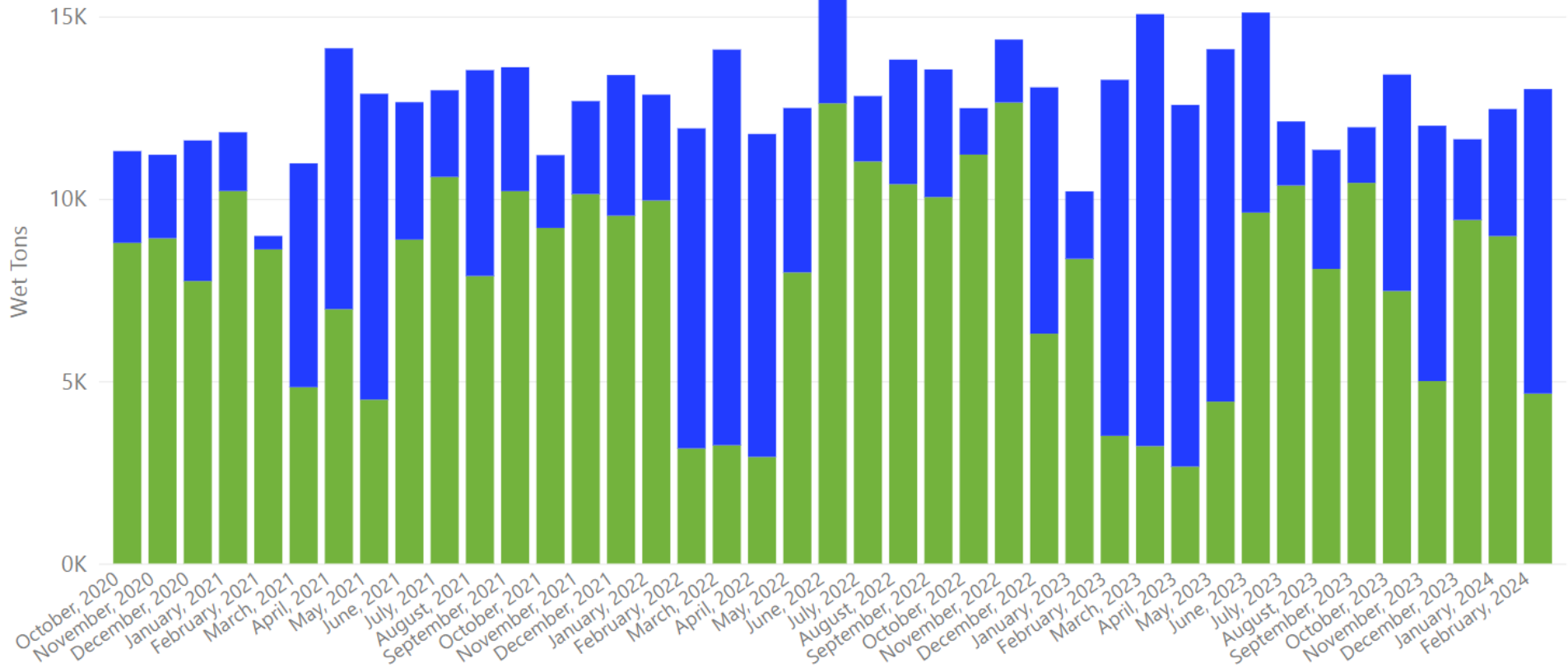


Sustainable

BLUE PLAINS WASTEWATER TREATMENT PLANT BIOSOLIDS PRODUCTION October 2020 - February 2024

TOTAL PRODUCTION OF CLASS A BIOSOLIDS AND BENEFICIAL REUSE

● Land Application ● Marketing as Bloom

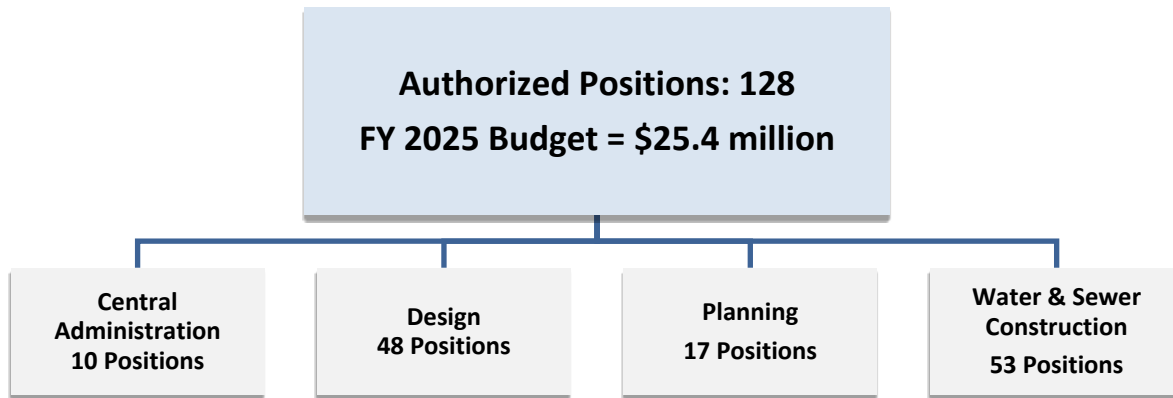


CLUSTER: ENGINEERING

DEPARTMENT: Engineering and Technical Services

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

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



FUNCTIONS

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



DEPARTMENT: Engineering and Technical Services

BUDGET

The \$2 million increase in FY 2025 compared to FY 2024 budget is mostly driven by personnel cost adjustment, and slight increase in contractual services

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	114	133	133	128	5	4%
Headcount: Filled	100	119	99	115	(16)	(16)%
Personnel Services	\$ 15,998	\$ 19,470	\$ 20,102	\$ 21,992	\$ (1,889)	(9)%
Supplies	78	167	123	151	(27)	(22)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	446	327	289	277	12	4%
Contractual	3,279	3,296	2,835	2,975	(140)	(5)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	1	19	-	-	-	-
Non Personnel Services	3,803	3,809	3,247	3,403	(156)	(5)%
Department Total	\$ 19,801	\$ 23,280	\$ 23,349	\$ 25,395	\$ (2,045)	(9)%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Percentage of KPI's Completed	80%	80%	80%	80%	Reliable
Use 100% of Clean Water Act grant funds	100%	100%	100%	100%	Sustainable
Use 100% of Safe Drinking Water Act grant funds	100%	100%	100%	100%	Healthy, Safe, and Well

DEPARTMENT: Engineering and Technical Services

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue with assessment of at least 12 miles of very large sewers a year
- Update Linear Sewer Facilities Plans and Water Storage Reservoirs and Pump Stations Facilities Plans. Inspection of local sewers (~40 miles/year)
- Identify rehabilitation needs for water and sewer linear assets
- Advertise projects with at least 11 miles of small diameter watermains. Continue to meet small diameter water main renewal goal of 1% (or 11 mi) per year
- Continue with the planning, design, and construction of capital projects
- Obtain IMA (Inter-Municipal Agreement) approval for upcoming joint-use project cost shares
- Complete digitizing of DC Water’s document archive of over 11 million records
- Validate and prioritize CIP projects using the Enterprise Asset Management Framework
- Monitor and inspect third party projects impacting DC Water assets
- Continue advancement of the Lead-Free DC (LFDC) program to replace all lead service lines in the District

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue with the timely and on-budget delivery of all approved water and sewer CIP projects
- Continue to validate and prioritize CIP projects using the Enterprise Asset Management Framework and Info Asset Planner
- Implement Water and Sewer Facility Plans and corresponding Asset Management Plans
- Improve program management, project development, and implementation across the service areas
- Provide engineering support to other departments within DC Water
- Acquire permits and approvals needed to execute various CIP projects
- Continue condition assessments of large diameter water mains
- Inspect and assess the condition of major and critical trunk sewers and interceptors
- Inspection of local sewers (~40 miles/year)
- Assessment of very large sewers (12 miles/year)
- Monitor and inspect third-party projects impacting DC Water assets
- Continue advancement of the Lead-Free DC (LFDC) program to replace all lead service lines

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

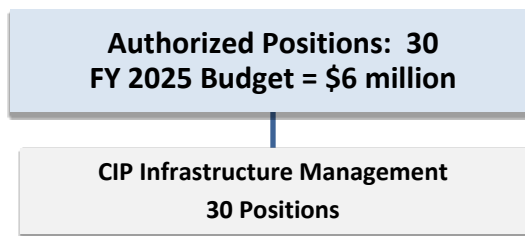
Strategic Plan - Blueprint 2.0 Imperatives Legend:

CLUSTER: ENGINEERING

DEPARTMENT: CIP Infrastructure Management

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

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



FUNCTIONS

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



DEPARTMENT: CIP Infrastructure Management

BUDGET

The \$0.4 million increase in FY 2025 compared to FY 2024 budget is for personnel cost adjustments offset by a decrease in contractual services

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	27	31	30	30	0	0%
Headcount: Filled	24	28	23	27	(4)	(17)%
Personnel Services	\$ 4,268	\$ 4,651	\$ 5,153	\$ 5,861	\$ (708)	(14)%
Supplies	4	13	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	-	-	-
Contractual	18	65	397	104	292	74%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	0	2	-	-	-	-
Non Personnel Services	21	80	397	104	292	74%
Department Total	\$ 4,289	\$ 4,731	\$ 5,549	\$ 5,965	\$ (416)	(7)%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Percentage of KPI's Completed	80%	80%	80%	80%	Equitable
Use 100% of Clean Water Act grant funds	100%	100%	100%	100%	Equitable
Use 100% of Safe Drinking Water Act grant funds	100%	100%	100%	100%	Resilient

DEPARTMENT: CIP Infrastructure Management

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue administration of Environmental Protection Agency (EPA) grants and Water Infrastructure and Finance and Innovation Act (WIFIA) loan including compliance and reporting
- Complete digitizing of DC Water’s document archive of over 11 million records
- Continue enhancement of Oracle Primavera Unifier Project Management tool (CM14 replacement)
- Maximize infrastructure external funding by pursuing the Bipartisan Infrastructure Law and other opportunities
- Development of a CIPIM SharePoint site for all DC Water users to find tools and processes for the CIP execution
- Establish standards and procedures to consistently control and mitigate risk
- Track and control CIP Project Execution through established metrics and Key Performance Indicators (KPI)

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Establishment of cost estimating center of excellence
- Continue providing services to the CIP execution departments to improve CIP execution performance

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Continue to build and strengthen the department to align required resources with core functions. Areas of focus are Project Management Information Systems, Cost Estimating, Contract Management Services, Document Management, Quality, and administrative functions.

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



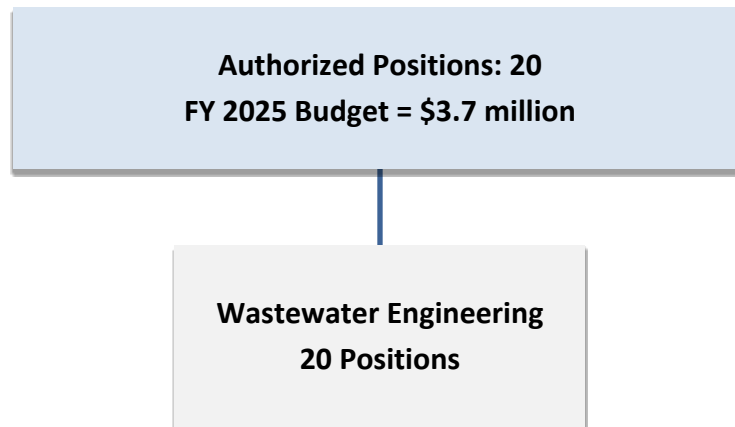
Sustainable

CLUSTER: ENGINEERING

DEPARTMENT: Wastewater Engineering

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

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



FUNCTIONS

Technical Support	Planning and Design	Construction
Provides subject matter experts in the field of electrical, Instrumentation and Controls (I&C), mechanical and structural engineering in solving complex technical p	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 FY 2025 budget is relatively flat compared to the FY 2024 budget

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	14	22	21	20	1	5%
Headcount: Filled	9	7	9	7	2	22%
Personnel Services	\$ 1,844	\$ 1,509	\$ 2,963	\$ 2,799	\$ 164	6%
Supplies	-	-	5	10	(5)	(100)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	-	-	-
Contractual	687	717	778	914	(136)	(17)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services	687	717	783	924	(141)	(18)%
Department Total	\$ 2,531	\$ 2,226	\$ 3,746	\$ 3,722	\$ 24	1%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Design Lock-In and Stag-gating with comment closure	2	2	2	2	Sustainable
Construction Contracts Awarded	3	3	2	3	Resilient
Construction Contracts Closed	2	2	2	2	Resilient

DEPARTMENT: Wastewater Engineering

FY 2024 MAJOR ACCOMPLISHMENTS

- Continue planning, design, construction and commissioning of Upgrades to Stormwater Pump Stations and Sewage Pump Stations through Basic Ordering Agreement contracts 🌊
- Continue construction of ongoing projects at the Advanced Wastewater Treatment Plant at Blue Plains, including the Gravity Thickener Upgrades, Reclaimed Final Effluent Pump Station, and Filter Influent Pump Station projects 🌊
- Execution of the Miscellaneous Facility Upgrades 8 construction contracts, enabling high priority and urgent rehabilitation, repair, and upgrade projects 🌱
- Complete design and begin emergency repair of filter underdrains with new nozzle type and Biosolids Curing Pad at Blue Plains, including solar arrays on the roof of the structure. 🌊
- Start engineering services for a Microgrid and Power Monitoring and Control System at Blue Plains 🌱
- Main PS Flood Hardening Landscape project 🌱
- Procurement / submittal review on 1st & D, Portland St, Kenilworth stations began. 👥
- Completed SCADA upgrades at 9th & D, Scott Circle, 26th & K, 23rd & VA and Eastern Ave Stormwater pump stations 🌱
- NTP issued for a new 5-year PCS Upgrades and Maintenance contract
- Started design for VFD and HVAC improvements at Potomac pump station

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Recruit, hire and integrate into the department, key staff to incorporate construction management and program management functions in-house for cost savings and better knowledge retention 🌊
- Continue with design for Filter Underdrain and Backwash System Upgrades 🛠️
- Complete emergency repair of eight filter cells with nozzle type underdrain and begin full scale testing of monomedia as well as concept planning for Microgrid/Power Monitoring and Control System at Blue Plains, including feasibility studies for microgrid and energy storage 👥
- Begin construction of Headworks Electrical Upgrades, Headworks Influent Structures Rehabilitation and Central Operations Facility Electrical Upgrades 🌊
- Execute first Progressive Design Build Floodwall completion for mitigation of 500-year flood at the Advanced Wastewater Treatment Plant at Blue Plains 🌊
- Complete SCADA upgrades for Stormwater Pump Station 🌱
- Start construction on Portland PS on Kenilworth PS, 1st & D PS, and 12th & Maine PS
- Continue construction on inflatable dams project (14, 15, 15A 16 34, 52) 🌱
- Anacostia Water Tower Station Project completion 🌱
- Soldiers Home Repairs to start 🧡 🌱
- Start and complete Seal Water Tank Repair Potomac PS as well as Eastside PS Disconnects 🌊 🌊
- Bryant PS Check Valve replacement (This is in the works and should be released 2024) 🛠️ 🌊
- Multi station Ladder install to make access to locations safe for Maintenance teams 🌱

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



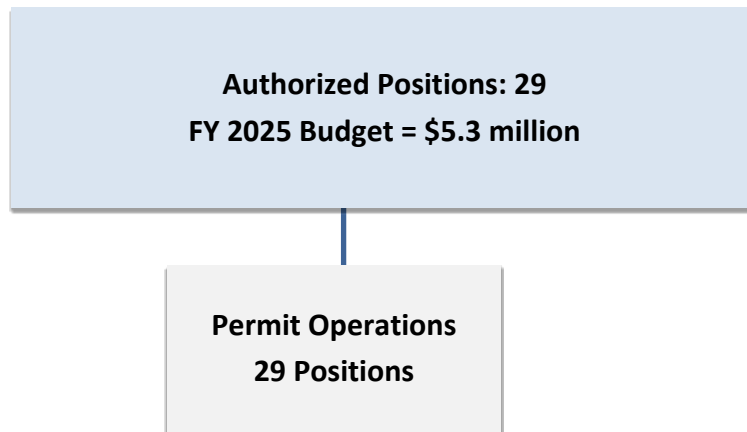
Sustainable

CLUSTER: ENGINEERING

DEPARTMENT: Permit Operations

PURPOSE: To ensure the protection and sustainability of DC Water’s infrastructure while supporting the growth of the District of Columbia by providing excellent customer service, establishing strong stakeholder partnerships, responsiveness, and timely reviews.

MISSION: To provide an interface between DC Water, the development community, public, utilities, and internal stakeholders to ensure the protection and sustainability of DC Water’s infrastructure. This is accomplished by providing accurate, consistent, and timely reviews and approvals of plans for compliance with DC Water’s standards and guidelines, coordination of inspections, development of easement/covenants, provision of utility information, and providing excellent customer service.



FUNCTIONS

Permit Operations
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

There is a slight decrease in budget from \$5.5 million in FY 2024 to \$5.3 million in FY 2025 due mostly from ending of rental lease agreement.

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	21	29	29	29	0	0%
Headcount: Filled	20	25	20	23	(3)	(15)%
Personnel Services	\$ 3,237	\$ 3,286	\$ 4,475	\$ 4,585	\$ (110)	(2)%
Supplies	1	1	36	30	6	18%
Chemicals	-	-	-	-	-	-
Utilities and Rent	70	373	438	27	411	94%
Contractual	569	977	526	644	(119)	(23)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services	640	1,351	1,000	701	299	30%
Department Total	\$ 3,877	\$ 4,637	\$ 5,475	\$ 5,286	\$ 189	3%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Process permit applications within service level agreement timeframe of 85%	92%	92%	90%	90%	Reliable

DEPARTMENT: Permit Operations

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Complete the processing of backlog of refunds and develop a process that is sustainable
- Implement Permit Information Management System (PIMS) - Go-Live date of Q4 2024
- Development of business processes, Standard Operating Procedures (SOPs), trainings, and communication plan for Permit Information Management System (PIMS)
- Assess and forecast permit fees and fee structure for the new rates in fiscal year 2026
- Improve developer relationships by outreach and better communication
- Developer Construction Support Service – Start the development of the function of the group with processes

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Detailed administrative guidance for plan reviews (review times, expectations, policies)
- Finalize PIMS Implementation, training material, and development of PIMS SOPs
- Fully functioning Construction Support Service – Develop processes and KPIs
- Finalize fee structure with fixed fees for construction inspections

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- None

Strategic Plan - Blueprint 2.0 Imperatives Legend:

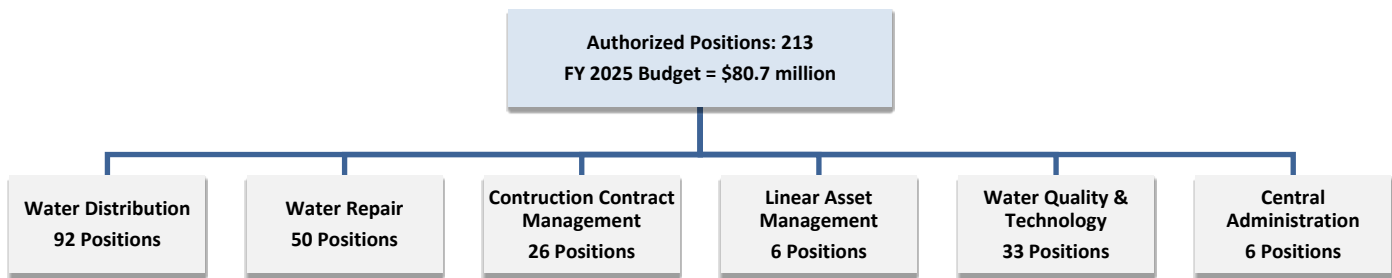


CLUSTER: OPERATIONS

DEPARTMENT: Water Operations

PURPOSE: The Department of Water Operations (DWO) is charged with operating and maintaining the water distribution system, delivering potable water throughout the District of Columbia. DWO ensures compliance with the applicable regulations, including the Safe Drinking Water Act and Titles 20 and 21 of the Water Quality Regulations of the DC Department of Energy and Environment

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

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



DEPARTMENT: Water Operations

BUDGET

The \$4.4 million increase in FY 2025 compared to FY 2024 budget is mainly for personnel service adjustments, increased supplies and small equipment and water purchases

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	200	213	214	213	1	0%
Headcount: Filled	179	192	170	190	(20)	(12)%
Personnel Services	\$ 26,203	\$ 27,916	\$ 28,294	\$ 30,253	\$ (1,959)	(7)%
Supplies	1,016	1,070	1,104	1,218	(114)	(10)%
Chemicals	41	65	36	39	(2)	(7)%
Utilities and Rent	379	391	367	421	(54)	(15)%
Contractual	2,546	2,908	2,430	3,254	(824)	(34)%
Water Purchases	33,345	33,609	44,039	45,330	(1,291)	(3)%
Biosolids	-	-	-	-	-	-
Small Equipment	45	181	47	201	(154)	(328)%
Non Personnel Services	37,373	38,224	48,022	50,463	(2,440)	(5)%
Department Total	\$ 63,576	\$ 66,140	\$ 76,317	\$ 80,716	\$ (4,399)	(6)%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Maintain Safe Drinking Water Act standards. Coliform results less than 5%	2%	2%	2%	2%	Healthy, Safe, and Well
Maintain a 99% fire hydrant operational rate	99%	99%	99%	99%	Reliable
Respond to 95% of all emergency service orders in less than 45 minutes	97%	99%	97%	97%	Reliable
Number of water main breaks per 100 miles of pipe	36	26	31	31	Resilient

DEPARTMENT: Water Operations

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES




















- Continue implementation of mobile computing solutions for operational activities  
- Develop and implement the Acqua application modules for Compliance Services replacing the Third-Party Portal  
- Continue to ensure industry best practices for safety, technology implementation, and equipment 
- Continue to coordinate with Department of Engineering & Technical Services to transition /consolidate the Voluntary Lead Service Replacement contract and related activities under the overarching Lead-Free DC Program  
- Expand cathodic protection testing, inspection, and maintenance program 
- Develop Pipeline and Soil Testing and Analysis Pilot Program 
- Implement the newly developed strategies and actions for compliance with the Lead and Copper Rule revisions 
- Expand operational dashboard to visualize data and provide meaningful insight 
- Streamline asset commissioning and coordination program 
- Move the Fire Hydrant Use Permit & Equipment Program to Blue Plains 
- Publish changes to the food service establishment and cross-connection control regulations   
- Develop Fats, Rags, Oil and Grease public awareness campaign 
- Expand pressure monitoring program throughout the distribution system 
- Expand Leak detection program pilot 
- Expand valve exercising program  
- Expand water main on bridges condition assessment 
- Develop digital platform to optimize water system operations and maintenance activities 

Strategic Plan - Blueprint 2.0 Imperatives Legend:











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

DEPARTMENT: Water Operations

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of mobile computing solutions for operational activities  
- Continue to improve Customer Compliance Applications based on customer feedback  
- Continue to ensure industry best practices for safety, technology implementation, and equipment 
- Continue to coordinate with Department of Engineering & Technical Services to transition /consolidate the Voluntary Lead Service Replacement contract and related activities under the overarching Lead-Free DC Program  
- Continue to expand cathodic protection testing, inspection, and maintenance program 
- Continue to expand mobile computing solution in support of all operational activities 
- Develop Pipeline and Soil Testing and Analysis Pilot Program 
- Continue to implement the newly developed strategies and actions for compliance with the Lead and Copper Rule revisions 
- Continue to expand operational dashboard to visualize data and provide meaningful insight 
- Streamline asset commissioning and coordination program 
- Implement Fats, Rags, Oil and Grease public awareness campaign 
- Continue to leverage pressure monitoring program throughout the distribution system 
- Continue to leverage Leak detection technology for known and unknown leak investigations 
- Continue to ramp up the valve exercising program  
- Continue to provide condition assessment water infrastructure corrosion protection systems 

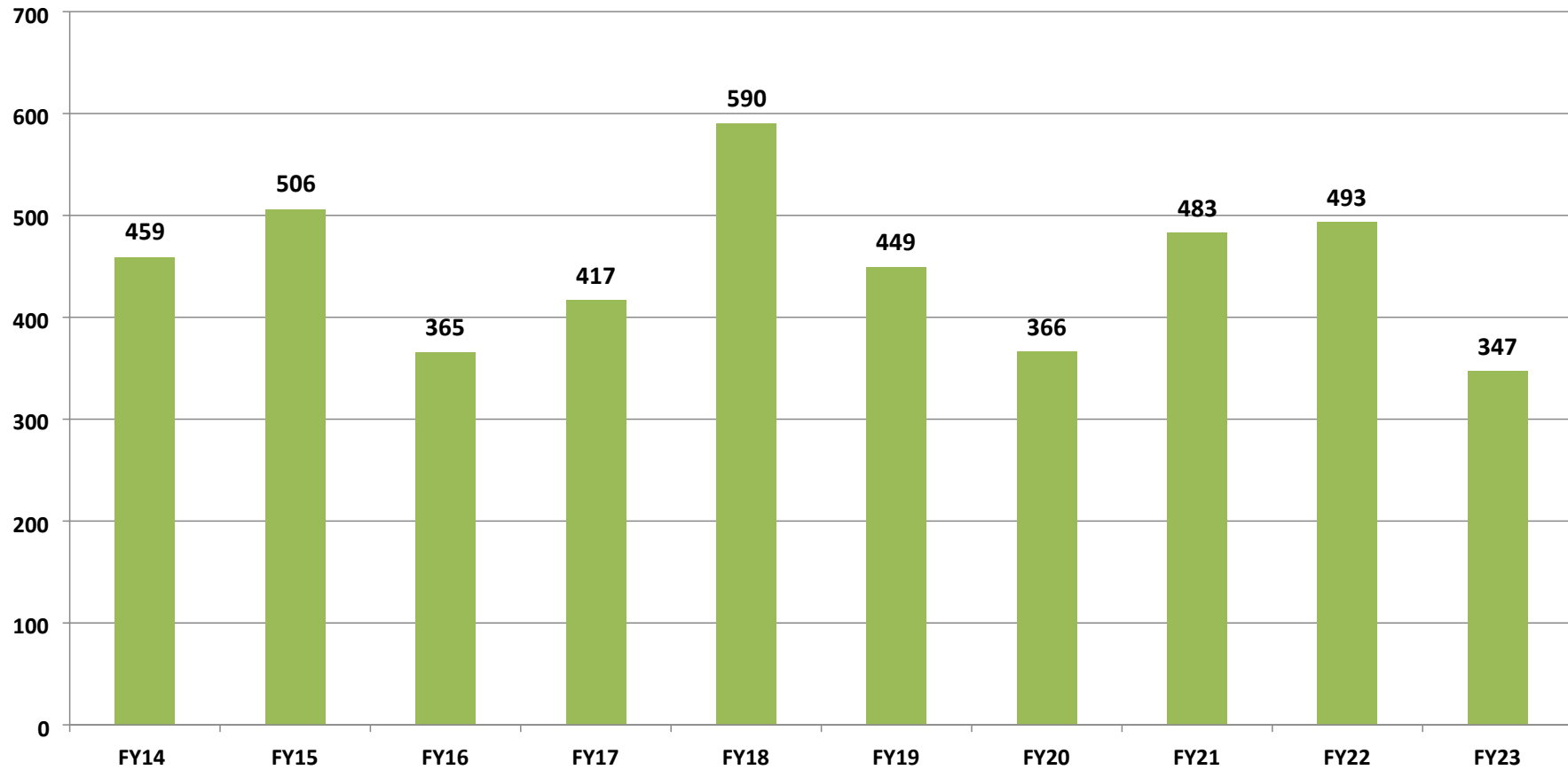
IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

Strategic Plan - Blueprint 2.0 Imperatives Legend:

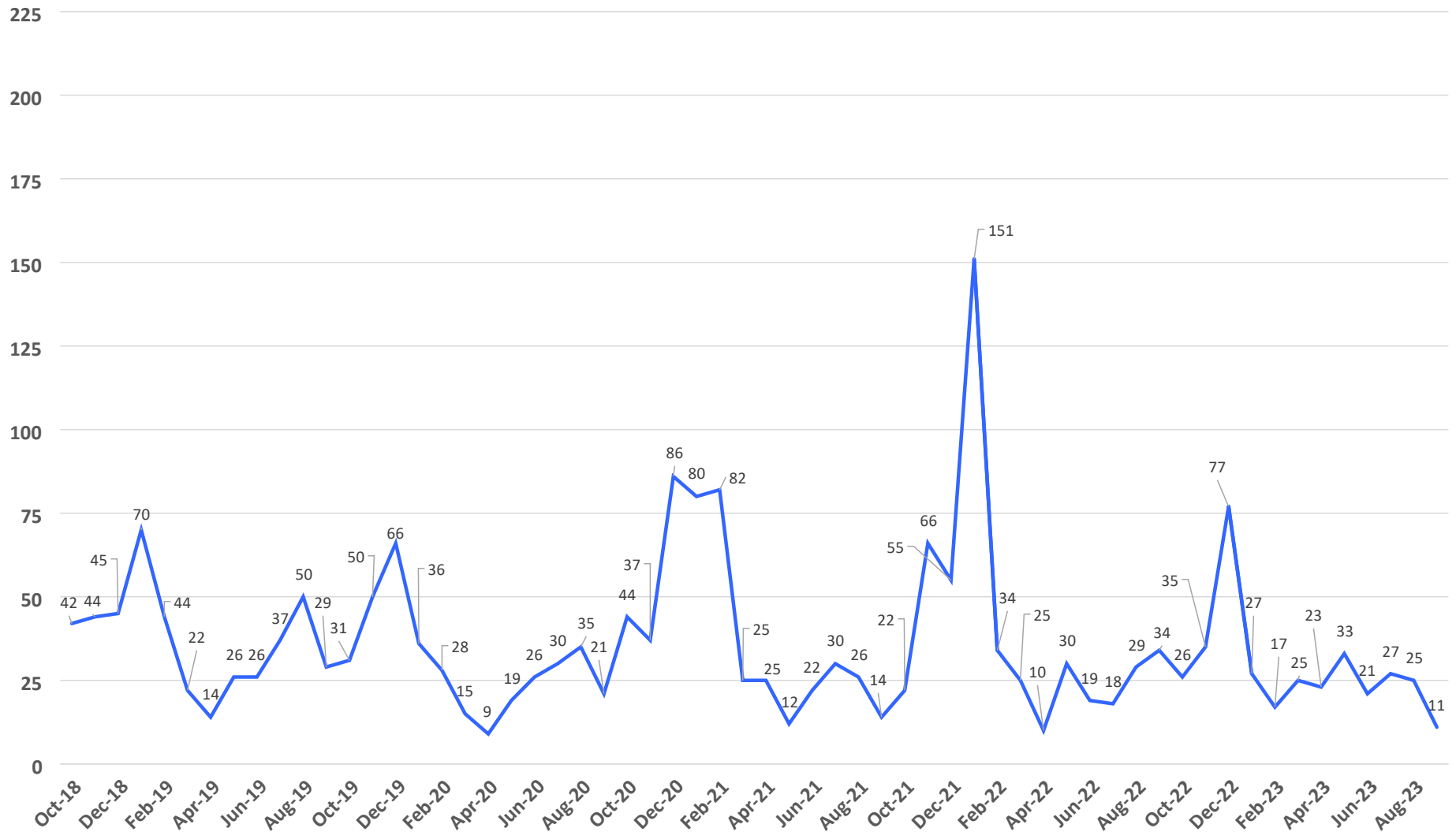
-  Healthy, Safe and Well
-  Reliable
-  Resilient
-  Equitable
-  Sustainable

Historical Water Main Breaks FY 2014 thru FY 2023



Number of Water Main Breaks Reported FY 2014 - FY 2023

HISTORICAL MONTHLY MAIN BREAKS FY 2018 thru FY 2023

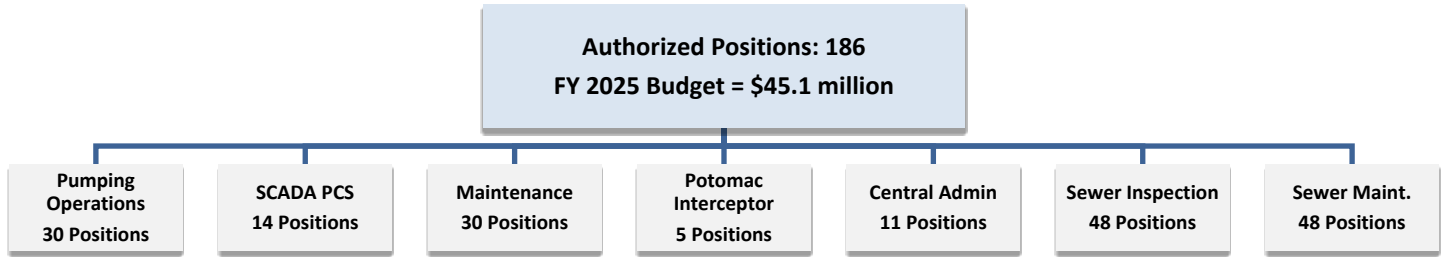


CLUSTER: OPERATIONS

DEPARTMENT: Pumping and Sewer Operations

PURPOSE: Delivery of safe, reliable, and efficient operations

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



FUNCTIONS

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



DEPARTMENT: Pumping and Sewer Operations

BUDGET

The FY 2025 budget increased by \$2.4 million compared to the FY 2024 budget mainly due to personnel service cost adjustments and increases in contractual services, chemicals and utilities

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	175	183	183	186	(3)	(2)%
Headcount: Filled	167	167	172	168	4	2%
Personnel Services	\$ 25,189	\$ 25,568	\$ 27,216	\$ 28,409	\$ (1,193)	(4)%
Supplies	1,428	1,668	1,677	1,620	57	3%
Chemicals	33	1	80	162	(83)	(104)%
Utilities and Rent	6,905	9,273	8,043	8,889	(846)	(11)%
Contractual	3,461	4,153	5,547	5,869	(322)	(6)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	33	204	140	143	(3)	(2)%
Non Personnel Services	11,860	15,298	15,486	16,683	(1,197)	(8)%
Department Total	\$ 37,049	\$ 40,866	\$ 42,703	\$ 45,092	\$ (2,390)	(6)%

DCW Key Performance Indicators (KPIs)

TARGETED PERFORMANCE MEASURES	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
	Results	Results	Targets	Targets	
Availability % of our critical assets	98%	99%	98%	95%	Reliable
Odor Complaints Sewer Overflows for the entire District of Columbia	180	174	0	0	Reliable
Odor Complaints Sewer Overflows for Potomac Interceptor Area	0	0	0	0	Reliable

DEPARTMENT: Pumping and Sewer Operations

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

PUMPING

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

SEWER

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

PUMPING

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

SEWER

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

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



Sustainable

DEPARTMENT: Pumping and Sewer Operations

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

PUMPING

- Prepare and submit Multi-Jurisdictional Use Facility FY 2024 Bill
- Maintenance measures of Long-Term Corrosion Prevention Program
- Routine MJUF Operation and Maintenance (O&M) Cost Share Billing
- Routine Potomac Interceptor Access Road Repair
- Maintain and Repair Potomac Interceptor linear and vertical assets
- Install Battery at Odor Control Site # 31
- Continue upgrades Pumps at Anacostia Pumping Station
- Install and implement Pump Optimization at Main & O pump stations
- Rebuilding pumps at the Rock Creek pump station

SEWER

- Continue Small Local Sewer Inspection Program (Red Zone Robotics)
- Continue use of catch basin app
- Continue Local and Small Sewer Inspection and Maintenance Program
- Continue update of the Sewer Emergency Containment Plans – Major Assets (Sewer)
- Work with DETS on the design phase of rehabilitation to Critical Sewers
- Coordinate with DETS in Creek Bed Sewer Rehab Projects
- Continue coordination with DETS on condition assessment and repair of Outfalls
- Continue maintenance and repair of skimmer and support boats
- Coordinate with Facilities on Ames Place build-out construction
- Continue Pilot innovative trash capture technology at catch basins

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

PUMPING

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

SEWER

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

Strategic Plan - Blueprint 2.0 Imperatives Legend:

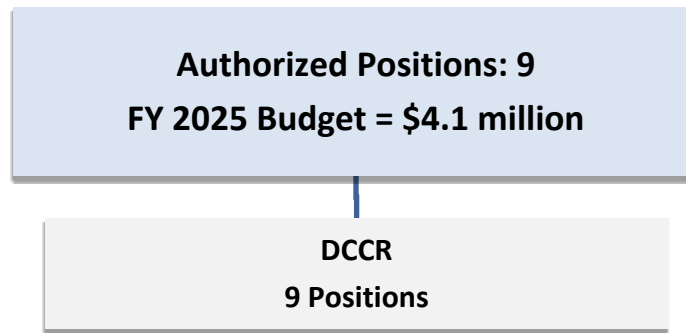
Healthy, Safe and Well
Reliable
Resilient
Equitable
Sustainable

CLUSTER: CLEAN RIVERS

DEPARTMENT: Clean Rivers

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

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



FUNCTIONS

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



DEPARTMENT: Clean Rivers

BUDGET

The FY 2025 budget decreased by \$0.1 million compared to FY 2024 budget due to personnel cost adjustments offset by an increase in contractual services
























\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	10	10	11	9	2	18%
Headcount: Filled	8	7	8	7	1	13%
Personnel Services	\$ 1,866	\$ 1,868	\$ 2,324	\$ 2,172	\$ 152	7%
Supplies	0	10	12	10	2	17%
Chemicals	-	-	-	-	-	-
Utilities and Rent	96	96	74	68	6	8%
Contractual	1,402	1,146	1,809	1,858	(49)	(3)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services	1,499	1,252	1,895	1,936	(41)	(2)%
Department Total	\$ 3,364	\$ 3,120	\$ 4,219	\$ 4,108	\$ 111	3%

DCW Key Performance Indicators (KPIs)











	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Meet all CSO LTCP consent decree milestones	-	100%	100%	100%	Reliable

DEPARTMENT: Clean Rivers

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Complete the restoration of the Northeast Boundary Tunnel (NEBT) satellite sites   
- Issue Notice to Proceed(NTP) and begin construction of Potomac River Tunnel (PRT), Contract B – Tunnel System Construction (TSC)  
- Complete the construction for Potomac River Tunnel (PRT), Contract A - Advanced Utility Construction (AUC) 
- Continue implementation of the Green Infrastructure Memorandum of Agreement (MOA) with the District for green infrastructure projects 
- Complete construction of Rock Creek Project B Green Infrastructure (GI)   
- Continue deployment of Clean Rivers’ assets into DC Water’s enterprise asset management system 
- Begin the design and the procurement of the Rock Creek grey control facilities   
- Continue the coordination of preventive maintenance of Clean Rivers assets 
- Continue the maintenance of GI facilities  
- Complete National Environmental Policy Act (NEPA) Studies for Rock Creek control facilities   
- Meet all Consent Decree obligations   

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue construction of PRT, Contract B -TSC   
- Continue deployment of Clean Rivers assets into DC Water’s enterprise asset management system 
- Continue the coordination of preventive maintenance of Clean Rivers assets 
- Continue the maintenance of GI facilities  
- Meet all Consent Decree Obligations   
- Advance Procurements for Piney Branch Storage and Rock Creek Project C contracts

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Operations and Maintenance costs of Green Infrastructure in Rock Creek sewershed will increase as additional facilities are brought online

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient

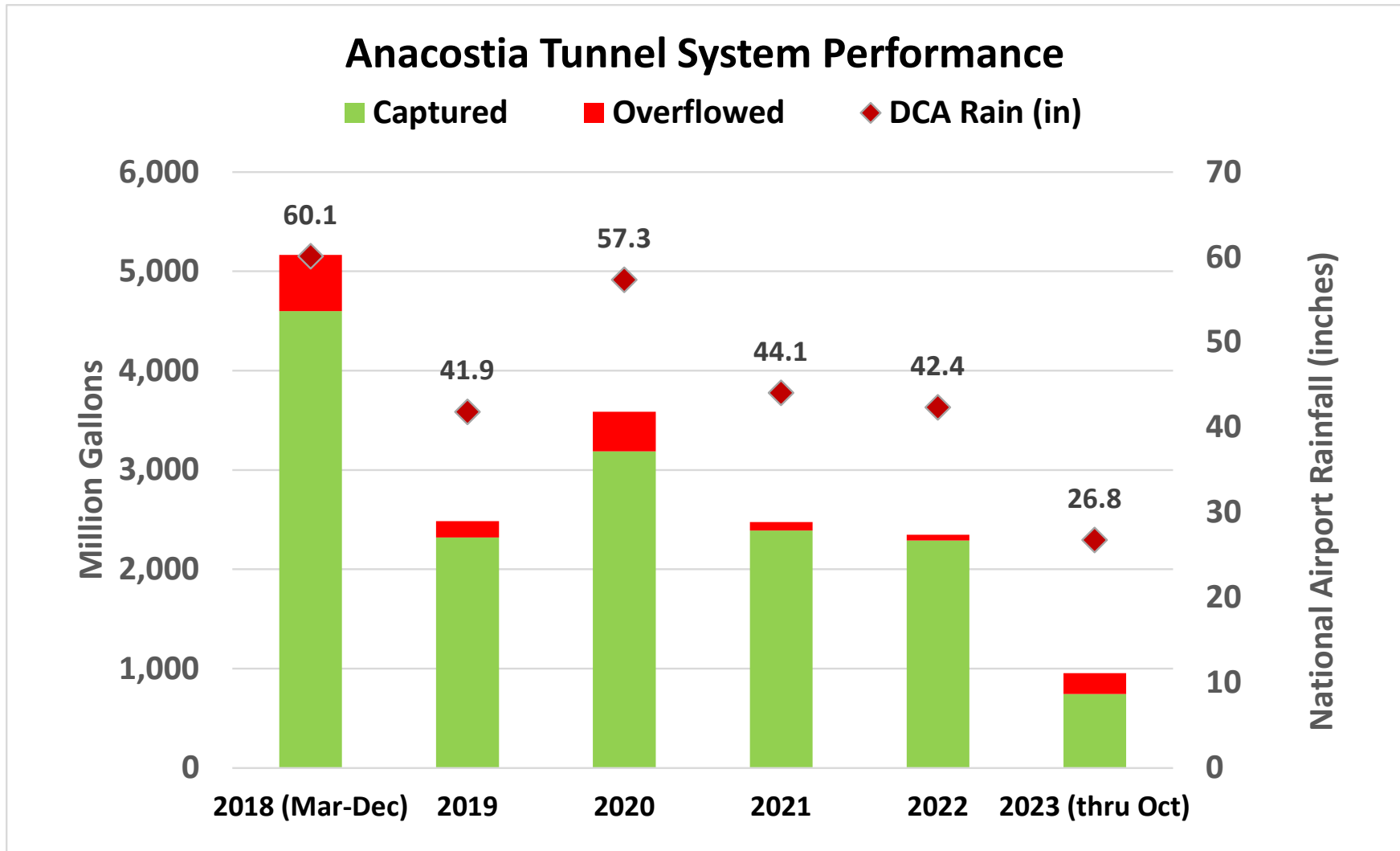


Equitable



Sustainable

CLEAN RIVERS TUNNEL PERFORMANCE Tunnel Capture Volume (MG)



CLUSTER: ADMINISTRATION

Department: Office of the Chief Administration Officer

PURPOSE: The Administration Cluster is focused on partnering with DC Water stakeholders to advance enterprise-wide initiatives, programs & projects as well as performance standards in alignment with Blueprint 2.0 to meet community needs

MISSION: To enable the Senior Executive Team to effectively deliver services in support of the core business in the functional areas of Information Technology, Shared Services, Strategy and Performance, and Customer Care

Authorized Positions: 2
FY 2025 Budget = \$1.5 million

FUNCTIONS

Strategy and Performance	Shared Services	Customer Care
Data and Performance Management which includes data management and performance management to inform and guide the Authority’s delivery of its Strategic Plan	Identify Authority-wide shared trends and challenges before they become operational risks in the areas of Safety, Security, Emergency Management, Facilities and Fleet	Continue Customer Centricity which includes external customer engagement
Enterprise-wide strategic alignment on program such as asset management, risk management, watershed management and energy management	Consolidation of support functions to enhance overall service quality, reduce repetitiveness and support the organization’s core objectives	Commit and deliver exceptional customer service
Drive the innovation program to promote and identify opportunities to improve service and reduce cost	Improved consolidation of support functions, internal communication pathways and cross-functional collaboration	



Department: Office of the Chief Administration Officer











BUDGET

This is a newly established department. The approved FY 2025 budget is for personnel services and strategic programs under contractual services

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	-	-	-	2	(2)	-
Headcount: Filled	-	-	-	2	(2)	-
Personnel Services	-	-	-	\$ 566	\$ (566)	-
Supplies	-	-	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	-	-	-
Contractual	-	-	-	900	(900)	-
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services	-	-	-	900	(900)	-
Department Total	-	-	-	\$ 1,466	\$ (1,466)	-

Department: Office of the Chief Administration Officer

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Improve AMI transmission rates leveraging best technology and process improvements 
- Improve strategic management maturity aligned with the delivery of Blueprint 2.0.     
- Operationalize the OCAO performance dashboard that was initially framed with the creation of the Office of Chief Administration office   
- Consider further realignments of functions and service delivery within the CAO cluster to improve service delivery in support of the core operations and maintenance business 

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major activities

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No major items identified

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



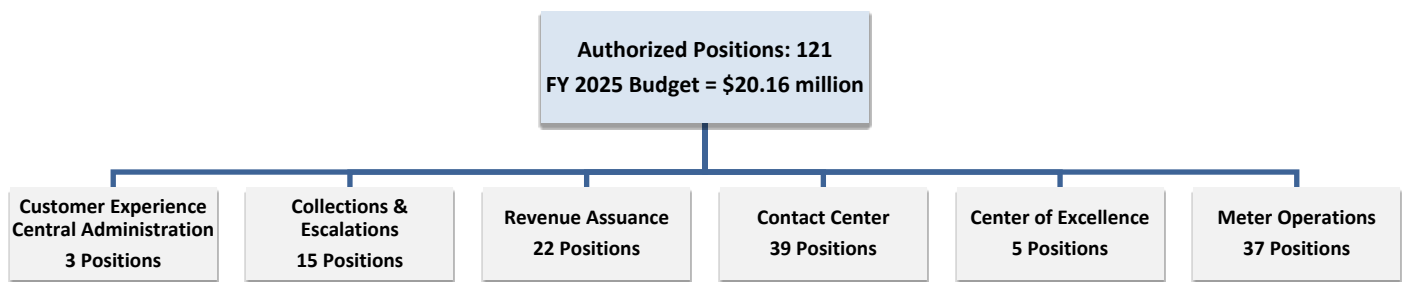
Sustainable

CLUSTER: CUSTOMER CARE

DEPARTMENT: Customer Care

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

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



FUNCTIONS

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



DEPARTMENT: Customer Care

BUDGET

The FY 2025 budget is relatively flat compared to the FY 2024 budget

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	122	120	121	120	1	1%
Headcount: Filled	102	104	101	105	(4)	(4)%
Personnel Services	\$ 12,357	\$ 13,542	\$ 15,447	\$ 15,264	\$ 183	1%
Supplies	48	126	72	105	(33)	(46)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	291	489	384	314	70	18%
Contractual	4,253	5,020	5,291	5,431	(140)	(3)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	1	1	8	3	5	60%
Non Personnel Services	4,594	5,635	5,754	5,853	(99)	(2)%
Department Total	\$ 16,951	\$ 19,177	\$ 21,201	\$ 21,117	\$ 84	0%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
% of Bills issued on time (w/in 5 days)	98%	97%	98%	97%	Reliable
Estimated bills as a percent of meters read	4%	4.2%	3.5%	4%	Reliable
Unbilled at the end of the month	1%	1.5%	1%	1.5%	Reliable

DEPARTMENT: Customer Care

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Upgrade to VxEngage Customer Portal (a fully hosted, manage, scalable and secure web)
- Implement payment vendor and print and mailing vendor upgrade
- Conduct FY 2024 Customer Satisfaction Survey
- Impervious area (a hard area that prevents water from seeping into the ground) data refresh
- Plan and Pilot Field Testing Program

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Create and activate a Revenue Recovery team to analyze consumption anomalies, meter set readiness, and perform necessary field corrections for accurate billing and reduced water loss.
- Bill Redesign will replace the Kubra system with CSG
- Leak Assessment Program will assist customers with bill payment and workshops will be done to educate the customers
- Vertex One (V1) upgrade, including Customer Advantage Upgrade and Kona Replacement
- Implement Customer Survey process improvements from survey results
- Upgrade Field Management System
- Implement Field Testing Program

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Annual maintenance and support fees for new/upgraded software systems
- Meter management and distribution for Ongoing Meter replacement, LFDC, and SDWM replacement projects

CHALLENGES

- AMI Transmissions either not coming in due to new construction obstructing the line of sight for Meter Transmitting Unit (MTU) to the Data Collection Unit (DCU), or meter change reconciliation after various DC Water field projects (FDC and SDWM)

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



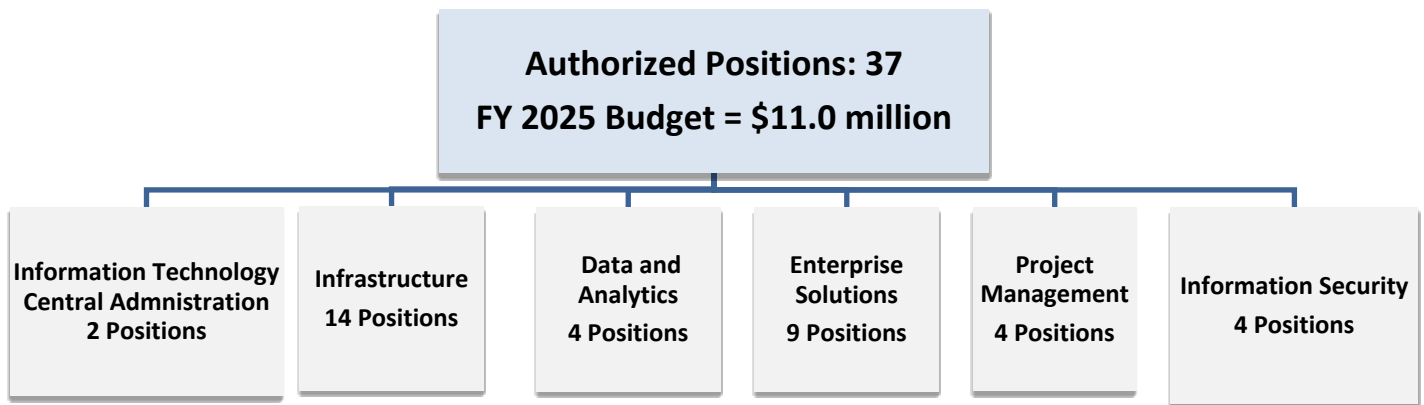
Sustainable

CLUSTER: INFORMATION TECHNOLOGY

DEPARTMENT: Information Technology

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

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



FUNCTIONS

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

DEPARTMENT: Information Technology

BUDGET

The \$0.2 million decrease in FY 2025 compared to the FY 2024 budget is mainly from adjustments in contractual services

















\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	31	37	37	37	0	0%
Headcount: Filled	27	32	26	32	(6)	(23)%
Personnel Services	\$ 5,466	\$ 6,399	\$ 6,723	\$ 6,679	\$ 45	1%
Supplies	1	5	5	5	0	(4)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	227	188	175	154	21	12%
Contractual	5,172	4,333	4,323	4,156	167	4%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	8	36	46	13	33	72%
Non Personnel Services	5,408	4,562	4,548	4,328	220	5%
Department Total	\$ 10,873	\$ 10,960	\$ 11,271	\$ 11,006	\$ 265	2%

DCW Key Performance Indicators (KPIs)









	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
98% Network uptime round the clock	-	99%	99%	99%	Reliable
96% of high priority tickets completed within 4 hours	-	98%	98%	98%	Equitable
60% Tickets closed by Tier 1 support	-	97%	97%	65%	Reliable
50% of Projects Completed on-time	-	90%	90%	90%	Equitable
98% Network uptime during peak hours	-	99%	99%	99%	Reliable

DEPARTMENT: Information Technology

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Electronic Permits Applications (3PP) Enhancements and Emergency Permits SP, Oracle PSCR for Permits Applications  
- Updates/Large, DCU Firmware, Integration  
- MTU Upgrade  
- Enhancements : VertexOne, Mobile Apps 
- HQO Building Automation System 
- Kubra Replacement 
- DC Water.com Pipeline Interactive design upgrade 
- Project Zeus – HCM DataMart Project  
- AlertUs – Emergency Communications Phase 2  
- Other planned activities are Sterling Center, SCADA Upgrades, CIPIM SharePoint site, Open Text to SharePoint Migration, Managed SQL Server Instance 2019 Upgrade, FIDO Prototype, and Collection Response Program 
- Underground Wi-Fi 

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Migration of Oracle databases to MS SQL in Azure Cloud or to Oracle Cloud will result in significant savings in our Hardware and Software maintenance costs.
- OpenText to SharePoint migration will result in savings in our software operational costs.
- Optimizing telecom circuits to reduce costs
- Genesys Upgrade to Cloud will result in savings with IT customer service-related operational costs.
- The addition of the mobile apps, EMS and the new 3PP app, as well as the increased usage in Microsoft technology has significantly increased costs for FY25

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



Sustainable

CLUSTER: ADMINISTRATION

DEPARTMENT: Strategy and Performance

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

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

Authorized Positions: 8
FY 2025 Budget = \$2.7 million

FUNCTIONS

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

DEPARTMENT: Strategy and Performance

BUDGET

The approved FY 2025 budget is lower than the approved FY 2024 budget by \$0.9 million primarily due reallocation of headcount and personnel costs to the newly established OCAO department and reduced contractual services

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	10	9	10	8	2	20%
Headcount: Filled	8	7	9	6	3	33%
Personnel Services	\$ 1,781	\$ 1,978	\$ 2,374	\$ 1,745	\$ 628	26%
Supplies	6	6	6	6	0	(1)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	3	(3)	-
Contractual	1,016	1,007	1,229	983	246	20%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	2	-	-	-	-	-
Non Personnel Services	1,023	1,013	1,235	992	243	20%
Department Total	\$ 2,804	\$ 2,991	\$ 3,609	\$ 2,738	\$ 871	24%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Develop and implement Strategic Management (maturity scale 1-5)	2.4	2.6	3.0	3.5	Reliable
Publication of DC Water's Environmental, Social, Governance Report	1	1	1	1	Sustainable
Extent of Enterprise Risk Management implement and maturity (scale 1-5)	1	3	2	3	Reliable

DEPARTMENT: Strategy and Performance

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

Strategic Management

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

Enterprise Program Management Office

- Continue to advance the function of the Enterprise Program Management Office to ensure the delivery of mission critical, enterprise programs in a consistent and cost-effective manner
- Continue to promote the Program Management Office Center of Excellence
- Continue monitor the function associated with the enterprise executive dashboard
- Provide leadership and execution of the enterprise compliance function
- Direct and manage the internal audit function

Sustainability and Innovation

- Refine the indices leveraged to monitor innovation and sustainability
- Advance Generative Artificial Intelligence (AI) Community of Practice
- Leverage established ESG Governance structure and publish FY 2023 ESG Report
- Baseline organizational Task Force on Climate Related Financial Disclosure (TCFD) framework assessment

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

Strategic Management

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

Enterprise Program Management Office

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

Sustainability and Innovation

- Advance innovative programs to support Blueprint 2.0 goals
- Continue ESG Governance and publish FY 2024 ESG Report

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No major items identified

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



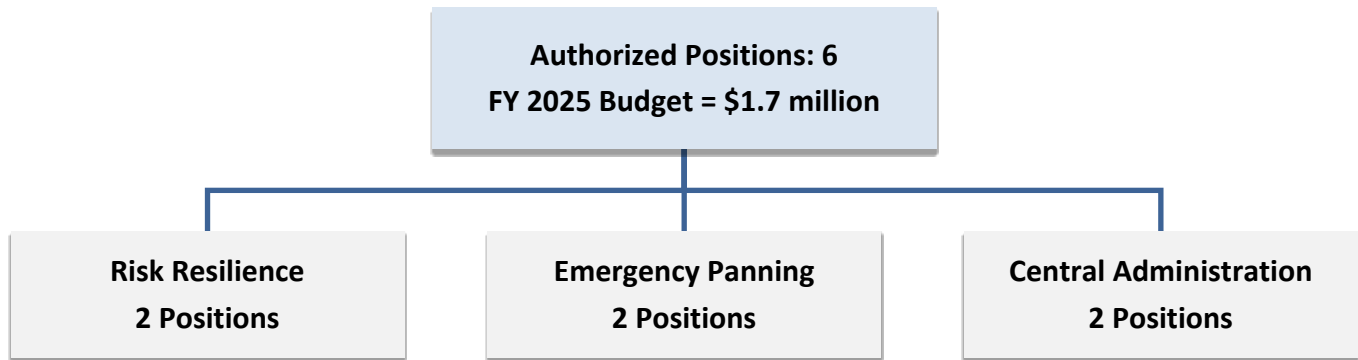
Sustainable

CLUSTER: ADMINISTRATION - SHARED SERVICES

DEPARTMENT: Office of Emergency Management

PURPOSE: To provide planning and operational support to the entire Authority in preparing for and during emergencies while ensuring DC Water’s resilience and compliance with the American Water Infrastructure Act and Emergency Management Accreditation

MISSION: To facilitate the development and implementation of emergency preparedness and response, to include all-hazard risk reduction and management for disaster resilient water and wastewater utility



FUNCTIONS

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



DEPARTMENT: Office of Emergency Management

BUDGET

The FY 2025 budget is relatively flat compared to the FY 2024 budget

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	5	6	6	6	0	0%
Headcount: Filled	5	4	5	5	0	0%
Personnel Services	\$ 950	\$ 985	\$ 1,034	\$ 1,146	\$ (112)	(11)%
Supplies	3	6	4	6	(2)	(46)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	9	12	13	12	2	13%
Contractual	314	578	592	517	74	13%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	23	15	-	15	100%
Non Personnel Services	327	619	625	536	89	14%
Department Total	\$ 1,277	\$ 1,605	\$ 1,659	\$ 1,682	\$ (23)	(1)%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Maintain compliance in American's Water Infrastructure act every 5 yrs 100%	100%	100%	100%	100%	Resilient
Maintain Emergency Management Accreditation. Provide yearly measures report	100%	100%	100%	100%	Resilient

DEPARTMENT: Office of Emergency Management

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Perform authority wide full revision efforts of the Continuity of Operations Plan and the Hazard Mitigation Plan to align with the District’s Hazard Mitigation plan, DC Water’s Blueprint 2.0, and incorporate findings and recommendations from the FY 2023 Risk and Resilience Assessment
- Facilitate the self-assessment, onsite evaluation, and reaccreditation efforts for the Emergency Management Re-Accreditation Program (EMAP)
- Onboard and implement new hazard mitigation grant program manager within department and address on-going staffing recruitment needs
- Design and facilitate a hazardous materials functional exercise for Blue Plains operations
- Implement the established Incident Management Team (IMT) management and documentation software solutions for emergency notifications, task assignments, documentation tracking, and plan references
- Establish and facilitate grant management for up to eleven hazard mitigation grants

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Provide oversight of the Incident Management Team (IMT) for quicker emergency notifications, tasks, documentation creation, and IMT outreach events
- Establish new Incident Command Post and Incident Management Team training area with OEM offices within facilities remodel of COF

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

DEPARTMENT: Office of Emergency Management

ACCOMPLISHMENTS	GOALS	CHALLENGES
<ul style="list-style-type: none"> Developed new Cyber Incident Response Playbook with IT and Operations Deployed DC Water Alerts and assisted with Everbridge platform efforts - quarterly tests, EMPO efforts for management changes, 4 internal user trainings, and further quality assurance within database of platform 	<ul style="list-style-type: none"> Establish comprehensive measures to track and address identified risks and capability gaps 	<ul style="list-style-type: none"> Planning for and implementing staffing changes including recruitment and onboarding

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



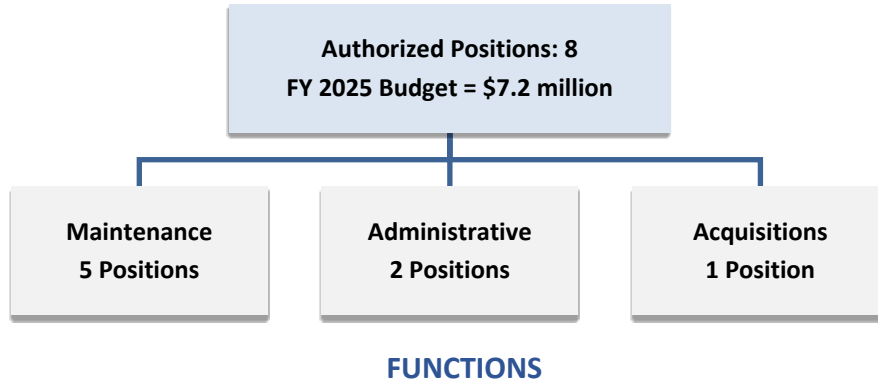
Sustainable

CLUSTER: ADMINISTRATION - SHARED SERVICES

DEPARTMENT: Fleet Management

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

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



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



DEPARTMENT: Fleet Management

BUDGET

The FY 2025 budget decreased by \$0.4 million and due to new performance-based maintenance contract, compared to the FY 2024 budget








\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	9	8	8	8	0	0%
Headcount: Filled	8	7	8	7	1	13%
Personnel Services	\$ 1,284	\$ 1,273	\$ 1,502	\$ 1,213	\$ 289	19%
Supplies	1,107	300	1,424	1,317	107	8%
Chemicals	-	-	-	-	-	-
Utilities and Rent	1,030	1,140	1,006	1,283	(277)	(27)%
Contractual	3,450	3,773	3,576	3,303	273	8%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	144	111	117	75	42	36%
Non Personnel Services	5,731	5,323	6,124	5,978	146	2%
Department Total	\$ 7,014	\$ 6,596	\$ 7,626	\$ 7,191	\$ 435	6%

DCW Key Performance Indicators (KPIs)





	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Preventative Maintenance Completed on Schedule	29%	86%	96%	96%	Reliable
Priority #1 Vehicles available for use	78%	80%	96%	96%	Reliable

DEPARTMENT: Fleet Management





FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Transition and final occupancy in the new Fleet Facility   
- Implementation of performance-based metrics for the maintenance and repair contract 
- Continue implementation and upgrade of Field Services Mobile Support Programs 
- Continue utilization of grants and enterprise collaborations for the purchase of alternative fuel vehicles like biodiesel and electric vehicles 
- Employee training and certification of Fleet personnel 

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

ACCOMPLISHMENTS	GOALS	CHALLENGES
<ul style="list-style-type: none"> ▪ Moved to a new Fleet Headquarter facility ▪ Engaged in comprehensive repair & maintenance contract for vehicles and equipment ▪ Added an additional 78 light duty vehicles to the Fleet 	<ul style="list-style-type: none"> ▪ Leverage performance-based metrics and associated penalties in repair and maintenance contracts to improve Fleet operations ▪ Streamline decommissioning and disposal of units and equipment to benefit from auctions and scrapping 	<ul style="list-style-type: none"> ▪ Ensure adequate Staffing and resources to accomplish the operational effectiveness

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



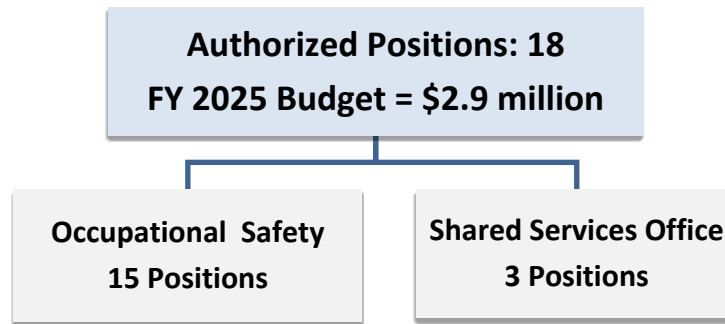
Sustainable

CLUSTER: ADMINISTRATION - SHARED SERVICES

DEPARTMENT: Occupational Safety and Health

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

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



FUNCTIONS

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



DEPARTMENT: Occupational Safety and Health

BUDGET

The \$0.7 million decrease in the approved FY 2025 budget is mainly for personnel service cost adjustments

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	15	16	18	18	0	0%
Headcount: Filled	10	11	10	8	2	20%
Personnel Services	\$ 1,951	\$ 1,817	\$ 3,076	\$ 2,359	\$ 717	23%
Supplies	8	33	5	4	0	8%
Chemicals	-	-	-	-	-	-
Utilities and Rent	25	29	37	29	7	20%
Contractual	338	377	472	465	7	1%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	2	4	-	1	(1)	-
Non Personnel Services	372	442	513	500	14	3%
Department Total	\$ 2,323	\$ 2,259	\$ 3,589	\$ 2,859	\$ 730	20%

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
DC Water Employee Recordable Incident Rate (RIR) (CY)	2.45	2.7	< 4.9	<4.9	Healthy, Safe, and Well
DC Water Employee Lost Time Incident (LTI) (CY)	1.67	1.9	< 1.7	<1.7	Healthy, Safe, and Well
Contractor/ROCIIP Recordable Incident Rate (RIR) (CY)	2.3	2.4	< 2.5	<2.5	Healthy, Safe, and Well
Contractor/ROCIIP Lost Time Incident (LTI) (CY)	0.19	0.3	< 1.1	<1.1	Healthy, Safe, and Well

DCW Key Performance Indicators

DEPARTMENT: Occupational Safety and Health

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to develop safety goals and initiatives in support of the Healthy Safe and Well Imperative of Blueprint 2.0
- Continue to provide support to the Office of Risk Management for the Rolling Owner Controlled Insurance Program (ROCIP) and DC Water’s Workers Compensation Program
- Continue to review and update Health and Safety Policies
- Upgrade Safety Risk System – Origami
- Hazardous Waste Program Enhancements
- Fire and Life Safety Program Enhancements
- Upgrade Personal Gas Monitoring Instrumentation Program & System
- Continue Recruitment and Onboarding of Key Staff Positions
- Continue the DC Water Occupational Health and Safety System in alignment with ISO-45001

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Support Blueprint 2.0 and the Healthy Safe and Well Imperative
- Continue to support ROCIP and DC Water’s Workers’ Compensation Program
- Implement approved health and safety policies
- Continue Recruitment and Onboarding of Key Staff Positions
- Continue Fire and Life Safety Program Enhancements
- Develop Safety & Health Training Program Enhancements
- Focus on implementing the DC Water Occupational Health and Safety system
- Collaborate with the Office of Marketing and Communications (OMAC) to enhance safety communications

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- None

ACCOMPLISHMENTS	GOALS	CHALLENGES
<ul style="list-style-type: none"> ▪ Recruiting success, onboarding fire/life safety, hazardous waste, construction specialists, internal promotions ▪ AED upgrade, safety policy review, safety training ▪ Completed DC Water Safety Fair, evacuation planning, mental wellness, excavation safety, material handling, and coordinating department-specific training 	<ul style="list-style-type: none"> ▪ Continue Recruitment and Onboarding of Key Staff Positions ▪ Increase Employee and Department Engagement by Enhancing Safety & Health Program Initiatives for Hazardous Waste, Fire and Life Safety, and Occupational Hygiene Management 	<ul style="list-style-type: none"> ▪ Resource Allocation to Support Objectives

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



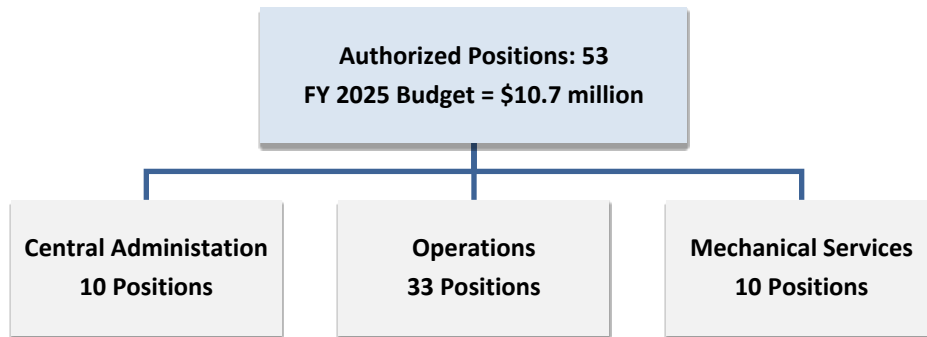
Sustainable

CLUSTER: ADMINISTRATION - SHARED SERVICES

DEPARTMENT: Facilities Management

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

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



FUNCTIONS

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



DEPARTMENT: Facilities Management

BUDGET

The \$0.2 million increase in FY 2025 compared to the FY 2024 budget primarily in contractual services

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	51	50	53	52	1	2%
Headcount: Filled	41	43	42	43	(1)	(2)%
Personnel Services	\$ 5,676	\$ 5,816	\$ 6,782	\$ 6,759	\$ 23	0%
Supplies	589	794	727	106	621	85%
Chemicals	-	-	-	-	-	-
Utilities and Rent	83	85	157	77	81	51%
Contractual	2,807	2,940	2,823	3,785	(963)	(34)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	77	57	11	50	(39)	(352)%
Non Personnel Services	3,556	3,876	3,718	4,018	(300)	(8)%
Department Total	\$ 9,231	\$ 9,691	\$ 10,500	\$ 10,778	\$ (278)	(3)%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
% of Facilities Service requests completed within 30 days	57%	54%	90%	90%	Reliable
Preventative Maintenance Completed on Schedule	63%	51%	90%	90%	Reliable

DEPARTMENT: Facilities Management

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementing outsourced HQO Building Maintenance program including Building Automation Program for HVAC systems, integrating sensor data, optimizing energy efficiency
- Continue to develop and manage the proactive maintenance program throughout DC Water facilities
- Support Matrix contributors with office work area updates
- Continue to provide grounds keeping, carpentry, painting, HVAC and plumbing services throughout DC Water campuses
- Continue to implement new industry innovations to support efficiency and sustainability
- Provide stakeholder support/coordination for Building renovation by Non-Process Facilities Program

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

ACCOMPLISHMENTS	GOALS	CHALLENGES
<ul style="list-style-type: none"> ▪ Achieved sustainability efforts include LEED recertification, door replacements, and compliance with environmental regulations ▪ Ensured facility reliability with roof repairs, HVAC replacements, and chiller upgrades 	<ul style="list-style-type: none"> ▪ Implement eco-friendly practices, while operational efficiency is pursued through streamlined processes and the adoption of modern technologies ▪ Prioritizing infrastructure resilience 	<ul style="list-style-type: none"> ▪ Optimizing resource allocation, integrating new technologies ▪ Addressing the impacts of climate change

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



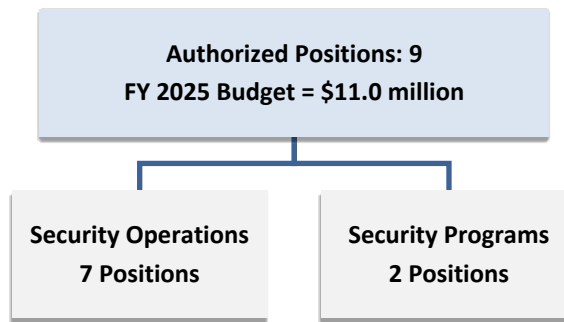
Sustainable

CLUSTER: ADMINISTRATION - SHARED SERVICES

DEPARTMENT: Security

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

MISSION: To protect DC Water's people, assets, and brand; to provide for public safety and maintain order during normal and emergency operations; to inform and assist DC Water staff and visitors; and to serve as ambassadors for the organization



FUNCTIONS

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



DEPARTMENT: Security

BUDGET

The approved FY 2025 budget increased by \$1.8 million compared to the FY 2024 budget due to adjustments in personnel services and contractual services

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	7	7	7	9	(2)	(29)%
Headcount: Filled	6	7	6	7	(1)	(17)%
Personnel Services	\$ 891	\$ 986	\$ 1,087	\$ 1,401	\$ (314)	(29)%
Supplies	42	45	41	32	9	22%
Chemicals	-	-	-	-	-	-
Utilities and Rent	251	324	332	393	(61)	(18)%
Contractual	7,406	8,323	7,755	9,211	(1,456)	(19)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	10	7	30	20	10	33%
Non Personnel Services	7,710	8,699	8,158	9,656	(1,498)	(18)%
Department Total	\$ 8,600	\$ 9,686	\$ 9,245	\$ 11,057	\$ (1,812)	(20)%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Percent of security investigations completed within 21 days	99%	100%	95%	95%	Healthy, Safe, and Well
Security Camera operational uptime (cannot go below 90%)	97%	96%	90%	90%	Resilient
Smart card readers operational uptime (cannot go below 90%)	99%	97%	90%	90%	Resilient

DEPARTMENT: Security

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Focus on making the necessary improvements recommended in the Physical Security Assessment/Hazard Mitigation Plan and Cybersecurity & Infrastructure Security Agency (CISA) Survey – Security & Resilience Report
- Continue Security Enhancements at various DCW locations
- Continue to upgrade Blue Plains Operations cameras
- Develop and institute the training curriculum for Safety, Security & Emergency Management
- Continue integration of operations cameras at ‘non-Blue Plains’ locations
- Continue to analyze throughout the Authority areas in need of additional and/or electronic security improvements

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Continuous improvement of security systems will reduce overall maintenance, improve response time, and decrease threat levels
- Mega-projects require significant security upgrades and enhancements which will require increased manning to provide full support

ACCOMPLISHMENTS	GOALS	CHALLENGES
<ul style="list-style-type: none"> ▪ Established two new positions, Security Investigator and Security Specialist Operations, to support our objectives and goals ▪ Successfully launched the security incident report in Origami for internal use 	<ul style="list-style-type: none"> ▪ Completed the Physical Security Assessment, Hazard Mitigation Plan, and CISA Infrastructure Survey ▪ Conducted penetration tests to identify and address security vulnerabilities, mitigating potential threats effectively 	<ul style="list-style-type: none"> ▪ Provide security for DCW events including Blue Drop coordinated events for DCW/Hall of Fame

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



Sustainable

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Secretary to the Board

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

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

Authorized Positions: 2
FY 2025 Budget = \$0.6 million

FUNCTIONS

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

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

Administer the subpoena process and provide Notary Service for the Authority



DEPARTMENT: Office of the Secretary to the Board

BUDGET

The FY 2025 budget is slightly increased by \$0.3 million compared to the FY 2024 budget with the increases are in personnel and contractual services.










\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	2	3	2	3	(1)	(50)%
Headcount: Filled	2	2	2	1	1	50%
Personnel Services	\$ 367	\$ 212	\$ 384	\$ 532	\$ (148)	(39)%
Supplies	3	1	8	8	0	0%
Chemicals	-	-	-	-	-	-
Utilities and Rent	4	5	3	2	1	32%
Contractual	95	167	189	333	(144)	(76)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services	102	173	200	343	(143)	(72)%
Department Total	\$ 469	\$ 385	\$ 584	\$ 875	\$ (291)	(50)%

DCW Key Performance Indicators (KPIs)

TARGETED PERFORMANCE MEASURES	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
	Results	Results	Targets	Targets	
Provide timely and accurate Board and Committee agendas, reports and minutes	100%	100%	100%	100%	Reliable
Follow-up and complete Board actions	100%	100%	100%	100%	Reliable

DEPARTMENT: Office of the Secretary to the Board

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:

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

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Office of the Chief Executive Officer (CEO)

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

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

Authorized Positions: 4
FY 2025 Budget = \$2.7 million

FUNCTIONS

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



DEPARTMENT: Office of the Chief Executive Officer (CEO)

BUDGET

The Approved FY 2025 budget decreased from FY 2024 due to the transfer of 2 FTE's and offset by an increase in contractual services

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	5	4	6	4	2	33%
Headcount: Filled	4	3	4	3	1	25%
Personnel Services	\$ 1,845	\$ 1,370	\$ 1,688	\$ 1,316	\$ 372	22%
Supplies	8	8	8	9	(1)	(7)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	28	30	25	17	8	31%
Contractual	1,211	1,769	1,233	1,369	(136)	(11)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services	1,246	1,807	1,266	1,395	(129)	(10)%
Department Total	\$ 3,092	\$ 3,177	\$ 2,954	\$ 2,712	\$ 242	8%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Implement all policies and directives of the Board of Directors	100%	100%	100%	100%	Reliable

DEPARTMENT: Office of the Chief Executive Officer (CEO)

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



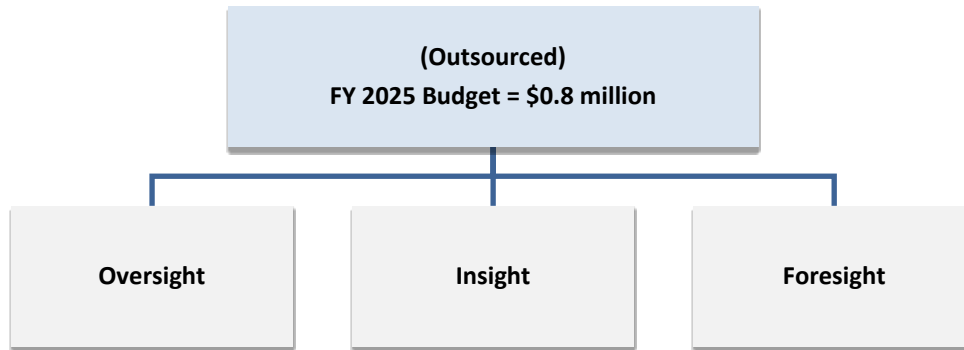
Sustainable

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: 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 the Chief Executive Officer & General Manager	Share best practices and benchmarking information	Identify risks and opportunities
Review of corporate governance	Provide ongoing feedback for re-engineering management practices and policies	Risk-based auditing



DEPARTMENT: Internal Audit

BUDGET

The FY 2025 Budget increased slightly to cover increased audit fees compared to the FY 2024 budget

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	0	0	-	-	-	-
Headcount: Filled	0	0	-	-	-	-
Personnel Services	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	-	-	-
Contractual	750	780	805	839	(34)	(4)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services	750	780	805	839	(34)	(4)%
Department Total	\$ 750	\$ 780	\$ 805	\$ 839	\$ (34)	(4)%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Internal Audit Work Planned	13	11	14	11	Reliable

DEPARTMENT: Internal Audit

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



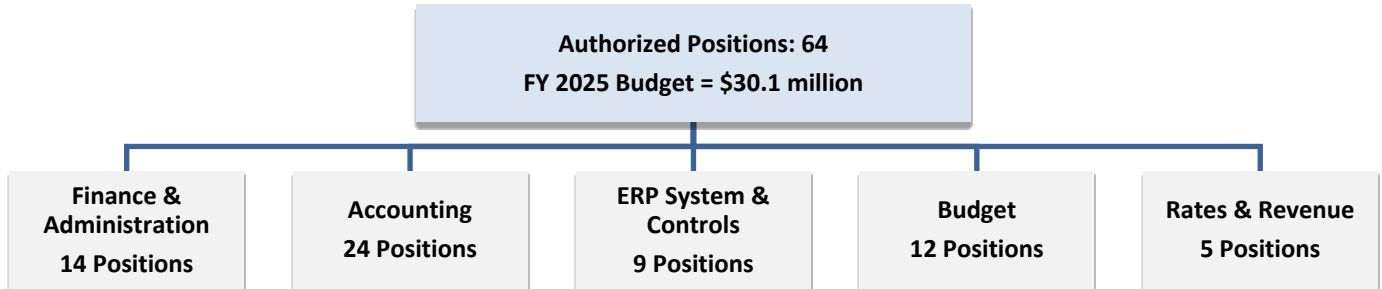
Sustainable

CLUSTER: FINANCE, PROCUREMENT AND COMPLIANCE

DEPARTMENT: Finance

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

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



FUNCTIONS

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

DEPARTMENT: Finance

BUDGET

The \$3.1 million increase in FY 2025 compared to the FY 2024 budget is for personnel services cost adjustments, including 4 positions transferred from People & Talent to centralize ERP System functions and contractual services mainly for insurance premiums and strategic programs

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	59	60	60	64	(4)	(7)%
Headcount: Filled	46	47	48	51	(3)	(6)%
Personnel Services	\$ 9,553	\$ 9,785	\$ 10,748	\$ 12,012	\$ (1,264)	(12)%
Supplies	7	9	6	10	(4)	(68)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	48	71	60	56	3	6%
Contractual	9,370	13,126	16,137	17,984	(1,846)	(11)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services	9,424	13,206	16,203	18,050	(1,847)	(11)%
Department Total	\$ 18,978	\$ 22,991	\$ 26,951	\$ 30,062	\$ (3,111)	(12)%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Ensure revenue projections and O&M expenditures are within budget	104%/97%	101/98%	99%/95%	99%/95%	Sustainable
Comply with the Board's investment policy and strategy	100%	100%	100%	100%	Sustainable
Short-Term Funds - ML 3 months US T-Bill Index and Core Funds - ML 1 - 3 year	110/211	309/431	367/324	426/398	Sustainable
Manage financial operations to ensure 160% combined debt service coverage	229%	217%	201%	195%	Sustainable
Meet or exceed 250 days operating & maintenance expenses per fiscal year	\$258M	\$288M	\$283M	\$293M	Sustainable
Issue Annual Comprehensive Financial Report in accordance with GAAP	February	February	February	February	Sustainable
Pay 97% of all undisputed invoices within 30 days	96%	97%	97%	97%	Reliable
Publish Annual Budgets within 90 days of start of fiscal year	90 days	90 days	90 days	90 days	Sustainable

DEPARTMENT: Finance

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

Finance:

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

Rates and Revenue:

- Complete FY 2023 Cost of Service Study for Operating Reserves, Renewal & Replacement Reserves and Rate Stabilization Fund (RSF)
- Complete FY 2025 – FY 2026 Cost of Service Study for Water, Sewer, Clean Rivers Impervious Area Charge (CRIAC), Groundwater and WAD Backwash Rate
- Implementation of multi-year Rates for FY 2025 and FY 2026
- Continue to monitor economic conditions and customer support
- Coordinate with consultants for Independent Review of Rates and Budget for public hearing

ERP System & Controls:

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

Strategic Plan - Blueprint 2.0 Imperatives Legend:

Healthy, Safe and Well
Reliable
Resilient
Equitable
Sustainable

DEPARTMENT: Finance

Accounting:

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

Budget:

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

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to explore alternative revenue generating initiatives
- Conduct FY 2025 Potomac Interceptor Cost of Service Study
- Conduct FY 2025 Miscellaneous Fee Cost of Service Study
- RFP for Bond and Disclosure Counsel Services, and Debt and Investment Software Services, (Sustainable)
- Continue to seek opportunities to leverage the EPBCS to streamline future budget development process

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:

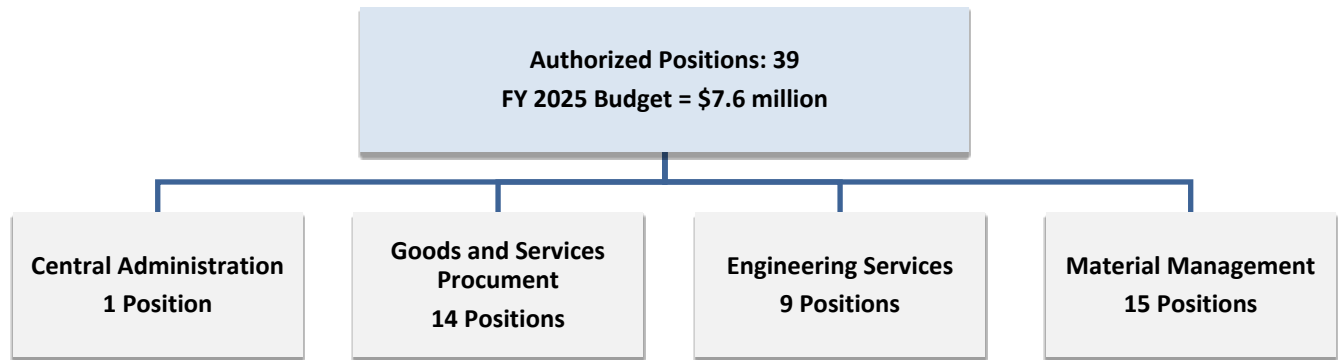


CLUSTER: FINANCE, PROCUREMENT AND COMPLIANCE

DEPARTMENT: Procurement

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



FUNCTIONS

Central Administration	Goods and Service Procurement	Engineering Services	Material Management
Manage compliance to the Procurement Regulations and Manual	Manage procurement process for products and services	Manage procurement process for engineering services and capital projects	Manage the operational materials planning and warehousing
Provide the executive direction on the procurement and contracting	Develop category and sourcing strategies	Develop category and sourcing strategies	Administer the material control system and optimize inventory management
Manage department employees and resources	Manage vendor relationships	Manage vendor relationships	Provide direction and guidance on inventory policies and procedures



DEPARTMENT: Procurement

BUDGET

The \$0.9 million increase in FY 2025 compared to the FY 2024 budget is primarily due to personnel services cost adjustments, including new positions for capital procurement and material management functions





\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	36	35	36	39	(3)	(8)%
Headcount: Filled	32	32	32	32	0	0%
Personnel Services	\$ 6,201	\$ 6,063	\$ 6,028	\$ 6,903	\$ (875)	(15)%
Supplies	78	18	24	24	0	(1)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	38	52	43	40	3	8%
Contractual	309	531	616	642	(26)	(4)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	3	3	0	0%
Non Personnel Services	426	601	686	708	(22)	(3)%
Department Total	\$ 6,626	\$ 6,664	\$ 6,713	\$ 7,611	\$ (897)	(13)%

Key Performance Indicators (KPIs)






	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Timely processing of small purchases within 7 working days	100%	100%	95%	95%	Reliable
Issue Invitation for Bid and award contracts within 90 calendar days	95%	95%	95%	95%	Reliable
Issue Requests for Proposal and award contracts within 120 calendar days	95%	95%	95%	95%	Reliable
Issue Procurement request for inventory restock in one business day of approval	95%	95%	95%	95%	Reliable
System & physical issue of stock request within same day of authorized request	95%	95%	95%	95%	Reliable

DEPARTMENT: Procurement

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to update and implement advanced procurement methods such as integrated supply chain management into capital projects and materials management to prevent supply shortages and long lead times 
- Continue to conduct annual review of Procurement Regulations and Manual 
- Continue to generate cost savings and avoidance through competitive procurement and negotiation processes, and inventory optimization to avoid the waste 
- Provide continuous training of Procurement staff to improve vendor relationships and performance 

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to enhance efficiency and productivity of procurement process through improved utilization and automation using Oracle ERP 
- Annually strive to enhance Procurement Regulations and Manual to improve procurement process, results, participation, integrity, compliance, fair competition, and transparency 
- Increase the capital procurement resources and enhance the capital procurement process 
- Continue to seek opportunities to generate cost savings and avoidance through competitive procurement and negotiation processes, and inventory optimization to avoid the waste 
- Continue to provide continuous training of procurement staff to improve vendor relationships and performance 

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:

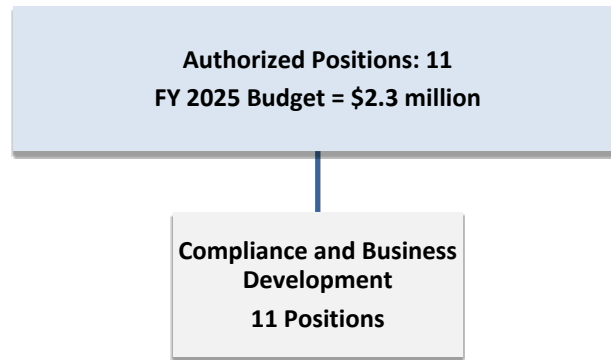


CLUSTER: FINANCE, PROCUREMENT AND COMPLIANCE

DEPARTMENT: Compliance and Business Development

PURPOSE: Consistent with DC Water’s “Blueprint 2.0”, the Business Development Plan, the DC Water Works Plan, and applicable federal regulations, DC Water, through its Contract and Employment Compliance Department (the Department) remains committed to ensuring local residents and certified businesses have meaningful participation (jobs and contracts) on its goods, services, and construction projects

MISSION: Actively pursue diverse businesses for contracting opportunities, monitor DC Water’s and project contractors’ “Good Faith Efforts”, ensure contractor’s prevailing wage and anti-discrimination compliance, and implement various educational and community engagement and workforce development activities with a continuing focus on procuring the best value products and services, with the highest degree of procurement integrity, utilizing efficient and cost-effective procurement



FUNCTIONS

Certified Business Utilization	DC Water Works (Local Hiring Initiative):	Contractor and Community Engagement:
Expand a comprehensive outreach and engagement plan to communicate supplier diversity initiatives internally and externally to external suppliers at all levels	Provide the framework for the design and implementation of programs and activities that will enhance participation of local residents	Manage the Outreach and Engagement Plan that encompasses the strategy, schedule and outline that will be utilized to promote the Supplier Diversity program internally and externally
Create educational tools and business development resources to assist businesses in preparing to add value with their service offerings to DC Water	Creation of a local, readily available labor pool, with skills needed by DC Water’s contractors that enhances DC Water’s ability to provide efficient and economical services	Engage suppliers on DC Water’s commitment to use diverse suppliers and communicate that we are looking for the best value, quality, and service that will benefit DC Water as a whole
Monitor and track program performance to providing insight on the areas of focus		Retool DC Water’s Supplier Diversity and Inclusion webpage, collateral materials, and the social media platform. Media buys (broadcast, print, and television) to engage the diverse business community and communicate the vision and mission of the program



Department: Compliance and Business Development

BUDGET

The \$0.9 million increase in FY 2025 compared to the FY 2024 budget is primarily due to personnel services costs adjustments, including four new positions for Compliance & Business Development and DC Water Works functions

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	6	7	6	11	(5)	(83)%
Headcount: Filled	6	7	6	7	(1)	(17)%
Personnel Services	\$ 525	\$ 878	\$ 1,026	\$ 1,907	\$ (881)	(86)%
Supplies	-	18	-	9	(9)	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	5	-	5	5	0	(3)%
Contractual	244	245	394	397	(3)	(1)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services	250	263	399	411	(12)	(3)%
Department Total	\$ 775	\$ 1,141	\$ 1,425	\$ 2,318	\$ (893)	(63)%

DCW Key Performance Indicators (KPIs)

TARGETED PERFORMANCE MEASURES	FY 2022 Results	FY 2023 Results	FY 2024 Targets	FY 2025 Targets	Blueprint 2.0 (Strategic Plan) Imperatives
Increase Proportion of certified firm participation	44% (Combined LSBE, CBE, DBE, WBE)	38% (Combined LSBE, CBE, DBE, WBE)	23% (Combined LSBE, CBE, DBE, WBE)	23% (Combined LSBE, CBE, DBE, WBE)	Equitable
Increase proportion of new jobs filled by local residents on DC Water projects	83%	85%	75%	80%	Equitable
Increase number of certified firm referrals that become successful contractors	3 Firms	2 Firms	6 Firms	6 Firms	Equitable
Increase percentage of trainees who successfully complete program to employment	77%	80%	83%	85%	Equitable

Department: Compliance and Business Development

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Design and implement new capacity building initiatives commensurate with the expansion/changes to the CIP
- Expand the Certified Firms listing to include relevant information on capability and performance, thus serving as a showcase for capacity
- Organize a roundtable of Community Development Financial Institutions (CDFIs) and Small Business Assistance organizations to develop a Certified Firm assistance program
- Work with local banks to establish a line of credit for contractors and/or provide a loan-loss reserve to leverage capital for a contract finance or working capital program for Certified Firms
- Establish a public outreach program to receive continuous feedback from Certified Firms on goals, attainment, and enforcement
- Institutionalize a process to notify Compliance as soon as new project timelines are known and ensure they identify ready, willing, and able Certified Firms

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Further enhance efficiency and productivity of procurement process through improved utilization and automation using eComply (Online Compliance Database)
- Improve business diversity and inclusion through the updating the new business development program
- Development and Launch of Lunch & Learn Supplier Diversity Series
- Establish Contractor Award & Recognition Program
- Implement a rewards program, inclusive of a process to reduce the retainage percentages, for primes based on Certified Firms goal attainment
- Provide continuous training of DC Water staff and external stakeholders to improve vendor relationships and performance

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:

Healthy, Safe and Well
Reliable
Resilient
Equitable
Sustainable

CLUSTER: Finance, Procurement and Compliance

FUND: Non-Ratepayer Revenue Fund

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

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

BUDGET

There is a no change in the FY 2025 budget compared to the FY 2024 budget

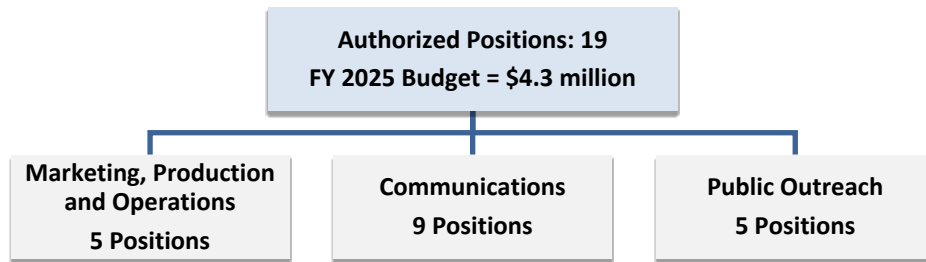
\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	0	0	-	-	-	-
Headcount: Filled	0	0	-	-	-	-
Personnel Services	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	0	-	-	-	-	-
Contractual	-	-	500	500	0	0%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services	0	-	500	500	0	0%
Department Total	\$ 0	-	\$ 500	\$ 500	\$ 0	0%

CLUSTER: MARKETING AND COMMUNICATIONS

DEPARTMENT: Marketing and Communications

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

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



FUNCTIONS

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



DEPARTMENT: Marketing and Communications

BUDGET

The \$0.4 million decrease in FY 2025 compared to the FY 2024 budget is primarily for cost adjustments in personnel and contractual services

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	14	14	18	19	(1)	(6)%
Headcount: Filled	10	10	10	11	(1)	(10)%
Personnel Services	\$ 2,305	\$ 2,397	\$ 3,643	\$ 3,271	\$ 371	10%
Supplies	8	6	11	8	3	27%
Chemicals	-	-	-	-	-	-
Utilities and Rent	19	32	18	17	2	9%
Contractual	861	668	1,109	1,044	65	6%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	16	-	12	9	3	25%
Non Personnel Services	904	705	1,150	1,078	72	6%
Department Total	\$ 3,209	\$ 3,102	\$ 4,793	\$ 4,349	\$ 444	9%

DCW Key Performance Indicators (KPIs)

TARGETED PERFORMANCE MEASURES	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
	Results	Results	Targets	Targets	
Publication of DC Water's Annual Report	1	1	1	1	Reliable
Publication of Customer Newsletter	4	4	4	4	Equitable
Publication of Clean Rivers' Update	2	2	2	2	Equitable
Publication of Employee Newsletter	11	11	6	6	Healthy, Safe, and Well
Publication of Water Quality Report	1	1	1	1	Reliable
Community meetings outreach re: lead, rates, CSO CIP projects, etc.	114	114	100	100	Equitable

DEPARTMENT: Marketing and Communications

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:



Healthy, Safe and Well



Reliable



Resilient



Equitable



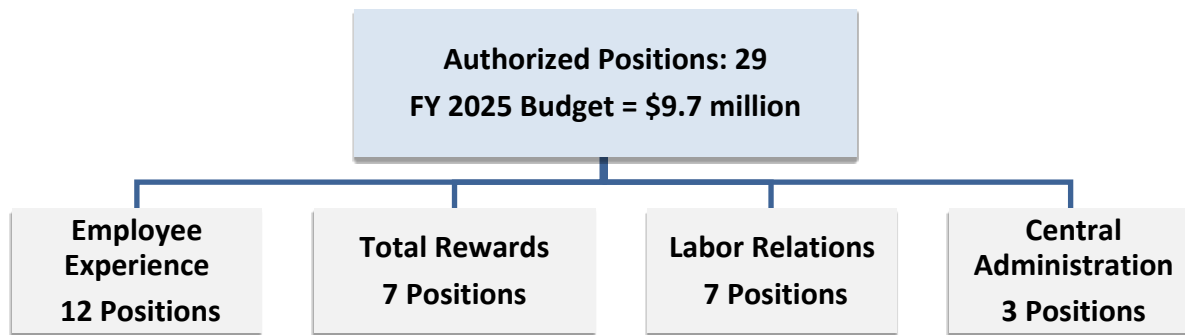
Sustainable

CLUSTER: PEOPLE AND TALENT

DEPARTMENT: People and Talent

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

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



FUNCTIONS

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



DEPARTMENT: People and Talent

BUDGET

The approved FY 2025 budget is decreased compared to the FY 2024 budget due to transfer of 3 positions to the Finance Department and an increase in contractual services

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	31	34	34	29	5	15%
Headcount: Filled	25	25	25	20	5	20%
Personnel Services	\$ 5,153	\$ 5,252	\$ 5,724	\$ 5,302	\$ 422	7%
Supplies	2	2	3	4	(1)	(33)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	24	30	27	24	2	8%
Contractual	1,348	2,885	4,165	4,354	(190)	(5)%
Water Purchases	-	-	-	-	-	-
Biosolids	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services	1,374	2,917	4,194	4,383	(189)	(4)%
Department Total	\$ 6,527	\$ 8,169	\$ 9,919	\$ 9,685	\$ 234	2%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
An average of 60 days from job posting to offer acceptance	N/A	58	60	60	Reliable
Under the CBA we have 45 days to initiate disciplinary action	95%	97%	95%	95%	Equitable
Number of FTE employees contributing to 457(b) retirement plan	N/A	926	951	976	Reliable
Number of employees contributing 5% or more to 457(b) retirement plan	N/A	738	763	788	Reliable
Average mandatory training hours per Non-union FTE	N/A	N/A	4	5	Sustainable
Average mandatory training hours per Union FTE	N/A	N/A	1.5	1.5	Sustainable
Average DC Water Non-Union Employee Compensation vs Mid-Point Range	100%	104%	100%	100%	Equitable

DEPARTMENT: People and Talent

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

- Ongoing Enterprise HCM Strategy Implementation of Performance Management System
- Expand DC Water’s Career Ladder Program
- Streamline DC Water’s position reclassification process
- Expand Non-Union Merit-Bonus program to also include Salary Equity Review
- Develop DC Water’s Market Pricing Initiative
- Enhance Wellness Programs focused on Healthy, Safe, and Well imperative
- Organize open season benefit fairs and site visits
- Continue negotiations with the collective bargaining agreements –
- Coordinate management and team building trainings for DC Water employees
- Streamline Talent Acquisition processes
- Revamp the Compensation offer process for Non-Union hires
- Implement hiring manager surveys at the end of the Recruitment process

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

- Expand DC Water’s Career Ladder Program
- Enhance DC Water’s position reclassification process
- Expand Wellness Programs focused on Healthy, Safe, and Well imperative
- Expand open season benefit fairs and site visits
- Begin work on Collective Bargaining Negotiations – Working Conditions Agreements
- Review and Update DC Water Policies and Procedures
- Enhance Wellness Programs to align with the Healthy, Safe, and Well imperative
- Organize open season fair and site visits
- Revamp Internship Program under Talent Acquisition leadership

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

Strategic Plan - Blueprint 2.0 Imperatives Legend:



DEPARTMENT: People and Talent

FY 2024 AND FY 2025 TALENT DEVELOPMENT PLAN

TALENT DEVELOPMENT OVERVIEW

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

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

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

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

Other forms of talent development at DC Water include:

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

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

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

DEPARTMENT: People and Talent

FY 2024 AND FY 2025 TALENT DEVELOPMENT PLAN

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

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

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

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

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

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

FY 2023 ACCOMPLISHMENTS

In FY 2023, we continued to provide Learning, Development, and Engagement opportunities for the Authority.

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

We also coordinated/facilitated and provided communication assistance for multiple customized trainings to support specific departmental needs. In addition, as part of an annual requirement, we assigned, managed, and tracked Mandatory Compliance training for our Non-Union employees via the ERP Oracle. We had a 99% completion rate.

DEPARTMENT: People and Talent

As we continue to build a pipeline for emerging leaders, we successfully delivered our Summer Internship program while providing a learning experience for 39 interns.

We continued identifying critical positions and potential successors to ensure we have the right people in place for now and in the future. Succession Plans were implemented utilizing assessments, focus groups and the 9-box tool. The scope of the Succession plan was for grade A-D. 76 critical positions were identified and 102 high performers within the succession talent pool. The goal is to continue to utilize the succession talent pool to fill new vacancies/acting assignments. As we continue to enhance succession plans, we look forward to building a succession planning process that is transparent, cultivates equity and trust in the process, and helps employees see potential career trajectories for their role. Our goal is to have development plans created for all high performing successor candidates by September 2024. Based on market trends and best practices, 15%-20% of all critical positions should have succession plans in place.

The Authority continued to leverage college and university relationships through the Tuition Assistance Program. We built partnerships with universities to provide discounts and support as part of the TA/TR benefit. In FY 2023, our employees continued to pursue critical certifications in various areas such as Professional Engineering, Program Management, and other degree-seeking programs. Lastly, in FY 2023, a total of 141 employees participated in the Education and Tuition Assistance Reimbursement benefit program. DC Water provided \$295,523.73 to assist employees with their continued education programs.

FY 2024 AND FY 2025 TALENT DEVELOPMENT BUDGET

The approved FY 2025 training budget remains unchanged from FY 2024 at \$1.7 million. The Talent Development branch of People & Talent Department is positioned to help the Authority transform and will continue to focus on the need to develop our workforce beyond the initial job qualifications. In the future, we envision providing DC Water employees the ability to maximize training and development funding through one budget managed by the Talent Development branch. Leading the charge in the creation of a high-performing organization.

CLUSTER: GOVERNMENT AND LEGAL AFFAIRS

DEPARTMENT: Government and Legal Affairs

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

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

Authorized Positions: 14
FY 2025 Budget = \$8.3 million

FUNCTIONS

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



DEPARTMENT: Government and Legal Affairs

BUDGET

The approved FY 2025 budget is relatively flat compared to the approved FY 2024 budget

\$000's	FY 2022	FY 2023	FY 2024	FY 2025	Change from FY 2024	
Description	Actual	Actual	Revised	Approved	Variance	%
Headcount: Authorized	14	14	14	14	0	0%
Headcount: Filled	14	13	13	13	0	0%
Personnel Services	\$ 2,444	\$ 3,231	\$ 3,047	\$ 3,264	\$ (217)	(7)%
Supplies	2	1	3	7	(4)	(133)%
Chemicals	-	-	0	-	0	-
Utilities and Rent	23	31	25	24	1	5%
Contractual	4,500	5,688	5,269	5,017	252	5%
Water Purchases	-	-	0	-	0	-
Biosolids	-	-	0	-	0	-
Small Equipment	-	-	0	-	0	-
Non Personnel Services	4,524	5,720	5,297	5,048	249	5%
Department Total	\$ 6,968	\$ 8,951	\$ 8,345	\$ 8,312	\$ 32	0%

DCW Key Performance Indicators (KPIs)

	FY 2022	FY 2023	FY 2024	FY 2025	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Hours of employee time spent on direct work 1,700	1700	1700	1700	1700	Reliable

DEPARTMENT: Government and Legal Affairs

FY 2024 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2025 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

Strategic Plan - Blueprint 2.0 Imperatives Legend:

Healthy, Safe and Well	Reliable	Resilient	Equitable	Sustainable
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