

Approved FY 2022 Budgets

Section VII: DEPARTMENTAL SUMMARIES



Lead Replacement press event,
Franklin Street, NE

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

DC Water’s organizational structure is a key tool for ensuring that the organizational mission is achieved. The structure consists of twenty-eight 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 the DC Water’s extensive infrastructure and facilities that provide direct services to our customers. Similarly, the Customer Care Department is classified as an operational department due to the integrated nature of their work to operations (i.e., customer care, metering and billing). Provision of first-line customer care to our customers includes 24 hour emergency service. The departments of Engineering and Technical Services, Wastewater Engineering, Clean Rivers, Permit Operations, and Capital Improvement Program (CIP) Infrastructure Management are responsible for ongoing reinvestment in the system infrastructure, compliance with various mandates and provides services to the development community throughout the District of Columbia.

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

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

DC Water continues to make organizational changes and 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 2019, DC Water’s Executive Team implemented series of structural changes aimed at leveraging organizational strengths to produce maximum results, promote high performing team culture across all business units, and provide best employee experience. These structural changes include the creation of the CIP Infrastructure Management department within the Engineering cluster; consolidation of the Distribution & Conveyance Services and Sewer Services into a single department, Pumping and Sewer Operations; creation of the Office of Emergency Management department which was within Distribution & Conveyance Services; and consolidation of the Water Quality & Technology as part of the Water Services department; and creation of the Office of the Chief Operating Officer and Strategy & Performance departments which were previously within the Office of the Chief Executive Officer.

DC Water’s new organizational chart can be found on page VII-14 and reflects structural changes for the following departments and cluster groups:

- Chief Executive Officer – This cluster is comprised of the Office of the Chief Executive Officer, Office of Chief Operating Officer, Strategy & Performance, Board Secretary, and Internal Audit.
- Office of the Chief Operating Officer – Oversees the operations, engineering, administration and customer experience 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, Clean Rivers, Permit Operations, and CIP Infrastructure Management. The operations departments include Water Operations (includes Water Quality and Technology), Pumping & Sewer Operations, Wastewater Treatment Operations, Process Engineering, and Maintenance Services.
- Administrative Services – This cluster includes the Administration Office, Security, Occupational Safety and Health, Office of Emergency Management, Fleet Management, and Facilities Management departments.
- Customer Experience – This cluster includes Customer Care (previously Customer Service) and Information Technology departments.
- Finance and Procurement – This cluster is comprised of Finance and the Procurement & Compliance departments. All goods, services and engineering procurement administration are consolidated under the Procurement and Compliance department. This cluster is also responsible for the oversight of the Non-Ratepayer Revenue Fund.
- People and Talent – Human Capital Management is now the Human Resources department and includes Labor Relations under this cluster.
- Strategy & Performance – This cluster is comprised of Sustainability & Watershed Management, Innovation, Enterprise Program Management Office, Strategic Management and Business Performance Management business units.
- Legal Affairs – General Counsel is now Legal Affairs.
- Marketing and Communications – External Affairs is now Marketing and Communications.

Senior Executive Team

Chief Executive Officer & General Manager	Chief Operating Officer & Executive Vice-President	Chief Financial Officer & EVP, Finance and Procurement	Chief People & Inclusion Officer & EVP People & Talent	Chief Strategy & Performance Officer & EVP Strategy & Performance	Chief Legal Officer & EVP Government & Legal Affairs	Chief Communications & Stakeholders Engagement Officer & EVP
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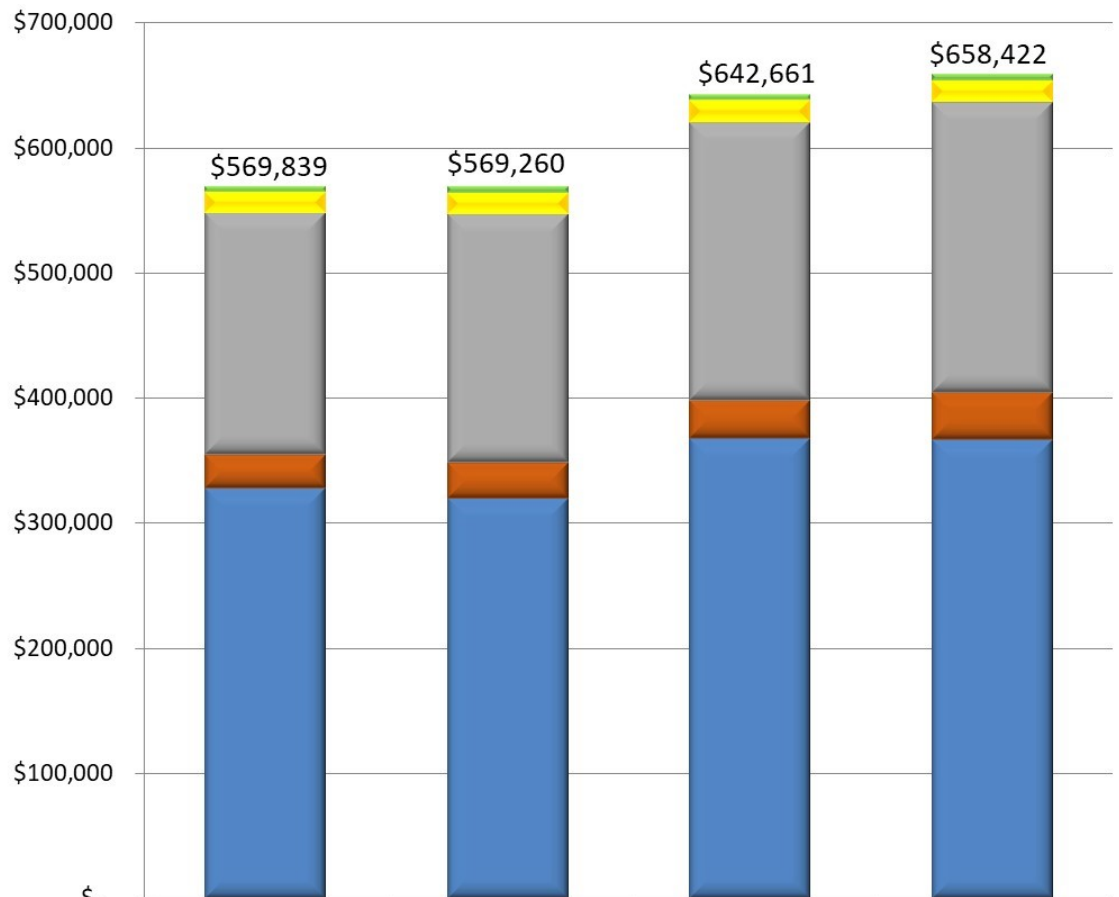


Operating Expenditures Budgets

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\$ in thousands

FY 2019 - FY 2022

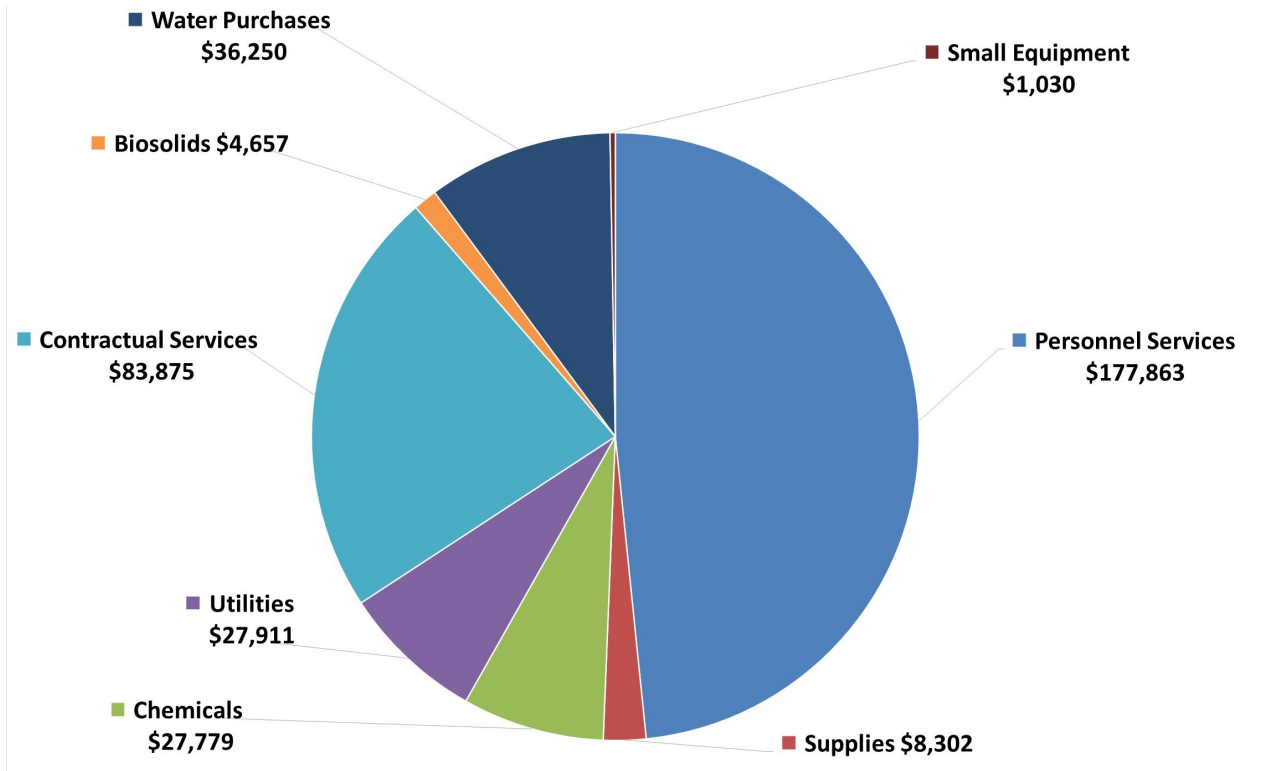


	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved	FY 2022 Approved
■ ROW	\$5,100	\$5,100	\$5,100	\$5,100
■ PILOT	\$16,602	\$16,934	\$17,272	\$17,618
■ Debt Service	\$193,035	\$199,056	\$222,268	\$231,164
■ Cash Financed Capital Improvements	\$26,999	\$28,556	\$30,355	\$37,830
■ Operations & Maintenance	\$328,104	\$319,614	\$367,667	\$366,711

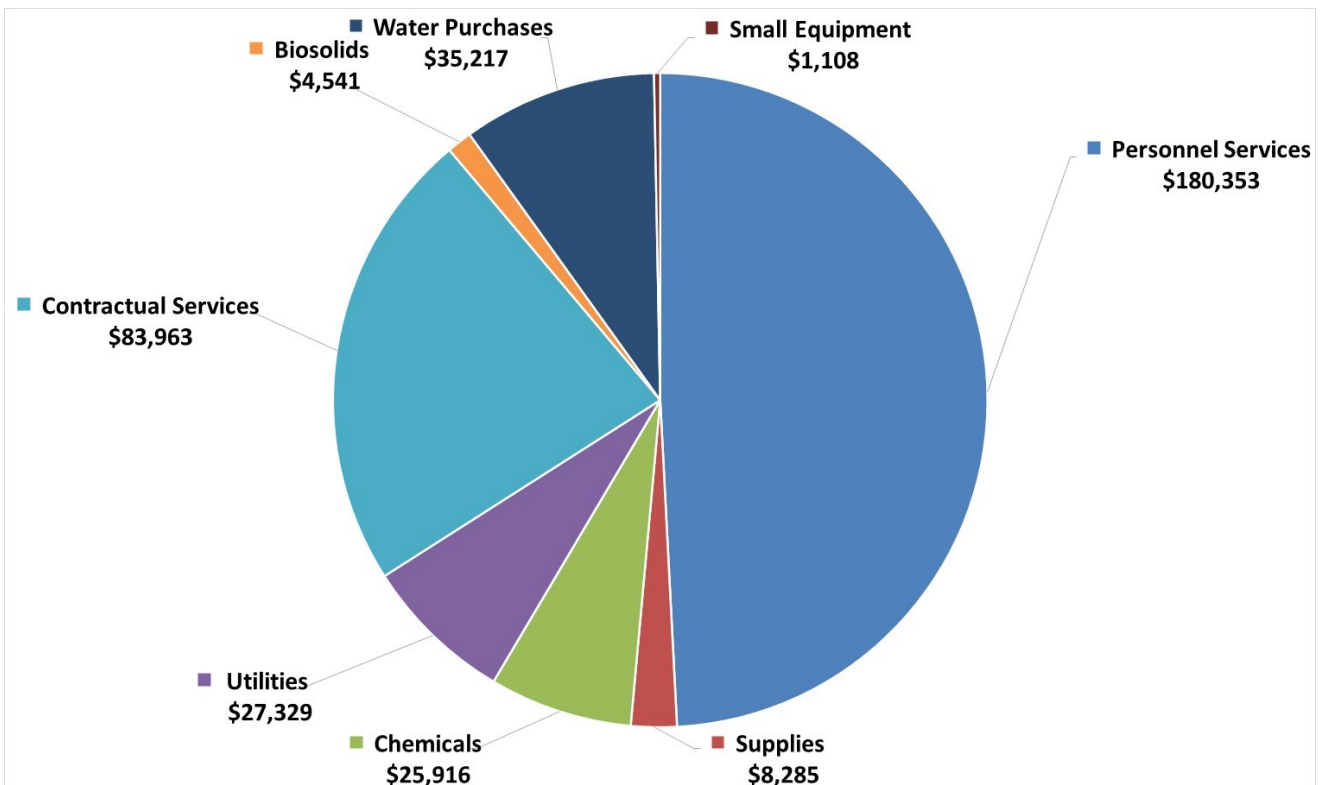
The above chart shows steady growth in operations and maintenance (O&M) costs to maintain appropriate service levels. The overall operating budget is constrained by the increasing debt service costs required to support DC Water’s Capital Improvement Program.

\$ in thousands

FY 2021 Approved \$367,668



FY 2022 Approved \$366,711





Operating Expenditures by Object

\$ in thousands

Object	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 APPROVED	FY 2022 APPROVED
Personnel Services	\$ 157,979	\$ 159,244	\$ 177,863	\$ 180,353
Contractual Services	76,206	74,503	88,532	88,504
Water Purchases	32,430	31,696	36,250	35,217
Chemicals and Supplies	34,979	28,659	36,081	34,201
Utilities	25,778	24,705	27,911	27,329
Small Equipment	731	806	1,030	1,108
Subtotal Operations & Maintenance Expenditures	328,104	319,614	367,666	366,711
Debt Service	193,035	199,056	222,268	231,164
Cash Financed Capital Improvements	26,999	28,556	30,355	37,830
Payment in Lieu of Taxes	16,602	16,934	17,274	17,618
Right of Way Fees	5,100	5,100	5,100	5,100
Total Operating Expenditures	\$ 569,839	\$ 569,260	\$ 642,663	\$ 658,423
Personnel Services charged to Capital Projects	(17,588)	(24,906)	(24,382)	(25,086)
Total Net Operating Expenditures	\$ 552,251	\$ 544,354	\$ 618,280	\$ 633,337

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



Operating Expenditures by Department and Cluster

\$ in thousands

Departments & Clusters	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 APPROVED	FY 2022 APPROVED
OPERATIONS & ENGINEERING	\$ 227,171	\$ 219,519	\$ 249,766	\$ 246,808
Maintenance Services	18,867	18,690	20,075	20,779
Wastewater Treatment-Operations	77,024	69,432	79,533	77,050
Wastewater Treatment-Process Engineering	6,892	6,557	7,232	7,373
Water Quality and Technology	3,436	-	-	-
Water Operations	23,863	53,823	68,045	66,446
Sewer Operations	15,916	11,320	-	-
Pumping Operations/DDCS	52,501	20,462	37,970	37,945
DC Clean Rivers	2,175	309	2,951	4,097
Engineering & Technical Services	21,564	33,548	24,937	21,473
CIP Infrastructure Management	-	725	1,259	4,259
Wastewater Engineering	1,740	1,269	3,599	3,058
Permit Operations	3,192	3,385	4,165	4,328
FINANCE & PROCUREMENT	19,967	22,060	33,467	30,480
Finance	14,853	15,912	26,888	22,673
Procurement & Compliance	5,114	6,148	6,079	7,292
Non-Ratepayer Revenue Fund			500	515
CUSTOMER EXPERIENCE	32,311	30,902	30,745	32,304
Customer Care	20,643	19,563	20,360	21,367
Information Technology	11,668	11,339	10,384	10,937
INDEPENDENT OFFICES	9,153	7,782	9,446	9,708
Board Secretary	567	498	632	634
Office of the Chief Executive Officer	4,877	3,896	5,206	2,133
Office of the Chief Operating Officer				924
Strategy & Performance				2,435
Internal Audit (outsourced)	856	562	742	750
Marketing and Communications	2,853	2,826	2,867	2,832
PEOPLE AND TALENT	6,495	8,671	9,619	10,096
Human Resources	6,495	8,671	9,619	10,096
LEGAL AFFAIRS	6,743	5,639	6,644	7,454
Legal Affairs	6,743	5,639	6,644	7,454
ADMINISTRATIVE SERVICES	26,264	25,040	27,981	29,861
Administration Office	570	629	634	688
Office of Emergency Management	959	1,219	1,498	1,583
Fleet Management	6,717	5,911	6,965	7,194
Occupational Safety & Health	1,817	1,669	2,335	1,898
Facilities Management	8,457	7,952	8,661	9,262
Security	7,742	7,660	7,888	9,236
Subtotal O & M Expenditures	328,104	319,614	367,668	366,711
Debt Service	193,035	199,056	222,268	231,164
Cash Financed Capital Improvements	26,999	28,556	30,355	37,830
Payment in Lieu of Taxes	16,602	16,934	17,272	17,618
Right of Way Fees	5,100	5,100	5,100	5,100
Total Operating Expenditures	\$ 569,840	\$ 569,260	\$ 642,663	\$ 658,423
Personnel Services charged to Capital Projects	(17,588)	(24,906)	(24,382)	(25,086)
Total Net Operating Expenditures	\$ 552,251	\$ 544,354	\$ 618,280	\$ 633,337



FY 2021 Approved Budget by Department by Category

summary overview financial plan rates&rev capital financing departmental glossary

(\$ in thousands)

Auth Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Operating
126	\$ 12,340	\$ 3,716	\$ 1,796	\$ 17,853	\$ 1,052	\$ 27,599	\$ 17,707	\$ 10,488	\$ 4,657	\$ -	\$ 177	\$ 61,681	\$ 79,533
35	3,789	1,211	50	5,051	565	-	57	1,489	-	-	70	2,181	7,232
100	9,132	2,847	630	12,609	3,435	-	167	3,488	-	-	376	7,467	20,075
200	18,140	6,638	1,780	26,558	1,240	30	431	3,504	-	36,250	32	41,487	68,045
123	10,952	3,887	462	15,300	69	-	394	4,587	-	-	10	5,060	20,360
177	16,652	5,625	2,068	24,345	1,384	150	6,244	5,735	-	-	113	13,625	37,970
129	15,466	4,694	938	21,098	125	-	579	3,085	-	-	50	3,839	24,937
17	2,180	653	25	2,857	12	-	-	730	-	-	-	742	3,599
11	1,741	525	-	2,266	22	-	114	549	-	-	-	685	2,951
6	948	311	-	1,259	-	-	-	-	-	-	-	-	1,259
21	2,217	824	45	3,085	41	-	403	636	-	-	-	1,080	4,165
945	93,556	30,930	7,794	132,280	7,946	27,779	26,096	34,290	4,657	36,250	828	137,846	270,126
18	3,226	958	-	4,184	13	-	24	985	-	-	-	1,021	5,206
2	274	53	11	338	17	-	3	272	-	-	2	294	632
17	2,225	617	3	2,844	3	-	7	735	-	-	-	742	3,587
13	1,602	481	-	2,083	14	-	20	3,776	-	-	-	3,800	6,644
30	3,656	1,111	5	4,772	29	-	26	732	-	-	12	784	2,867
28	3,733	1,079	10	4,822	4	-	27	4,790	-	-	-	4,846	9,619
36	3,911	1,186	30	5,126	30	-	163	5,319	-	-	77	5,563	10,384
53	7,329	2,293	40	9,662	20	-	53	866	-	-	3	953	6,079
3	457	115	-	573	1	-	53	17,149	-	-	4	17,225	26,888
6	741	204	5	949	15	-	4	500	-	-	-	500	1,498
51	4,221	1,394	250	5,864	118	-	21	493	-	-	20	549	8,661
8	814	244	1	1,059	54	-	171	2,508	-	-	-	2,797	7,888
11	1,452	409	-	1,861	20	-	325	6,410	-	-	40	6,829	2,335
10	1,090	349	5	1,444	19	-	893	4,564	-	-	45	5,521	6,965
286	34,731	10,491	360	45,582	356	-	1,814	49,585	-	-	203	51,959	97,541
1,231	\$ 128,287	\$ 41,422	\$ 8,154	\$ 177,863	\$ 8,302	\$ 27,779	\$ 27,911	\$ 83,875	\$ 4,657	\$ 36,250	\$ 1,030	\$ 189,804	\$ 367,668
Debt Service													
Cash Financed Capital Improvements													
Payment in Lieu of Taxes													
Right of Way													
Total OPERATING EXPENDITURES													
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TOTAL NET OPERATING EXPENDITURES													
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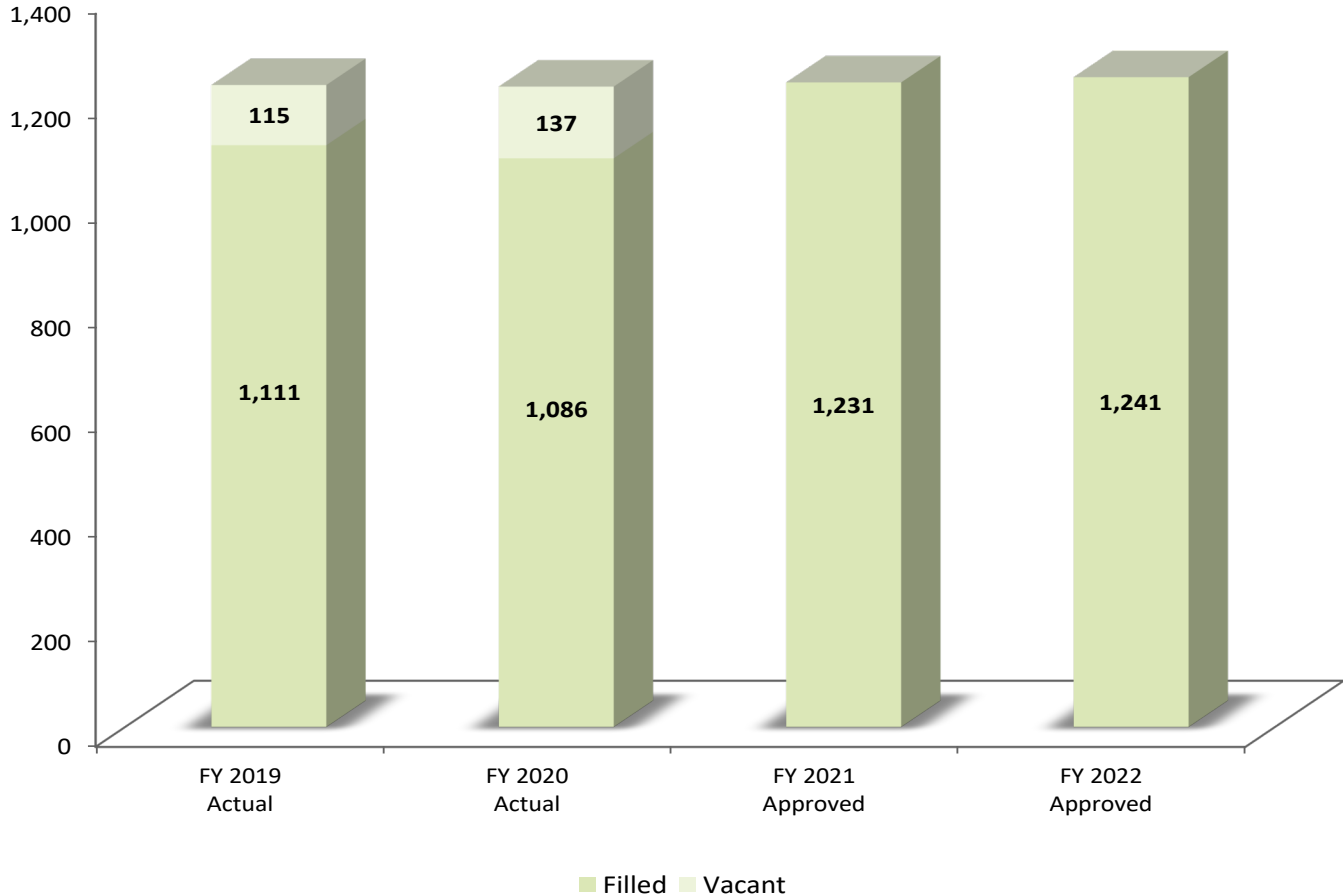


FY 2022 Approved Budget by Department by Category

(\$ in thousands)

	Auth Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Operating
O	126	\$ 12,842	\$ 3,692	\$ 1,796	\$ 18,330	\$ 922	\$ 25,835	\$ 17,148	\$ 10,074	\$ 4,541	\$ 200	\$ 58,720	\$ 77,050	
p	35	3,955	1,217	50	5,222	492		46	1,533		80	2,152	7,373	
e	99	9,525	2,955	630	13,110	3,753		136	3,391		389	7,669	20,779	
r	202	18,754	6,268	1,780	26,802	913	30	572	2,860		35,217	39,645	66,446	
a	123	11,162	3,769	462	15,393	86		394	5,462			5,974	21,367	
t	176	17,297	5,512	2,068	24,877	1,366	52	6,312	5,242		96	13,067	37,945	
i	110	12,353	3,599	938	16,890	104		515	3,904		60	4,583	21,473	
o	15	1,746	482	25	2,253	10		-	795		-	805	3,058	
n	9	1,714	464	-	2,179	22		108	1,789		-	1,918	4,097	
s	25	3,298	961	-	4,259						-	-	4,259	
	21	2,378	809	45	3,232	36		400	660			1,096	4,328	
	941	95,025	29,728	7,794	132,547	7,704	25,917	25,630	35,709	4,541	35,217	912	135,629	268,176
A	4	719	189	-	908	5		13	1,188		-	-	1,206	2,114
d	4	612	187	-	799	-		-	125		-	-	125	924
m	2	294	48	-	342	17		3	270		2		292	634
i	9	1,586	414	-	2,000	6		13	435				454	2,454
n	-	-	-	-	-	-		7	743				750	750
i	18	2,458	636	3	3,097	3		30	4,325		-	-	4,357	7,454
s	13	1,603	445	-	2,048	14		25	733		12		784	2,832
t	31	4,482	1,125	5	5,612	29		27	4,428		-		4,484	10,096
r	31	4,168	1,149	10	5,327	4		179	5,360		67		5,610	10,937
a	42	5,041	1,436	30	6,507	28		54	700		3		785	7,292
t	57	7,399	2,216	40	9,656	15		53	12,950		-		13,018	22,673
i	-	-	-	-	-	-			515				515	515
o	3	506	130	-	636	1		4	48				52	688
n	6	785	220	5	1,010	13		17	518		25		574	1,583
	52	4,549	1,316	250	6,115	362		158	2,623		3		3,146	9,262
	7	847	214	1	1,062	49		325	7,770		30		8,174	9,236
	12	1,162	309	-	1,471	10		25	393		-		427	1,898
	9	939	273	5	1,217	25		767	5,131		55		5,977	7,194
	300	37,148	10,309	349	47,807	581	-	1,699	48,254	-	-	196	50,730	98,537
	1,241	\$ 132,173	\$ 40,038	\$ 8,143	\$ 180,353	\$ 8,285	\$ 25,917	\$ 27,329	\$ 83,963	\$ 4,541	\$ 35,217	\$ 1,108	\$ 186,359	\$ 366,711
Debt Service														
Cash Financed Capital Improvements														231,164
Payment in Lieu of Taxes														37,930
Right of Way														17,618
Total OPERATING EXPENDITURES														5,100
Personnel Services charged to Capital Projects														\$ 658,423
TOTAL NET OPERATING EXPENDITURES														\$ 633,337

FY 2019 - FY 2022



DC Water is committed to a strategic goal to achieve a lower vacancy rate. Through FY 2022, the approach undertaken included a closer look and assessment of staffing requirements needed to maintain service levels, coupled with increased hiring efforts in areas of need and criticality throughout the Authority.

During the FY 2020 budget cycle, a total of 63 aged and hard to fill vacant positions were deactivated to lower costs and reduce the high vacancy rate. There were 15 new positions added for a net reduction of 48 positions in FY 2020. The new positions were for in-house support of various operational requirements for water quality compliance, automotive parts, permits, and other strategic programs.

For FY 2021, 5 new positions were added to the overall headcount to support DC Water’s activities as required by the Consumer Protection Amendment.

In FY 2022, 8 new positions were added to advance the Lead Free DC initiatives for inspection work and reduce continued reliance on consultants for support of various operational and day-to-day activities.



Authorized Positions

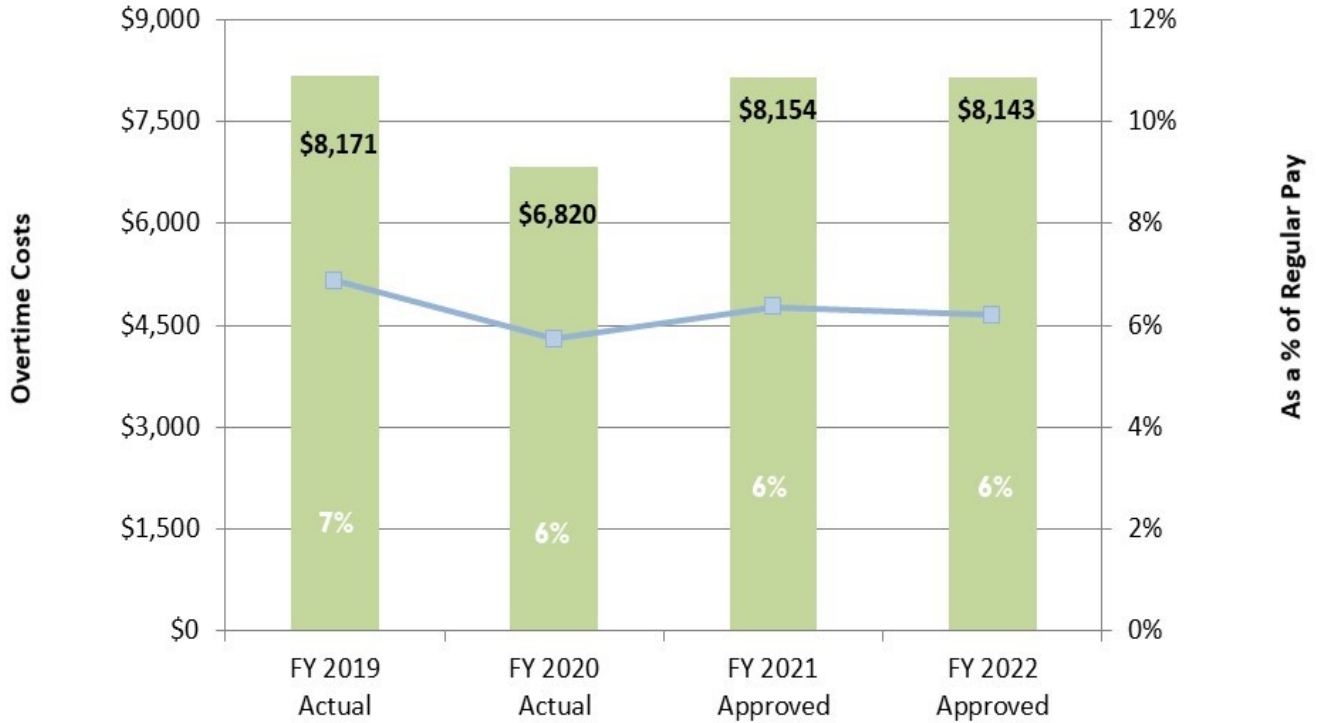
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	FY 2019		FY 2020		FY 2021	FY 2022
	Authorized	Year -End Filled	Authorized	Year -End Filled	Authorized	Authorized
Wastewater Treatment - Operations	126	113	127	114	126	126
Wastewater Treatment - Process Engineering	35	32	33	30	35	35
Maintenance Services	100	95	102	89	100	99
Water Operations	173	166	199	185	200	202
Sewer Operations	97	89	99	88		
Customer Care	121	107	122	103	123	123
Pumping and Sewer Operations	80	77	78	75	177	176
Water Quality & Technology	27	24				
Engineering and Technical Services	135	120	129	97	129	110
Wastewater Engineering	17	12	18	10	17	15
CIP Infrastructure Management			6	20	6	25
D.C. Clean Rivers	11	8	11	8	11	9
Permit Operations	21	20	20	21	21	21
Subtotal	943	863	944	840	945	941
Office of the Chief Executive Officer	18	15	15	11	18	4
Office of the Chief Operating Officer						4
Performance & Strategy						9
Office of the Secretary	2	2	2	2	2	2
Internal Audit (outsourced)	-	-	-	-	-	-
Legal Affairs	15	8	15	12	17	18
Marketing and Communications	13	13	13	11	13	13
Human Resources	30	24	29	29	30	31
Information Technology	28	28	28	26	28	31
Procurement and Compliance	36	30	35	35	36	42
Finance	52	51	52	48	53	57
Administration Office	3	3	3	3	3	3
Office of Emergency Management	6	4	6	3	6	6
Facilities Management	51	46	52	45	51	52
Security	8	7	8	5	8	7
Occupational Safety and Health	11	11	11	9	11	12
Fleet Management	10	6	10	7	10	9
Subtotal	283	248	279	246	286	300
Total Positions	1,226	1,111	1,223	1,086	1,231	1,241

Apprentices, year-round interns, short-term temps and summer temps are not included in the authorized or filled count.

\$ in thousands

FY 2019—FY 2022



The Authority’s overtime target is 6 percent of regular pay. Overtime cost in FY 2020 was significantly below historical trends due to the modified shifts to ensure the safety of work crews during the COVID-19 pandemic. The projected increases in future overtime costs is cover any needed response to emergencies during the winter seasons and maintenance work due to aging water and sewer infrastructure.



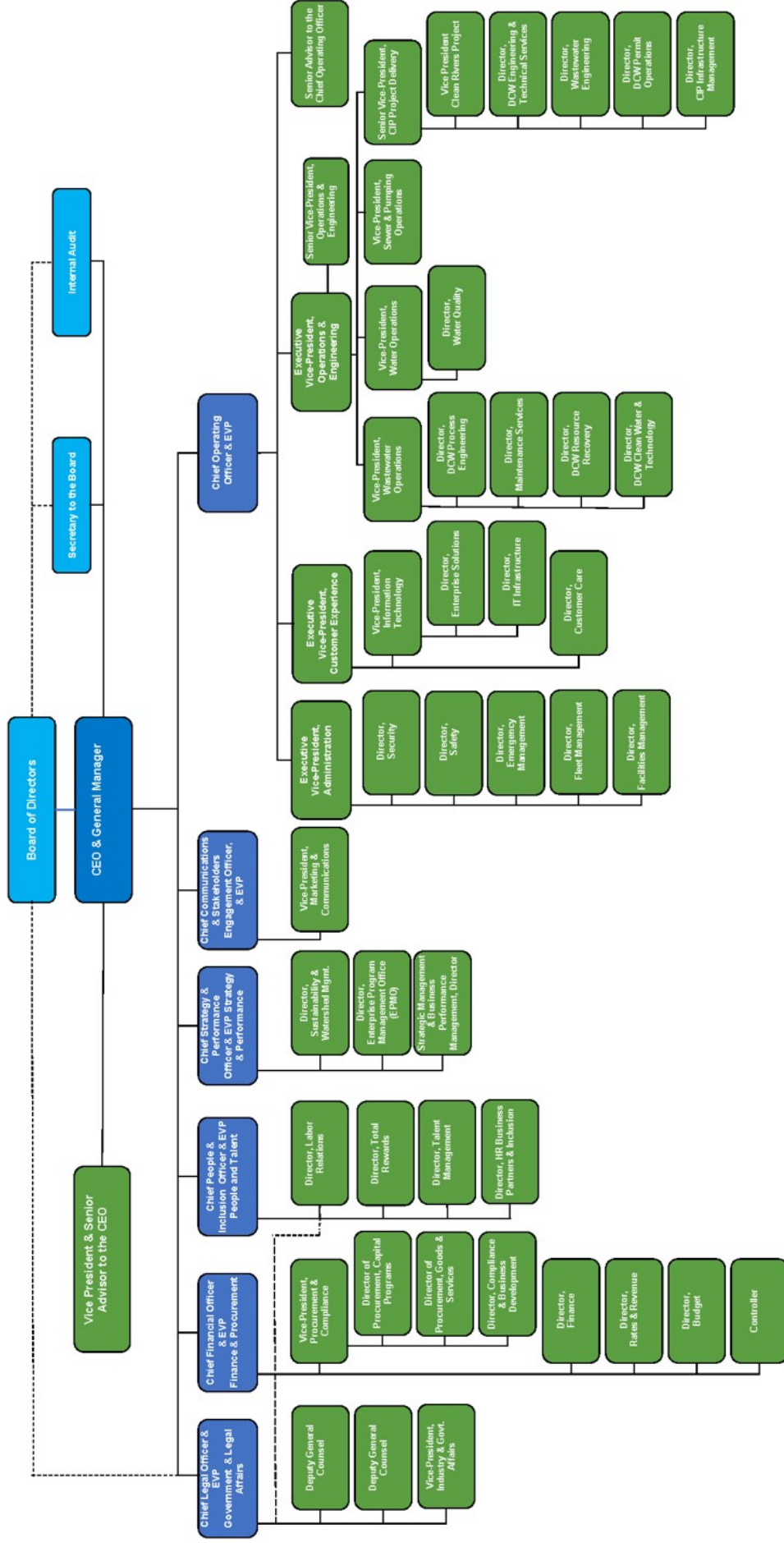
Overtime Budget by Department

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\$ in thousands

Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved	FY 2022 Approved
Wastewater Treatment - Operations	\$ 1,859	\$ 1,687	\$ 1,796	\$ 1,796
Wastewater Treatment - Process Engineering	30	80	50	50
Maintenance Services	587	684	630	630
Water Operations	1,856	1,098	1,780	1,780
Sewer Operations	1,527	779	-	-
Customer Care	448	374	462	462
Pumping and Sewer Operations	730	669	2,068	2,068
Water Quality & Technology	2	-	-	-
Engineering and Technical Services	696	1,135	938	928
Wastewater Engineering	22	16	25	25
CIP Infrastructure Management		11		10
DC Clean Rivers	6	-	-	-
Permit Operations	21	15	45	45
Office of the Chief Executive Officer	2	2	-	-
Office of the Board Secretary	13	2	11	-
Internal Audit	-	-	-	-
Legal Affairs	2	1	3	3
Marketing and Communications	3	2	-	-
Information Technology	9	9	10	10
Finance	38	25	40	40
Office of Emergency Management	-	-	5	5
Administration Office	-	-	-	-
Human Resources	1	3	5	5
Facilities Management	240	196	250	250
Security	1	0	1	1
Procurement and Compliance	66	26	30	30
Occupational Safety and Health	0	-	-	-
Fleet Management	13	5	5	5
Total	\$ 8,171	\$ 6,820	\$ 8,154	\$ 8,143

DC Water Organizational Leadership

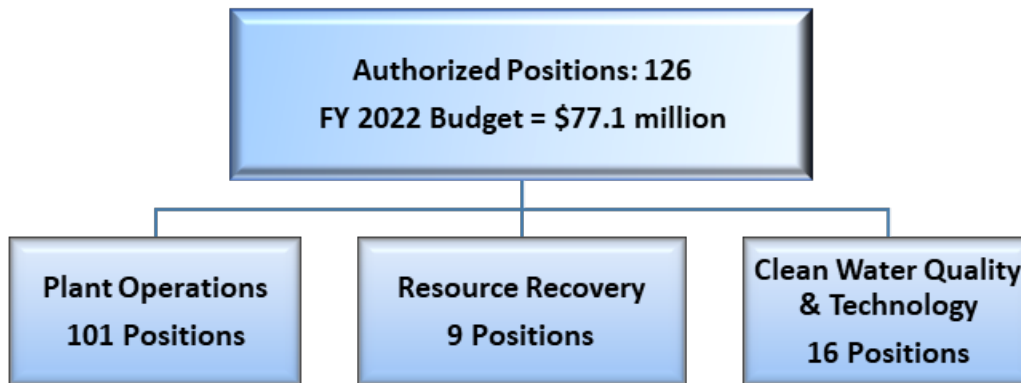


CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Wastewater Treatment Operations

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

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



FUNCTIONS

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

Department: Wastewater Treatment Operations

BUDGET

The \$2.5 million decrease in FY 2022 over the FY 2021 budget is mainly for price decrease in major chemicals, cost reductions in utilities, offset by an increase in personnel service

Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	127	127	126	126	0	0%
Headcount: Filled	123	114				
Total Personnel Services	\$16,982	\$16,786	\$17,853	\$18,330	\$477	3%
Supplies	573	510	1052	922	-130	-12%
Chemicals	26,751	21,643	27,599	25,835	-1,764	-6%
Utilities & Rent	15,861	15,179	17,707	17,148	-559	-3%
Contractual Services	12,200	10,522	10,488	10,074	-414	-4%
Biosolids	4,566	4,660	4,657	4,541	-116	-2%
Small Equipment	91	134	177	200	23	13%
Total Non-Personnel Services	60,042	52,647	61,681	58,720	-2,961	-5%
Department Total	\$77,024	\$69,433	\$79,533	\$77,050	-\$2,484	-3%
Capital Equipment	-\$3	\$22	\$100	\$50	-\$50	-50%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Achieve NACWA Award Status	Platinum	Platinum	Platinum	Platinum
Compliance with disposal of biosolids regulations (100%)	100 % compliance	100 % compliance	100 % compliance	100 % compliance
Inspection and Sampling of Pretreatment Permittees (100%)	100 % compliance	100 % compliance	100 % compliance	100 % compliance
Obtain 90% acceptable results on discharge monitoring report quality assurance samples	100 % compliance	Greater than 90 % compliance	Greater than 90 % compliance	Greater than 90 % compliance

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

Department: Wastewater Treatment Operations

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program
- Continue optimization of new capital projects (this includes Filtrate Treatment Facility, Tunnel Dewatering Pump Station, and Gravity Thickening Upgrades)
- Implement workforce development to enhance skill and create a learning environment for staff
- Continue to support implementation of other CIP projects in progress, including Long Term Control Plan (LTCP), Raw Wastewater Pump Station 2 (RWWPS2), Gravity Thickener, Primary Scum Screening Degrating Building (PSSDB) upgrades, and Filter Update Design (this includes installation of new Filter Influent Pumps)
- Continue implementation of Safety and Operator Cross Training
- Continue to improve the structure and use of Maximo (this will include roll out of mobile tablets for creation of work orders and field inspections)
- Continue to work with surrounding jurisdictions (Maryland and Virginia) on regulatory requirements for biosolids and land applications
- Continue to increase the use of biosolids products (Bloom), in the service area, for restoration projects, tree plant, and Low Impact Development (LID) projects
- Implement the marketing plan for Class A exceptional quality Bloom
- Continue to take a lead in conducting cutting-edge research in wastewater treatment and biosolids management
- Expansion of innovative research strategies such as Advanced Research Technology (ART) initiatives

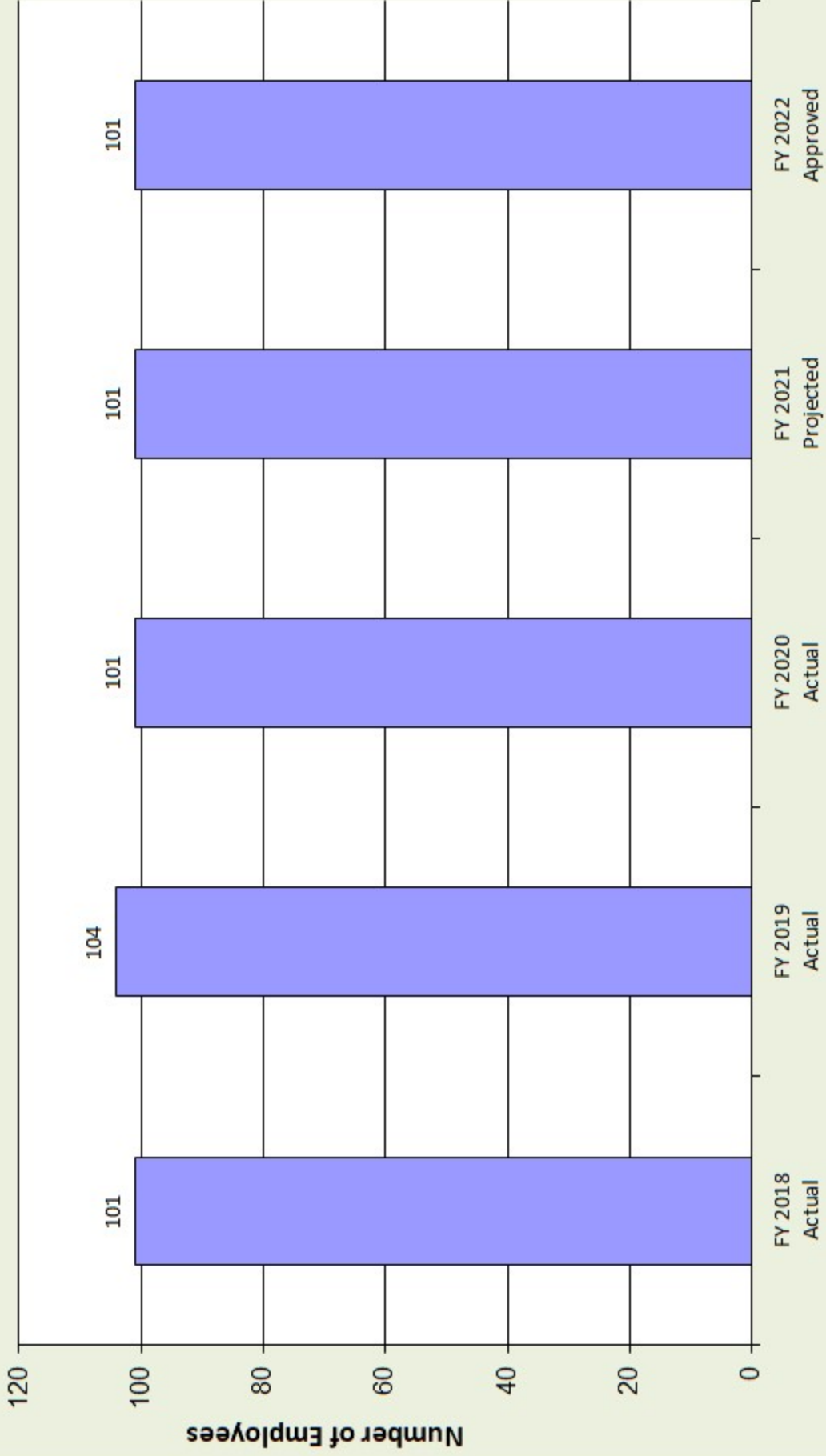
FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program
- Continue optimization of all CIP projects

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

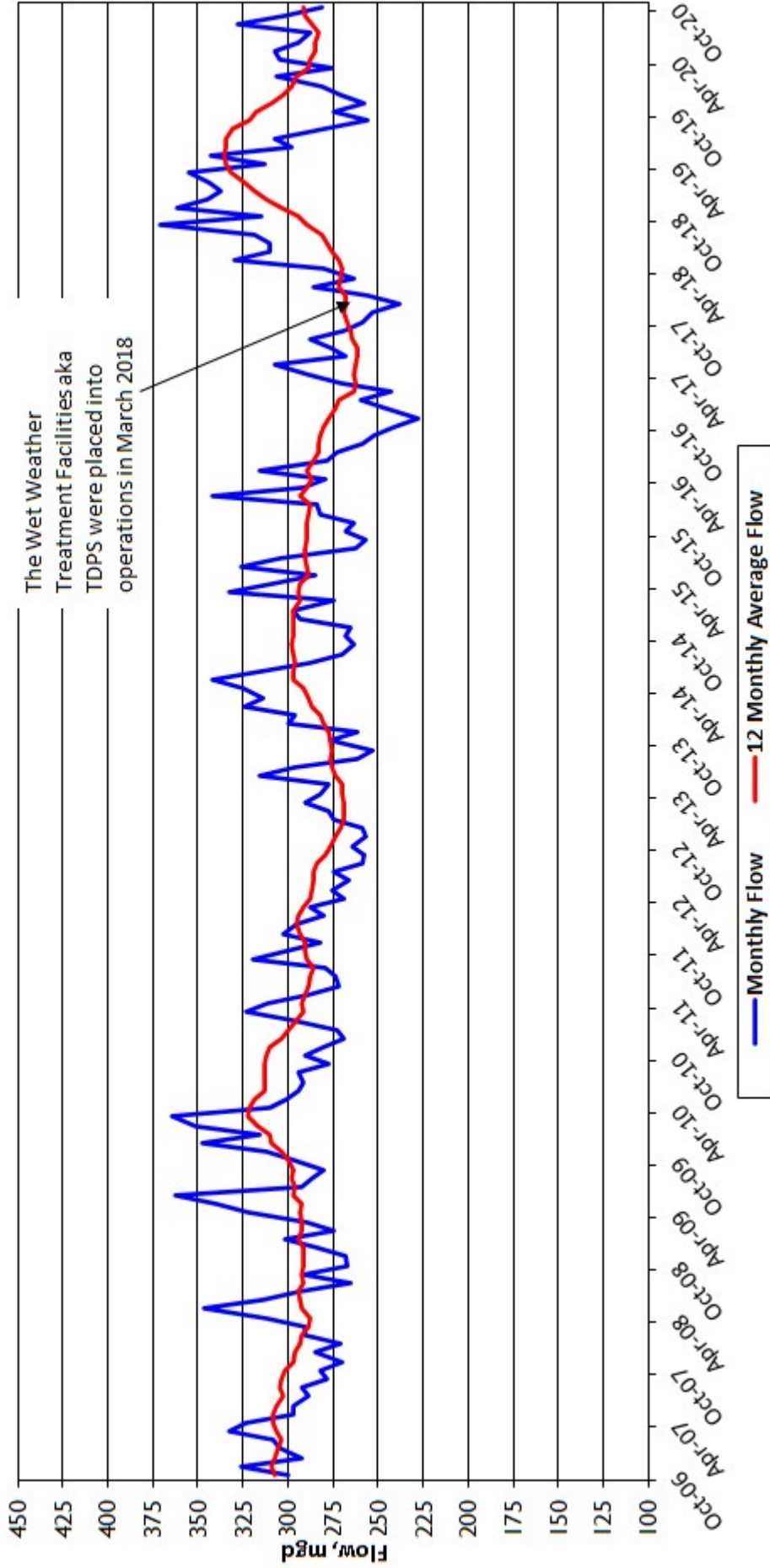
- Increased use of city water as a result of improved fluent screening
- Full year operation of the Filtrate Treatment Facilities (FTF) will decrease methanol usage, increase electricity usage and other associated operation and maintenance costs
- Full year operation of the Tunnel Dewatering Enhanced clarification Facilities will increase electricity usage, chemicals and other associated operation and maintenance costs

Wastewater Treatment Certified Operators* FY 2018 - FY 2022

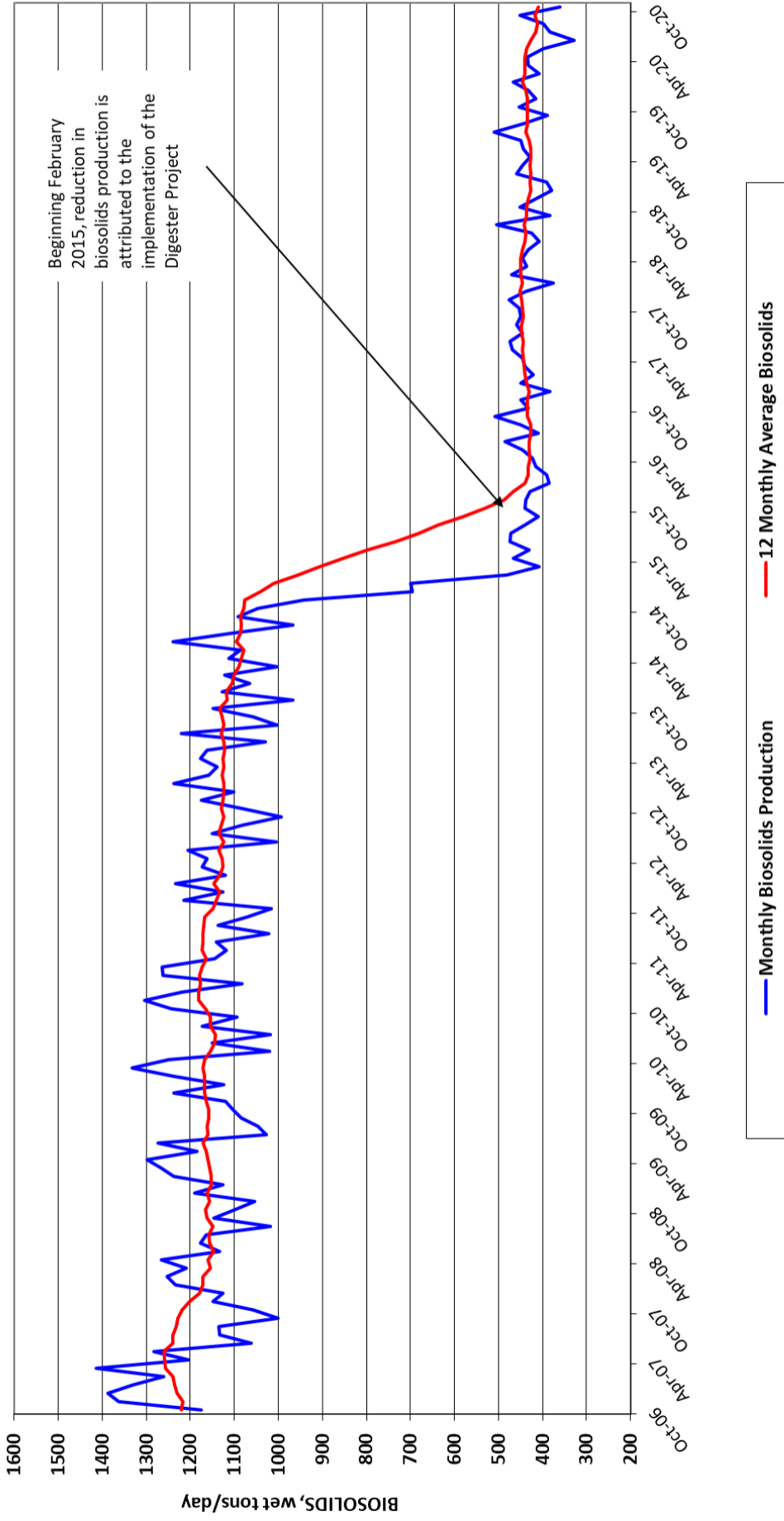


*Includes all positions with Certified Wastewater Treatment Plant Operator License
DC Water FY 2022 Budgets, Adopted April 1, 2021

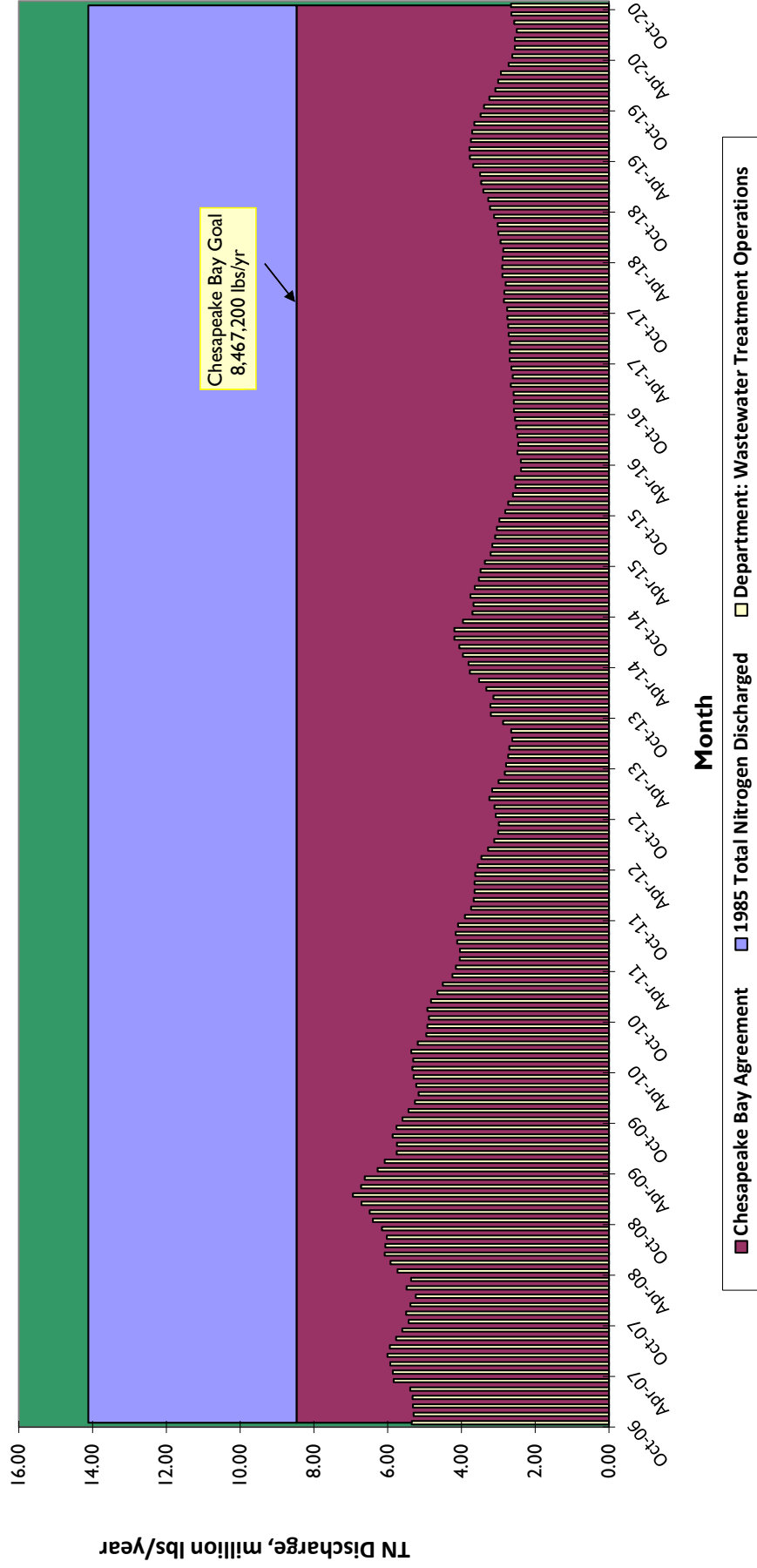
BLUE PLAINS PLANT EFFLUENT FLOW OCTOBER 2006 - OCTOBER 2020



BLUE PLAINS PLANT BIOSOLIDS PRODUCTION OCTOBER 2006 - OCTOBER 2020



ANNUAL TOTAL NITROGEN LOAD GRAPH OCTOBER 2006 - OCTOBER 2020

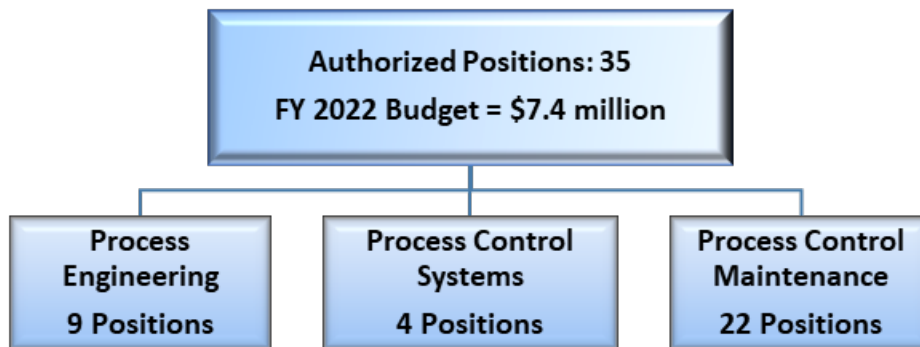


CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Wastewater Treatment - Process Engineering

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

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



FUNCTIONS

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

Department: Wastewater Treatment - Process Engineering

BUDGET

The \$0.1 million increase in FY 2022 compared to the FY 2021 budget is mainly for personnel services cost adjustments

\$000's Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	39	33	35	35	0	0%
Headcount: Filled	33	30				
Total Personnel Services	\$4,841	\$4,833	\$5,051	\$5,222	\$171	3%
Supplies & Chemicals	413	450	565	492	-73	-13%
Utilities & Rent	55	43	57	46	-11	-20%
Contractual Services	1,579	612	1,489	1,533	45	3%
Small Equipment	4	25	70	80	10	14%
Total Non-Personnel Services	2,051	1,130	2,181	2,152	-30	-1%
Department Total	\$6,892	\$5,963	\$7,232	\$7,373	\$142	2%
Capital Equipment	\$152	\$339	\$425	\$400	-\$25	-6%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Critical Equipment Availability (97%)	>97%	>97%	>97%	>97%

Department: Wastewater Treatment - Process Engineering

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Maintain full compliance with the National Pollutant Discharge Elimination Systems (NPDES) permit
- Continue to training staff on new processes such as Filtrate Treatment Facilities (FTF), Wet Weather Facility and training on CIP/commissioning projects as part come on-line; Raw Wastewater Pump Station 2 (RWWPS2), Gravity Thickener and Primary Scum Screening De-grating Building (PSSDB) Upgrades and Filter Influent Pump Replacement
- Continue to support implementation of other CIP projects in progress, including Long Term Control Plan (LTCP), Raw Wastewater Pump Station 2 (RWWPS2), Gravity Thickener and Primary Scum Screening De-grating Building (PSSDB) upgrades, Filter Influent Pump Replacement, Reclaimed Final Effluent Pumping Upgrades and Multimedia Filter Upgrades
- Conduct process design reviews for capital projects (i.e. Headworks Upgrades, Multi Media Filtration Upgrades, etc.)
- Continue implementation of Reliability Program to ensure availability of critical process equipment
- Continue implementation and support of an Asset Management Program in tandem with an Asset Reliability Program
- Continue to improve the structure and use of Maximo (including the roll out 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
- Fine tune and monitor key performance indicators in Process Engineering, Control Systems, and Control Maintenance groups
- Conduct aggressive training program to support reduction in contracted work force

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program
- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

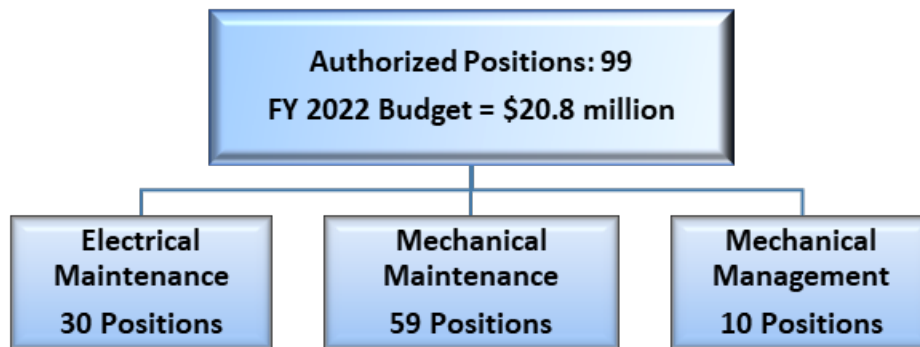
- Increased preventive maintenance costs for new equipment and facilities
- Increased effort for training and commissioning of new facilities—RWWPS2, GT Upgrade, FIP Replacement and Tunnel Facilities

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Maintenance Services

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

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



FUNCTIONS

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

Department: Maintenance Services

BUDGET

The \$0.7 million increase in FY 2022 compared to the FY 2021 budget is due to personnel services adjustments and increase in supplies

\$000's Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	110	102	100	99	-1	-1%
Headcount: Filled	101	89				
Total Personnel Services	\$11,497	\$11,644	\$12,609	\$13,110	\$501	4%
Supplies & Chemicals	3875	3,669	3435	3753	318	9%
Utilities & Rent	155	177	167	136	-32	-19%
Contractual Services	3,080	2,931	3,488	3,391	-97	-3%
Small Equipment	260	269	376	389	13	4%
Total Non-Personnel Services	7,370	7,046	7,467	7,669	202	3%
Department Total	\$18,867	\$18,690	\$20,075	\$20,779	\$704	4%
Capital Equipment	\$3,582	\$2,898	\$3,920	\$4,000	\$80	2%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Critical Equipment Availability (97%)	93% ⁽¹⁾	96%	95%	95%
Ratio of Proactive vs Reactive Maintenance	60:40	63:37	68:32	68:32

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

Department: Maintenance Services

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Improve planning and scheduling process
- Continue to expand culture of Reliability and Asset Management in the department
- Continue to Increase the level of data driven decision making at all levels of the organization
- Continue to perform Failure Mode and Effects Analysis (FMEAs) along with Preventive Maintenance Optimization (PMOs)
- Establish Quality Assurance & Quality Control as a program
- Continue training initiatives to provide skills that supports best maintenance practices and reduction in contracted work force

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Maintain a culture of Reliability and Asset Management in the department and shared across the Authority
- Continue to perform Failure Mode and Effects Analysis (FMEAs) along with Preventive Maintenance Optimization (PMOs)
- Continue training initiatives to provide skills that supports best maintenance practices and reduction in contracted work force

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

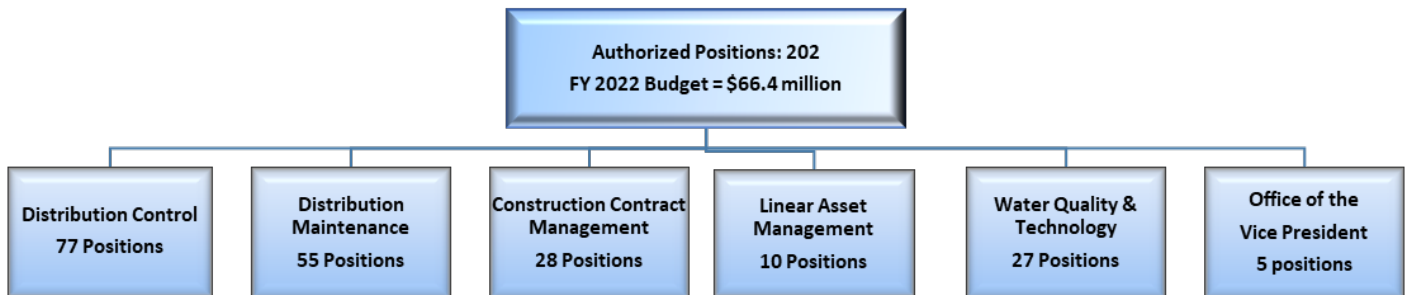
- Assume maintenance activities for Tunnel Dewatering Pump Station (TDPS) and Enhanced Clarification Facility (ECF)
- Develop maintenance plan for Gravity Thickening Project

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Water Operations

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

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



FUNCTIONS

Distribution Control	Distribution Maintenance	Construction Contract Management	Linear Asset Management	Water Quality & Technology	Office of the Director
Preventative maintenance on the 43,860 system valves Inspect, maintain and replace 9,510 fire hydrants, in accordance with the Memorandum of Understanding (MOU)	Repair and replace water mains, service lines, valves, hydrants and other appurtenances including linear assets	Manage ongoing multifaceted contracts to support water and sewer infrastructure rehabilitation and replacement programs Administer Public Space Restoration Program	Administer the comprehensive asset management program for both water and sewer systems Support Voluntary Lead Service Program	Environmental Protection Agency (EPA) drinking water compliance, monitoring and reporting Assess online water quality data and models and enforce fire hydrant usage policies and regulations	Provide oversight and ensure operational compliance with various MOUs
Perform fire flow tests for developers and analyze system data First responders to Investigate water system leaks emergencies	Perform all water services taps, and abandonments in the District	Manage the acquisition of District Department of Transportation (DDOT) permits to facilitate emergency repairs and scheduled projects	Optimize and prioritize capital program projects using condition assessment and analysis of Computerized Management Maintenance Software (CMMS)	Ensure water quality within the distribution system Manage cross connection program, Fats, Oil & Grease (FOG) program, and Fire hydrant use permits and fees	Manage departments operating and capital budgets and perform budget monitoring functions
Manage the Operations Control Center Coordinate and monitor system pressure in the water distribution system		Provide inspection services for private developers validating service connections and abandonments	Manage the lifecycle maintenance costs and extend service life of assets preventative maintenance programs	Collaborate with District agencies to mitigate adverse health effects from drinking water contaminants	

Department: Water Operations

BUDGET

The \$1.6 million decrease in FY 2022 compared to FY 2021 budget is for contractual services and water purchases from the Washington Aqueduct (WAD) based on DC Water's proportionate share of WAD's operating budget, slightly offset by an increase in salary adjustments

Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	182	199	200	202	2	1%
Headcount: Filled	166	185				
Total Personnel Services	\$20,289	\$24,897	\$26,558	\$26,802	\$244	1%
Supplies & Chemicals	867	572	1270	943	-327	-26%
Utilities & Rent	305	568	431	572	141	33%
Contractual Services	1,929	1,889	3,504	2,860	-645	-18%
Water Purchases	0	31,696	36,250	35,217	-1,033	-3%
Small Equipment	21	47	32	54	22	69%
Paving	0	141	0	0	0	0%
Total Non-Personnel Services	3,122	34,912	41,487	39,645	-1,842	-4%
Department Total	\$ 23,411	\$59,809	\$68,045	\$66,446	-\$1,599	-2%
Capital Equipment	\$646	\$348	\$800	\$800	\$0	0%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Maintain full compliance with Safe Drinking Water Act standards for positive coliform results (less than 5%)	0.4%	2%	2%	2%
Maintain a 99% fire hydrant operational rate	99%	99%	99%	99%
Respond to 95% of all emergency service orders in less than 45 minutes	97%	97%	97%	97%
# of Distribution Control Branch (DCB) reports highlighting System Pressure Monitoring by Zone	new	12	12	12
Number of water main breaks per 100 miles of pipe	35	33	31	31
Percent of chlorine results < 1.0 mg/L	26%	25%	25%	25%
Flush and test areas susceptible to chlorine degradation	197	200	200	200
Point of entry pipe material identification	280	500	1000	1000
Lead profiling for unknown service lines	39	100	200	200

Department: Water Operations

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to develop the transmission and distribution valve assessment and rehabilitation program to extend the full life expectancy of the assets
- Continue to conduct preventative maintenance on all public fire hydrants at least once a year and perform repairs in accordance with the existing MOU
- Continue to replace fire hydrants in accordance with the existing MOU
- Correct 90% of fire hydrants that are out of service within 30 days
- Work on enhancements to the fire flow testing program to increase the number of accepted fire flow tests to be in line with the existing MOU
- Continue to support the CIP, Developer, DDOT, AMI, condition assessment, and private plumbing projects with distribution system isolations
- Expand water system distribution pressure monitoring
- Continue to develop the transmission and distribution valve assessment and rehabilitation program to extend and realize the full life expectancy of the assets
- Continue to develop customer notification system using Everbridge for water distribution system isolations
- Plan and execute flushing operations to achieve target chlorine residual in all areas
- Coordinate with IT to create new data applications and database for lead testing processes; and create new Maximo and data applications for customer complaint and flushing processes
- Improve water quality on-line monitoring surveillance
- Expand customer usage of Third Party Portal (3PP) online reporting system in the areas of Cross-Connection Control/Backflow Preventer Inspection, Fire Hydrant Usage and Fats, Oils and Grease Abatement System Cleaning and Maintenance including promoting use of the 3PP mobile app
- Coordinate with external and internal stakeholders to improve customer compliance with Cross-Connection Control/Backflow Preventer and Fats, Oils and Grease (FOG) Regulations from an FY 2020 average monthly compliance ratio of 64%
- Coordinate with Offices of Legal Affairs and Pretreatment and Department of Pumping and Sewer Operations to propose new regulations and codes on Cross-Connection/Backflow Preventer and FOG
- Coordinate with Customer Service and IT to Improve SAP automatic billing and 3PP issuing of permits and equipment associated with Customer Fire Hydrant Usage
- Coordinate with IT and Department of Pumping Operations and WWT Maintenance to evaluate a barcode system for identifying and tracking internal backflow preventers
- Continue to manage valve exercising and condition assessment program to extend the useful life of the assets
- Continue to support preventative maintenance programs (i.e. hydrant, valve, sewer mains, outfalls)
- Continue to support SDWMR CIP projects (plan review, shut development, asset commissioning)
- Develop Drone Inspection Program
- Support water main inspection and condition assessment program
- Implement cathodic protection testing, inspection, and maintenance program
- Implement mobile computing solution in support of hydrant inspection
- Continue to provide technical support for department (hydraulic modeling, GIS mapping, GPS location, field inspection)

Department: Water Operations

- Manage CSO Compliance Program in support of consent decree
- Continue to perform RCA (Root Cause Analysis) on major asset failures

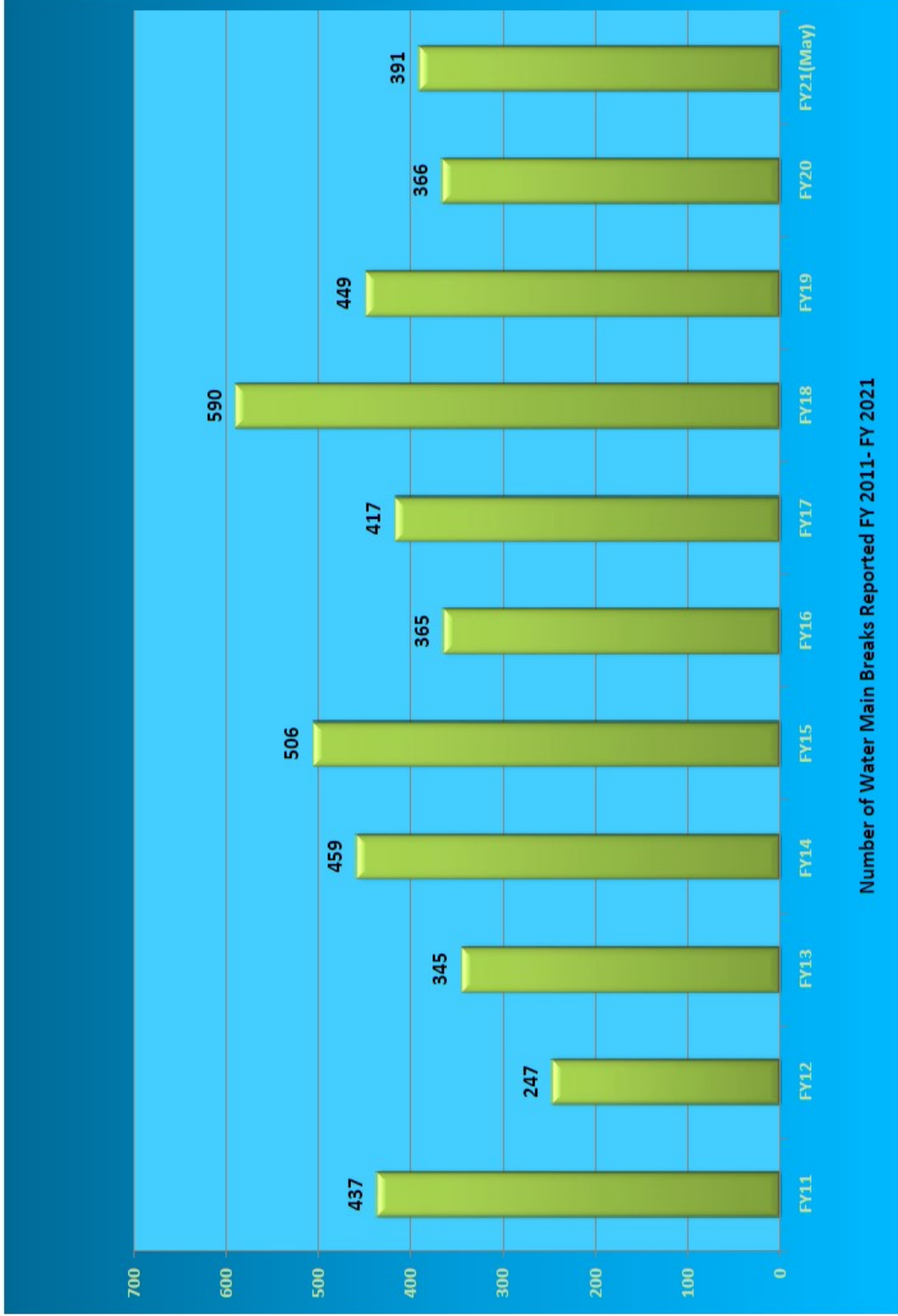
FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to provide emergency response and conduct repairs on the distribution system
- Continue to improve customer experience by reducing the response time for conducting low priority repairs
- Continue to identify and execute small operational Capital Improvement Projects focused on addressing water quality issues that were previously deferred
- Continue to perform all water services taps and abandonments 2” and smaller in the District
- Continue to inspect sites for compliance and enforcement
- Continue to ensure industry best practices for safety, technology implementation, and equipment
- Continue and potentially expand leadership and support to the Lead Free DC initiative (i.e., unknown material inventory, revised CIP focus, etc.)
- Expand main break data collection capabilities and explore options for conducting material/soil testing in-house
- Develop CCTV Master Database program
- Expand cathodic protection testing, inspection, and maintenance program
- Expand mobile computing solution in support of all operational activities
- Develop Pipeline and Soil Testing and Analysis Pilot Program
- Pipeline LEAD Free DC Program Support
- Expand operational dashboard to visualize data and provide meaningful insight
- Streamline asset commissioning and coordination program

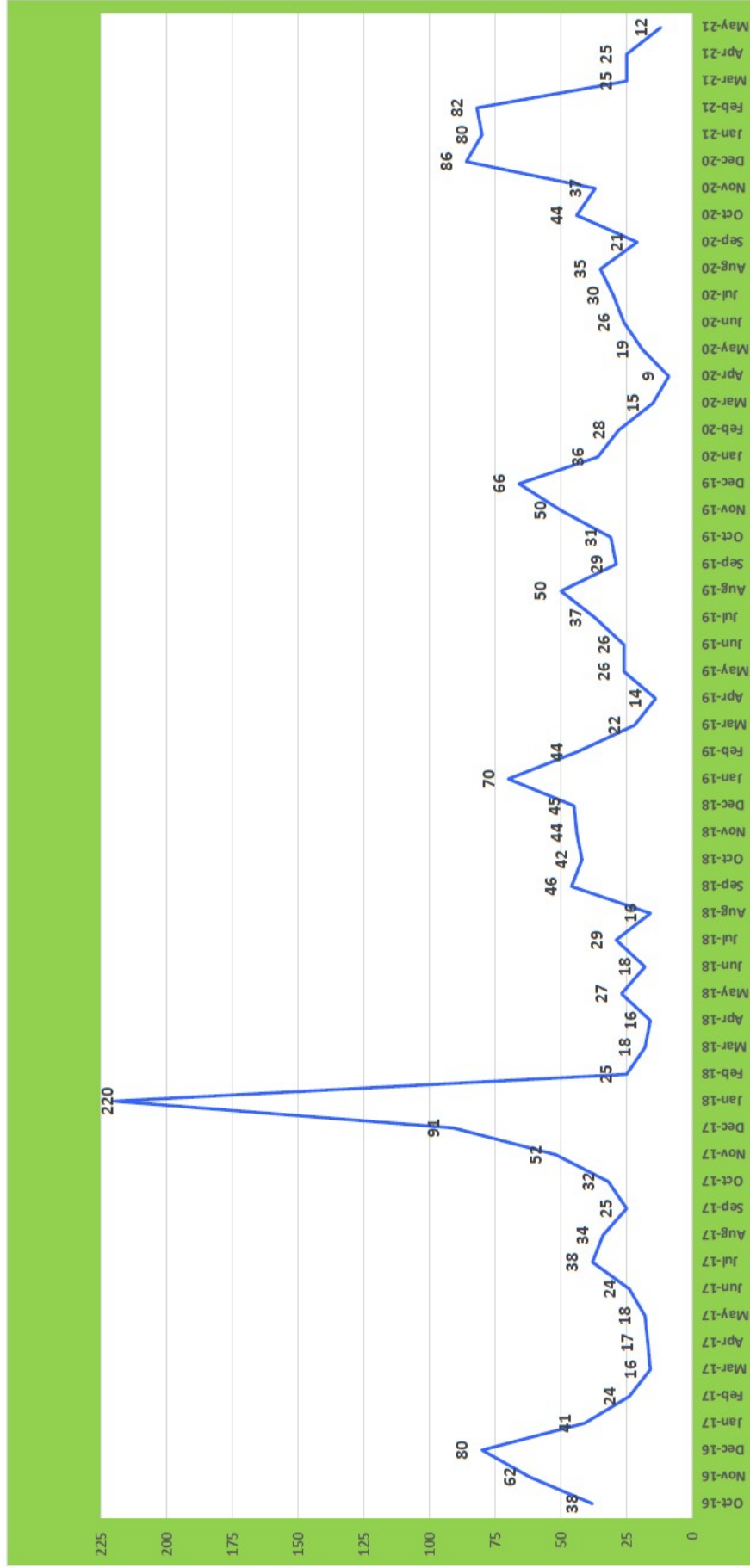
IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- As capital projects ramp up in FY 2022, additional overtime and/or contractor expenses may be incurred
- Additional requirements may come as a result 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

Historical Water Main Breaks



HISTORICAL MONTHLY MAIN BREAK October 2016 thru May 2021

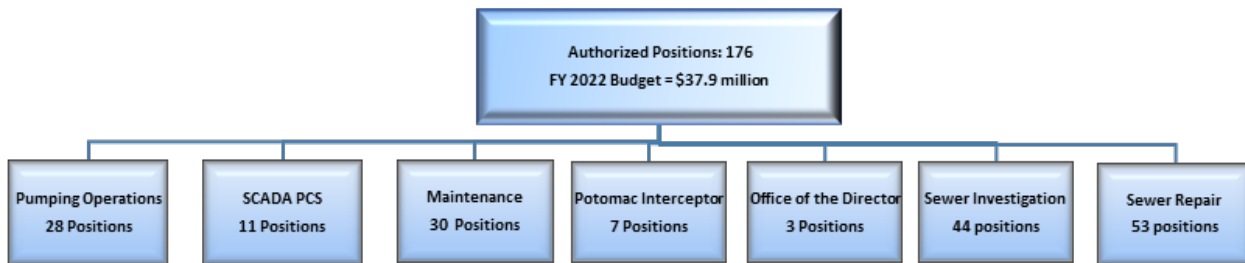


CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Pumping and Sewer Operations

PURPOSE: To provide for the operation and maintenance of the sewer system which collects and transports wastewater and stormwater flows to treatment areas and authorized discharge points and deliver clean, safe and reliable drinking water to its customers with an efficient flow of sewer effluent to Blue Plains

MISSION: To perform engineering planning, design, and construction management necessary to execute DC Water's Capital Improvement Program (CIP); to provide assistance and advice to operating departments and management on engineering aspects of the Authority's operation and facilities. In addition, provide resilient delivery of Water Distribution and Sewer Pumping services every minute of the day



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

Department: Pumping and Sewer Operations

BUDGET

The Department of Pumping & Sewer Services are consolidated. There is no significant difference between the FY 2022 and FY 2021 budgets. Increases in personnel services were offset by decreases in contractual services

Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	194	177	177	176	-1	-1%
Headcount: Filled	166	163				
Total Personnel Services	\$22,046	\$19,759	\$24,345	\$24,877	\$532	2%
Supplies & Chemicals	1,503	1,218	1,534	1,418	-116	-8%
Utilities & Rent	5,674	5,825	6,244	6,312	68	1%
Contractual Services	5,056	4,887	5,735	5,242	-493	-9%
Water Purchases	32,430	0	0	0	0	0%
Small Equipment	78	92	113	96	-17	-15%
Total Non-Personnel Services	44,741	12,023	13,626	13,067	-559	-4%
Department Total	\$66,787	\$31,781	\$37,971	\$37,945	-\$26	0%
Capital Equipment	\$2,451	\$1,868	\$2,135	\$2,000	-\$135	-6%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
% Availability of our critical assets	90%	90%	95%	95%
Odor Complaints/Sewer Overflows for the entire District of Columbia	0%	0%	0%	0%
Odor Complaints/Sewer Overflows (Potomac Interceptor Area)	0%	0%	0%	0%

Department: Pumping and Sewer Operations

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

PUMPING

- Work with the Department of Wastewater Engineering to design and implement improvements to Sewer Pump Stations, Stormwater Pump Stations, Bryant St Pump Station Spill Header and Flow Meters
- Monitor and report Internal Benchmarking Metrics monthly, including: Departmental Cost per MG of Water/ Sewer pumped, Overtime rate, Proactive maintenance rate, Energy efficiency (water pilot), Wet weather operations, Budget vs actuals
- Install emergency connection for portable pumps at Fort Reno Pump Station
- Finalize Business Case Evaluation (BCE) for Long Term Corrosion Prevention Program
- Manage relocation of Potomac Interceptor at I-495 crossing
- Replace all Potomac Interceptor manholes with Lockable composite material
- Leverage key performance indicators, i.e. availability of critical process assets (Pumps/Screens, Odor Control Facilities) and performance visibility to drive business results
- Maintain and evaluate results from the maintenance reliability programs - oil analysis, thermography, vibration analysis, and ultrasound
- Emphasize reliability centered maintenance and ensure all work management processes are documented
- Maintain safety awareness highlighting best practice daily among our department, internal, external customers and stakeholders
- Operate Water Pumping Stations, Reservoirs and Storage Tanks within the regulations of Safe Drinking Water Act, guidelines of DC Water for the benefit of our customers
- Operate Sewer Pumping Stations, Storm water Pumping Stations, Inflatable Dams, within the requirements of the National Pollution Discharge Elimination System (NPDES) Permit, the Municipal Separate Storm Water Sewer System (MS4) Permit, DC Water Standard Operating Procedures
- Emergency response training – SCADA
- Develop a system wide hydraulic model that includes Fairfax/Arlington etc.
- Deploy the Accounting for Water Operating Loss Dashboard information
- Start implementation of LIDAR scans of the Potable Water, Storm Water and Sewer Pump Stations
- Meters upgrades – billing meters, Anacostia Pump Station flow meters, gas monitoring at Poplar Point Pump Station, Secondary level transmitters at fabridams, Upper Anacostia Pump Station and Potomac Pump Station flow meters
- Disaster Recovery Site Planning
- Communication interface upgrade for electrical data at O Street Pump Station
- Actuators for wet well gates at Upper Anacostia Pump Station
- SCADA Security Audit Recommendations
- Develop and Implement a wet weather control strategy at Potomac Sewer Pump Station
- Deploy the new Operations and Maintenance Manual for the Water Facilities

SEWER

- Manage application of chemical root foaming at locations previously affected by roots
- Explore plan for further application of Red Zone Robotics for small diameter sewer inspection
- Expand installation of point patch repair of mainline sewer using Trenchless Technologies
- Manage replacement of sewer laterals using Trenchless Technologies
- Evaluate emerging technologies for conditional applications that will promote cost efficiency with the pipe repair
- Manage catch basin data to determine frequency of cleaning
- Work with IT on the testing and deployment of an updated catch basin application

Department: Pumping and Sewer Operations

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

SEWER

- Develop plans with Facilities to replace the building structure and dock facility for the floatable debris removal program
- Manage inspection of MS4 Sewer Outfalls

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

PUMPING

- Review and deploy the Combined Sewer System Operations and Maintenance Manual
- Launch CMOM
- Deploy customer service training program
- Develop an operating Maturity Matrix for DPSO – Sewer and continue to monitor Maturity Matrix for DPSO – Pumping
- Prepare and submit MJUF FY2021 Bill
- Implementation of Long-Term Corrosion Prevention Program
- Update MJUF Operation and Maintenance (O&M) Cost Share Procedure
- Repair Potomac Interceptor Access Road
- Implement Potomac Interceptor manhole reinforcement as part of SSO prevention

SEWER

- Deploy the new catch basin app
- Deploy Local and Small Sewer Inspection and Maintenance Program
- Update the Sewer Emergency Operations Response Documents – Major Assets (Sewer)
- 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 for 1) Soapstone Valley 2) Pinehurst 3) Suitland Parkway
- 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 VCVs 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, etc. This will impact overtime and material costs, public confidence, environmental risks, etc.
- Manage the Fats, Oils and Grease (FOG) program to effectively reduce the adverse impact on the sewer system regarding malodors and sewer backups.

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: CIP Infrastructure Management

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

**Authorized Positions: 25
FY 2022 Approved Budget = \$4.3 million**

FUNCTIONS

CIP Infrastructure Management

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

Department: CIP Infrastructure Management

BUDGET

This department was established with functions previously undertaken as part of the Engineering & Technical Services department; currently the department only has personnel services

\$000's	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized		6	6	25	19	317%
Headcount: Filled		20				
Total Personnel Services		\$1,453	\$1,259	\$4,259	\$3,000	238%
Supplies & Chemicals		0	0	0	0	0%
Utilities & Rent		0	0	0	0	0%
Contractual Services		0	0	0	0	0%
Small Equipment		0	0	0	0	0%
Total Non-Personnel Services		0	0	0	0	0%
Department Total		\$1,453	\$1,259	\$4,259	\$3,000	238%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Percentage of KPI's Completed	80%	80%	80%	80%
Use 100% of Clean Water Act grant funds	100%	100%	100%	100%
Use 100% of Safe Drinking Water Act grant funds	100%	100%	100%	100%

Department: CIP Infrastructure Management

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Establishment of cost estimating center of excellence including standards and procedures—transferring consultants task in-house
- Commence administration of Water Infrastructure and Finance and Innovation Act (WIFIA) loan and compliance with requirements following loan closing
- Digitizing of DC Water’s document archive of over 11 million records
- Continue Implementation of Oracle Primavera Unifier Project Management tool (CM14 replacement) Phase 1 and 2
- Continued Development of Enterprise Resource Planning (ERP) for capital project management in conjunction with OCFO
- Establishment of Project Management controls systems team to administer and develop Unifier
- Establishment of Risk and Change Management branch
- Establishment of scheduling center of excellence – hiring staff in house from consultants

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implementation of Oracle Primavera Unifier Management tool (CM14 replacement) Phase 3 and continued development
- Development of ERP for capital project management in conjunction with OCFO
- Complete transfer of project cost estimating to in-house team
- Establishing standards and procedures to consistently control and mitigate risk
- Further advancement of ERP for capital project management in conjunction with OCFO
- Track and control CIP Project Execution through established metrics and Key Performance Indicators (KPI)

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Continue to build staff needed to establish centers of excellence for Scheduling and Cost Estimating as well as establishing in house support team for the FY 2021 Unifier implementation and document management as previously approved by the CEO’s office. Also investigate increase staff to support Engineering’s Risk and Change Management team. All of these positions to be hired in house will result in corresponding reduction in consultant staff and corresponding cost savings

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Engineering and Technical Services

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

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



FUNCTIONS

Design	Engineering Management	Planning	Water & Sewer Construction	Asset Management	Quality Management
Design linear capital projects (water and sewer) and support construction efforts	These resources and functions have been transferred to the CIP Infrastructure Management Department	Develop and maintain the water and sewer hydraulic models	Manage and inspect new construction, major repair and modifications to water & sewer systems and facilities	These functions have been absorbed into Planning	These resources and functions have been transferred to the CIP Infrastructure Management Department
Provide Civil & Structural Engineering support to entire agency		Develop the 10-year CIP for all water and sewer system infrastructure improvements	Monitor and inspect third party construction impacting DC Water infrastructure		
Provide Electrical and Mechanical Engineering support to entire agency		Manage large diameter condition assessment program for the water & sewer systems	QA/QC Inspection of precast structures used on DC Water projects		

Department: Engineering and Technical Services

BUDGET

The overall budget has decreased by \$4.7 million. The FY 2022 budget excludes personnel services funding for the newly established CIP Infrastructure Management department

\$000's	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	150	129	135	110	-25	-19%
Headcount: Filled	121	97				
Total Personnel Services	\$21,989	\$18,372	\$22,357	\$16,890	-\$5,467	-24%
Supplies & Chemicals	193	71	125	104	-21	-17%
Utilities & Rent	636	627	579	515	-64	-11%
Contractual Services	1,910	2,251	3,085	3,904	819	27%
Small Equipment	62	7	50	60	10	20%
Total Non-Personnel Services	2,801	2,956	3,839	4,583	744	19%
Department Total	\$24,790	21,328	\$26,196	\$21,473	-\$4,723	-18%
Capital Equipment		\$0	\$492	\$25	-\$467	-95%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Percentage of KPI's Completed	80%	80%	80%	80%
Use 100% of Clean Water Act grant funds	100%	100%	100%	100%
Use 100% of Safe Drinking Water Act grant funds	100%	100%	100%	100%

Department: Engineering and Technical Services

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Lead and manage 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 InfoAsset Planner
- Implement Water and Sewer Facility Plans and corresponding Asset Management Plans
- Improve program management, project development, and implementation across the service areas
- Maintain and use water and sewer hydraulic models
- 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
- Monitor and inspect third party projects impacting DC Water assets

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

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Wastewater Engineering

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

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



FUNCTIONS

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

Department: Wastewater Engineering

BUDGET

The \$0.5 million decrease in FY 2022 below the FY 2021 budget is primarily for personnel services cost adjustments

\$000's	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	15	18	17	15	-2	-12%
Headcount: Filled	12	10				
Total Personnel Services	\$2,310	\$2,005	\$2,857	\$2,253	-\$604	-21%
Supplies & Chemicals	13	0	12	10	-2	-17%
Utilities & Rent	0	0	0	0	0	0%
Contractual Services	736	612	730	795	66	9%
Small Equipment	5	0	0	0	0	0%
Total Non-Personnel Services	754	612	742	805	64	9%
Department Total	\$3,064	\$2,617	\$3,599	\$3,058	-\$541	-15%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Design Lock-In and Stag-gating with comment closure	2	3	2	2
Construction Contracts Awarded	3	4	2	2
Construction Contracts Closed	2	1	3	3

Department: Wastewater Engineering

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Update Engineering Standard Operating Procedures to reflect transition of roles previously assigned to the Engineering Division that have been assigned to the new Capital Procurement Department
- Continue planning, design, construction and commissioning of Upgrades to Stormwater Pump Stations, Sewage Pump Stations and the Advanced Wastewater Treatment Plant at Blue Plains
- Begin construction of Final Reclaimed Effluent Pump Station Upgrades
- Begin industry outreach for Power Monitoring and Control System at Blue Plains
- Solicit engineering consultant for design of Filter Underdrain and Backwash System Upgrades
- Solicit engineering consultant for Basic Ordering Agreement to perform planning studies and designs for water, sewer, stormwater and combined sewer facilities
- Achieve Commercial Operation Date for the Solar PPA Project
- Achieve Substantial Completion for Segment C of Flood wall at Blue Plains
- Achieve Substantial Completion for the Raw Wastewater Pump Station 2 Upgrades Project
- Complete the Flood Proofing Upgrades at Main PS (Grant Funded Project)
- Complete the Emergency repairs to the West Grit Effluent channels

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Recruit, hire and integrate into the department, a senior technical expert to lead a consolidated planning and design team and a task order construction team for the department
- Begin design for Filter Underdrain and Backwash System Upgrades
- Begin concept planning for Power Monitoring and Control System at Blue Plains, including feasibility studies for microgrid and energy storage.
- Solicit contractor for construction of Headworks Electrical Upgrades, Headworks Influent Structures Rehabilitation and Central Operations Facility Electrical Upgrades
- Complete concept plan for mitigation of 500-year flood at the Advanced Wastewater Treatment Plant at Blue Plains
- Complete SCADA upgrades for Stormwater Pump Stations
- Improve power monitoring for water and sewer sites
- Begin construction for Miscellaneous Facilities Upgrades Phase 7
- Issue Construction Management Basic Ordering Agreement Contract
- Solicit contractor for Miscellaneous Facilities Upgrades Phase 8 Project
- Closeout the Tunnel Dewatering Pump Station/Enhanced Clarification Facility Project

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

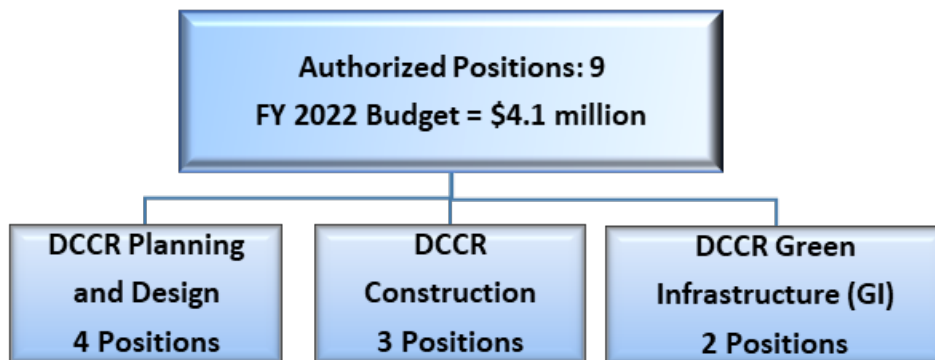
- Installation of Solar Arrays has decreased power purchase cost at Blue Plains

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Clean Rivers

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

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



FUNCTIONS

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

Department: Clean Rivers

BUDGET

The \$1.1 million increase in FY 2022 compared to the FY 2021 budget is for maintenance of the Green Infrastructure (GI) facilities and certification program

\$000's	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	15	11	11	9	-2	22%
Headcount: Filled	8	8				
Total Personnel Services	\$1,760	\$1,753	\$2,266	\$2,179	-\$87	-4%
Supplies & Chemicals	1	2	22	22	0	0%
Utilities & Rent	44	118	114	108	-6	-5%
Contractual Services	371	55	549	1,789	1,240	226%
Small Equipment	0	0	0	0	0	0%
Total Non-Personnel Services	415	174	685	1,918	1,233	220%
Department Total	\$2,175	\$1,927	\$2,951	\$4,097	\$1,146	39%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Meet all CSO LTCP consent decree milestones	100%	100%	100%	100%

Department: Clean Rivers

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue construction of Northeast Boundary Tunnel (NEBT)
- Continue development for the Potomac River Tunnel (PRT) system —Tunnel System Construction (TSC) Request for Proposal (RFP) documents
- Begin procurement for PRT-Contract B -TSC
- Continue the geotechnical field investigation for PRT-Contract B -TSC
- Complete the procurement for CSO-025/026 Sewer Separation
- Begin construction for CSO-025/026 Sewer Separation
- Complete the design and procurement of Potomac River Tunnel (PRT) - Advanced Utility Construction (AUC)
- Begin construction for PRT
- Continue implementation of National Green Infrastructure Certification Program (NGICP)
- Begin planning and procurement for Rock Creek Green Infrastructure (GI) Project B (RC-B)
- Continue the deployment of Clean Rivers’ assets into DC Water’s enterprise asset management system
- Continue the coordination of preventive maintenance of Clean Rivers assets
- Complete the procurement for new GI maintenance contracts
- Continue the maintenance of GI facilities
- Begin National Environmental Policy Act (NEPA) Studies for Rock Creek control facilities
- Regulatory requirements compliance

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue construction of Northeast Boundary Tunnel (NEBT)
- Continue planning and design for Potomac River Tunnel (PRT)
- Complete development of RFP documents for PRT – Contract B – TSC
- Complete construction of CSO-025/026 Sewer Separation
- Complete construction of PRT – Contract A - AUC Contract
- Procure and begin construction of Rock Creek GI Project B (RC-B)
- Continue the deployment of Clean Rivers assets into DC Water’s enterprise asset management system
- Continue the coordination of preventive maintenances of Clean Rivers assets
- Continue the maintenance of GI facilities
- Complete NEPA Studies for Rock Creek Storage/Tunnel
- Regulatory requirements compliance

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Green Infrastructure (GI) was determined to be practicable in Rock Creek sewer shed, Clean Rivers is in the process of rehiring a GI Planning Coordinator to oversee the program management staff in the development and execution of contract documents, bid support, design support during construction, construction oversight management

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Permit Operations

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

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

Authorized Positions: 21
FY 2022 Budget = \$4.3 million

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

Department: Permit Operations

BUDGET

The \$0.2 million increase in FY 2022 compared to FY 2021 budget is for personnel cost adjustments

Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	15	20	21	21	0	0%
Headcount: Filled	19	21				
Total Personnel Services	\$2,205	\$2,957	\$3,085	\$3,232	\$147	5%
Supplies & Chemicals	38	4	41	36	-5	-12%
Utilities & Rent	353	353	403	400	-3	-1%
Contractual Services	153	70	636	660	24	4%
Small Equipment	11	0	0	0	0	0%
Total Non-Personnel Services	555	427	1,080	1,096	16	1%
Department Total	\$2,760	\$3,693	\$4,165	\$4,328	\$163	4%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Process all permit applications in accordance with the service level agreement timeframe (85%)	85%	85%	85%	85%

Department: Permit Operations

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Assess permit review fees and adjust as needed to meet future needs
- Implement an email permit application process and electronic review and plan signature to accommodate working remotely
- 50% Development of Oracle ERP Permits solution integrating Maximo and Customer Information system to streamline receipt and deposit of fees, plan review, and construction inspection requests
- Initiate the construction inspection account refund and forfeiture policy
- Decrease the response time on Developer Request For Information (RFI) from 30 days to 5 days in order to meet customer service expectations and need

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Final 50% development of Oracle Permits ERP and first stage testing and implementation of integrated ERP that combines on line payments, with Permit Processing, with work order tracking
- Increase the in-field participation of the Permits Operations' staff to include an as-built field validation and meter sets
- Reduce the residence time of customer accounts and process refunds within 2 years of project initiation approximately 50% of the time and within 5 years 100% of the time

IMPACT OF CAPITAL PROJECTS ON CAPITAL BUDGET

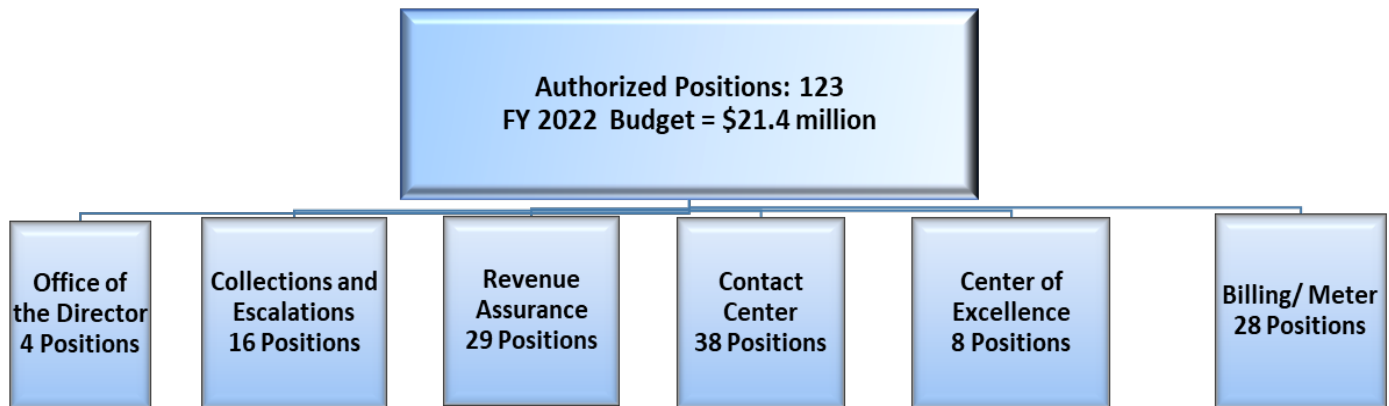
- None

CLUSTER: CUSTOMER EXPERIENCE

DEPARTMENT: Customer Care

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

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



FUNCTIONS

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

Department: Customer Care

BUDGET

The \$1 million increase in FY 2022 compared to the FY 2021 budget is mainly for contractual services associated with the Water Leak Repair Program

Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	126	122	123	123	0	0%
Headcount: Filled	107	103				
Total Personnel Services	\$13,034	\$12,587	\$15,300	\$15,393	\$93	1%
Supplies & Chemicals	60	64	69	86	16	24%
Utilities & Rent	874	419	394	394	0	0%
Contractual Services	6,668	6,493	4,587	5,462	875	19%
Small Equipment	8	0	10	32	23	229%
Total Non-Personnel Services	7,609	6,976	5,060	5,974	914	18%
Department Total	\$20,643	\$19,563	\$20,360	\$21,367	\$1,007	5%
Capital Equipment	\$3,658	\$5,105	\$2,930	\$3,079	\$149	5%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Calls answered within 40 seconds	86%	85%	85%	85%
Abandonment rate (lower is better)	3%	5%	5%	5%

Department: Customer Care

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implement Qualtrics customer satisfaction survey
- Upgrade to cloud-base Advanced Metering Infrastructure (AMI) system, Aclara One
- On-going replacement of small and large meters
- Manage the post public health emergency collection initiative
- Improve customer master data quality
- Implement billing quality assurance program

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Upgrade Interactive Voice Response customer phone system
- Incorporate feedback from customer satisfaction surveys
- Impervious area data refresh
- Implement additional software—SAP S4/Hana customer relationship management functionality

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Annual maintenance and support fees for new/upgraded software systems

CLUSTER: CUSTOMER EXPERIENCE

DEPARTMENT: Information Technology

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

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

Authorized Positions: 31
FY 2022 Approved Budget = \$10.9 million

FUNCTIONS

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

DEPARTMENT: Information Technology

BUDGET

The \$0.6 million increase in FY 2022 compared to the FY 2021 budget is mainly for adjustments in personnel services

\$000's Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	28	28	28	31	3	11%
Headcount: Filled	28	26				
Total Personnel Services	\$4,660	\$4,864	\$4,822	\$5,327	\$505	10%
Supplies & Chemicals	42	6	4	4	0	0%
Utilities & Rent	152	185	163	179	16	10%
Contractual Services	6,924	6,242	5,319	5,360	42	1%
Small Equipment	94	42	77	67	-10	-13%
Total Non-Personnel Services	7,212	6,476	5,563	5,610	48	1%
Department Total	\$11,541	\$10,913	\$10,384	\$10,937	\$553	5%
Capital Equipment	\$5,871	\$11,673	\$12,050	\$7,269	-\$4,781	-40%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
98% Network uptime round the clock	99.8%	98%	99%	99%
96% of high priority tickets completed within 4 hours	95%	96%	98%	98%
60% Tickets closed by Tier 1 support	N/A	60%	71%	71%
50% of Projects Completed on-time	65%	50%	80%	80%
98% Network uptime during peak hours	99.9%	98%	99.5%	99.5%

DEPARTMENT: Information Technology

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Field Mobile Applications (Power Apps/Layer Mark)
- Electronic Permits Applications (3PP) Enhancements
- Primavera Contract Manager Replacement Phase 1b
- Fleet Wave migration to Azure
- Lawson backup and continued support
- Water Quality Access DB Conversion
- Trimble Unity Implementation
- EMIS migration & CM14 Archiving
- GIS Asset QA-QC Layer Phase 2
- Sub surface pipeline @ BPL
- Image Now to Open Text migration
- GM's Dashboard Enhancements
- Oracle to MS SQL/Oracle Cloud Migration
- ERP Report enhancements & Enterprise data warehouse
- Asset Creation Workflow enhancement
- Nintex Form Conversion
- Customer Master Data
- Cloud Call Center (Cloud ACD) Phase 2
- Aclara Upgrade
- PSR AP report automation
- Qualtrics Implementation
- Field Meter testing and data integration
- Channel Alignment
- FY21 VertexOne Enhancements
- Payment Gateway Implementation

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- IVR Upgrade
- Vertex One ongoing enhancements
- Expand Self Service Centralization/omni channel
- Payment Gateway
- Mobile Applications Development
- KONA Replacement & Customer Advantage replacement
- iPass/Interface upgrades with GIS, Maximo, ERP, Unifier & Mobile apps
- Lead Service Replacement /WQ/PSR 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
- Lawson backup project will reduce the operational cost of maintaining retired Lawson environment
- Nintex form conversion will reduce the operational cost of software licenses starting FY 2022

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Office of the Secretary

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

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

**Authorized Positions: 2
FY 2022 Budget = \$0.6 million**

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

Department: Office of the Secretary

BUDGET

The FY 2022 budget is relatively flat compared to the FY 2021 budget

Description	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Approved	FY 2022 Approved	Change from FY 2021	
					Variance	%
Headcount: Authorized	2	2	2	2	0	0%
Headcount: Filled	2	2				
Total Personnel Services	\$330	\$320	\$338	\$342	\$4	1%
Supplies & Chemicals	26	17	17	17	0	0%
Utilities & Rent	6	4	3	3	0	0%
Contractual Services	204	271	272	270	-2	-1%
Small Equipment	0	0	2	2	0	0%
Total Non-Personnel Services	236	293	294	292	-2	-1%
Department Total	\$567	\$613	\$632	\$634	\$2	0%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Provide timely and accurate Board and Committee agendas, reports and minutes	100%	100%	100%	100%
Follow-up and complete Board actions	100%	100%	100%	100%

Department: Office of the Secretary

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

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 2022 Budget = \$2.1 million

FUNCTIONS

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

Department: Office of the Chief Executive Officer (CEO)

BUDGET

The \$3.1 million decrease is the result of the separation of two new departments: Strategy & Performance and Office of the Chief Operating Officer departments from the Office of the CEO

\$000's Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	18	15	15	4	-11	275%
Headcount: Filled	15	11				
Total Personnel Services	\$3,524	\$3,152	\$4,184	\$908	-\$3,277	361%
Supplies & Chemicals	13	32	13	5	-8	156%
Utilities & Rent	31	28	24	13	-11	83%
Contractual Services	1,309	683	985	1,188	203	-17%
Small Equipment	0	0	0	0	0	0%
Total Non-Personnel Services	1,353	743	1,021	1,206	185	222%
Department Total	\$4,877	\$4,326	\$5,206	\$2,114	-\$3,092	146%
Capital Equipment					\$0	N/A

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Implement all policies and directives of the Board of Directors	100%	100%	100%	100%

Department: Office of the Chief Executive Officer (CEO)

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Active engagement, leadership, and partnership with global industry leaders in the utility sector
- 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
- Expand the strategic direction of the Chief Executive by designing new support roles (e.g., Chief of Staff, Director) for execution
- Continue/expand engagement with the community through the Stakeholder Alliance and other forums
- Continue development of executive leadership to build a high performing leadership team and culture
- Support the Board of Directors and Senior Executive Team (SET) relationships through quarterly joint engagement efforts
- Watershed-based stakeholder engagement, including continued support of the Anacostia freshwater mussel project to improve water quality and protect our investment in cleaning the Anacostia River
- Participation in a sector-wide initiative with leading water utilities to capture best-practices in Business Case Evaluation and CIP Prioritization
- Support the development and delivery of a national Women of Water event in the DC Region to showcase and recognize women leaders in the water sector

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- 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 development of executive leadership to build a high performing leadership team and culture
- Support the Board of Directors and Senior Executive Team (SET) relationships through quarterly joint engagement efforts
- Watershed-based stakeholder engagement, including continued support of the Anacostia freshwater mussel project to improve water quality and protect our investment in cleaning the Anacostia River
- Participation in a sector-wide initiative with leading water utilities to capture best-practices in Business Case Evaluation and CIP Prioritization
- Support the development and delivery of a national Women of Water event in the DC Region to showcase and recognize women leaders in the water sector

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No major items identified

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Office of the Chief Operating Officer (COO)

PURPOSE: To support and provide oversight, guidance and strategic direction for the Departments of the Administration, Customer Experience and Operations and Engineering Clusters to ensure alignment with the vision and strategic direction cast by the CEO and Board of Directors.

MISSION: Effectively, efficiently and reliably manage the core operations 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 2022 Budget = \$0.9 million

FUNCTIONS
Chief of Operations for the Authority serve 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 Chief Executives
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 Administration, Customer Experience, and Operations
Support for strategic planning and implementation
Provide oversight, review and guidance for all compliance requirements related to local and federal

Department: Office of the Chief Operating Officer (COO)

BUDGET

This is a newly established department with functions previously undertaken as part of the Office of the Chief Executive Officer

\$000's	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized				4	4	0%
Headcount: Filled						
Total Personnel Services				\$799	\$799	0%
Supplies & Chemicals				0	0	0%
Utilities & Rent				0	0	0%
Contractual Services				125	125	0%
Small Equipment				0	0	0%
Total Non-Personnel Services				125	125	0%
Department Total				\$924	\$924	0%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Result	FY 2020 Result	FY 2021 Targets	FY 2022 Targets
KPIs established by clusters	N/A	N/A	N/A	N/A

Department: Office of the Chief Operating Officer (COO)

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue the Authority’s Lead Free DC compliance initiative to replace over 28,000 lead service lines by 2030
- Develop the Water Equity Roadmap to describe the equity challenge we face and create solutions for how we overcome them & uplift our current equity initiatives and shared priorities
- Oversight and monitoring of the COVID-19 Recovery efforts to ensure the safe return of employees to their workspace consistent with the Centers for Disease Control and Prevention (CDC) and District guidelines
- Continue to make improvements in our operations, policies and coordination with other agencies following the September 10, 2020 storm event
- Deploy the Post Public Health Emergency Customer Care in coordination with Office of Government & Legal Affairs, Finance and others to connect our customers to multiple categories of customer assistance
- Develop a Comprehensive Fleet Management Plan to update as well as pursue electrification of our fleet
- Develop an Enterprise Health and Safety Plan that conveys our approach to maintaining a healthy and safe working environment for all of Team Blue
- Establish the AEG Energy Opportunities Challenge to address carbon, equity, and resilience challenges
- Obtain an Organizational Assessment of DC Water’s existing organizational structure to determine its alignment with DC Water’s mission

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue the Authority’s Lead Free DC compliance initiative to replace over 28,000 lead service lines by 2030
- Continue the Water Equity Roadmap to describe the equity challenge we face and create solutions for how we overcome them & uplift our current equity initiatives and shared priorities
- Continue development of the Comprehensive Fleet Management Plan
- Continue to make improvements in our operations, policies and coordination with other agencies following the September 10, 2020 storm event

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- None

CLUSTER: STRATEGY AND PERFORMANCE

DEPARTMENT: Strategy and Performance

PURPOSE:	Provide the framework for the development and execution of the Blueprint which includes Strategic Management, Enterprise Program Management, Sustainability, Innovation and Resilience Program development, and Enterprise Risk Management
MISSION:	To enable the Senior Leadership Team to effectively develop, manage, monitor, and execute the Authority’s Blueprint

Authorized Positions: 9
FY 2022 Budget = \$2.5 million

FUNCTIONS

Strategic Management	Enterprise Program Management Office	Sustainability, Innovation and Resilience
Develop, publish, and socialize the Authority’s Blueprint. Continuously monitor the Blueprint and provide quarterly status updates, including providing an Enterprise Performance Plan and an Enterprise Accountability Report. In addition, oversee the program management of the EPMO, Enterprise Risk, Sustainability, Innovations and Resilience program activities, policies, and procedure administration	The EPMO creates 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. The EPMO applies management policies, procedures and industry best practices to all activities associated with the Blueprint; monitoring, reviewing, and analyzing risk alignment	Leverages a multi programmatic approach to ensure the long-term provisions of DC Water’s services to achieve the vision of the Blueprint, to include enterprise resilience to address physical and IT infrastructure; financial resilience from economic disruption; and Human Capital resilience due to social and public health disruptions. In addition, to establish an enterprise-wide innovation program to provide: <ul style="list-style-type: none"> • Mechanism to promote, collect, evaluate and test innovation ideas • Break-down organizational silos • Build internal capabilities in data analytics and design

Department: Strategy and Performance

BUDGET

This is a newly established department with functions previously undertaken as part of the Office of the Chief Executive Officer

\$000's Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actual	Approved	Approved	Variance	%
Headcount: Authorized				9	9	0%
Headcount: Filled						
Total Personnel Services				\$2,000	\$2,000	0%
Supplies & Chemicals				6	0	0%
Utilities & Rent				13	0	0%
Contractual Services				435	435	0%
Small Equipment				0	0	0%
Total Non-Personnel Services				454	454	0%
Department Total				\$2,454	\$2,454	0%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Implement all policies and directives of the Board of Directors	100%	100%	100%	100%

Department: Strategy and Performance

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

Strategic Management

- Continuously monitor the Blueprint and publish quarterly status updates of progress on the six strategic programs
- Prepare and submit the Enterprise Performance Accountability Report for FY 2020
- Prepare the Enterprise Performance Plan for FY 2021 and monitor enterprise performance with quarterly updates
- Prepare the new strategic plan, The Blueprint 2.0
- Continue training efforts in Strategy, Strategic Planning, Performance Planning and Performance Management

Enterprise Program Management Office

- Advance the implementation of Authority-wide programs including Enterprise Resource Planning, Lead Free DC, Department of Consumer and Regulatory Affairs Compliance, Strategic Management, Procurement, Innovation, Enterprise Risk Management and Policies and Procedures Administration
- Establish and promote the Program Management Office Center of Excellence
- Develop an enterprise executive dashboard

Enterprise Risk Management

- Develop a risk management policy
- Conduct an Enterprise-wide Annual Risk Assessment
- Establish a comprehensive approach for the compliance function
- Direct and manage the internal audit function

Sustainability

- Prepare and deliver the innovation program policy and strategy model.
- Refine the indices leveraged to monitor reliability, resilience and sustainability.
- Maintain relationships in support of the watershed management strategy.
- Develop framework for an integrated planning function

Department: Strategy and Performance

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

Strategic Management

- Publish the new strategic plan, The Blueprint 2.0
- Support the communications and roll out the new strategic plan, The Blueprint 2.0
- Monitor the Blueprint 2.0 and publish quarterly status updates of progress on the five strategic imperatives.
- Prepare and submit the Enterprise Performance Accountability Report for FY 2021.
- Prepare the Enterprise Performance Plan for FY 2022 and monitor enterprise performance with quarterly updates.
- Continue training efforts in Strategy, Strategic Planning, Performance Planning and Performance Management.

Enterprise Program Management Office

- Continue to advance the function of the Enterprise Program Management Office to ensure the delivery of mission critical, enterprise programs are delivered in a consistent and cost effective manner
- Continue to promote the Program Management Office Center of Excellence
- Continue monitoring the enterprise executive dashboard

Enterprise Risk Management

- Develop and maintain DC Water Enterprise Risk Register
- Develop and maintain DC Water Enterprise Risk Management Action Plans
- Provide leadership and execution of the enterprise compliance function
- Continue to direct and manage the internal audit function

Sustainability

- Roll out the innovation program policy and strategy model. Monitor innovation program performance
- Refine the indices leveraged to monitor reliability, resilience and sustainability
- Maintain relationships in support of the watershed management strategy
- Implement an integrated planning function bundled with efforts to advance the organization's sustainability imperative

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No major items identified

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Marketing and Communications

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

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



FUNCTIONS

Marketing, Production and Operations	Communications	Public Outreach
Produce graphics, collateral and videos that support a wide range of trainings and programs across the Authority. Compose script for the Authority’s Stars of Water Event	Prepare speeches, testimony, editorials, special reports and stakeholder presentations. 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 as they relate to projects affecting quality of life
Produce Public Service Announcements, commercials, videos as well as produce live and archived webcasts of Board meetings and manage stakeholder presentations. Manage Plant tours and develop departmental budget	Respond to local/national media inquiries, manage website content; track and strategically influence relevant policy proposals. Establish and enhance working relationships with elected and appointed officials. Pursue state and federal government funding opportunities	Coordinate stakeholder presentations and community events; conduct Sewer Science and other public school programs

Department: Marketing and Communications

BUDGET

The approved FY 2022 budget remains flat compared to FY 2021

\$000's Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	14	13	13	13	0	0%
Headcount: Filled	13	11				
Total Personnel Services	\$1,905	\$1,970	\$2,083	\$2,048	-\$35	-2%
Supplies & Chemicals	15	8	14	3	-11	-79%
Utilities & Rent	34	32	26	25	-1	-3%
Contractual Services	773	816	732	733	1	0%
Small Equipment	2	0	12	12	0	0%
Total Non-Personnel Services	823	856	784	773	-11	-1%
Department Total	\$2,728	\$2,614	\$2,867	\$2,821	-\$46	-2%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Publication of DC Water's Annual Report	1	1	1	1
Publication of Customer Newsletter	10	4	4	4
Publication of Clean River's Update	2	2	2	2
Publication of Employee Newsletter	11	11	11	11
Publication of Water Quality Report	1	1	1	1
Community meetings/outreach re: lead, rates, CSO/CIP projects, etc.	173	100	100	100

Department: Marketing and Communications

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

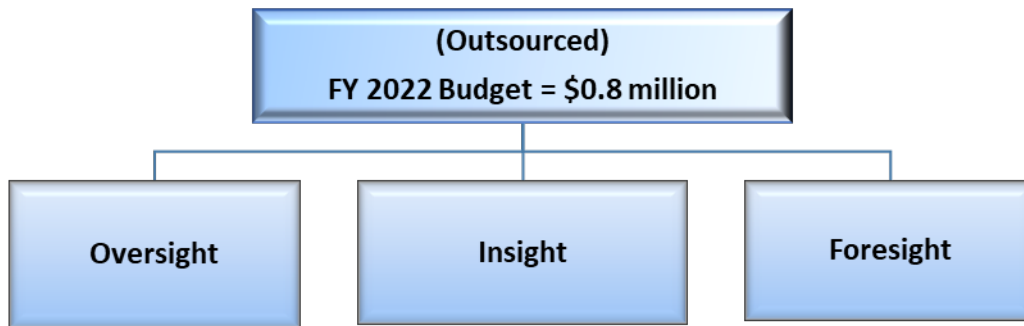
- No direct impact

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Internal Audit

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

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



FUNCTIONS

Oversight	Insight	Foresight
Conduct periodic audits	Assess programs and policies	Identify trends and challenges before they become crises
Conduct audits requested by the Board of Directors and/or the Chief Executive Officer & General Manager	Share best practices and benchmarking information	Identify risks and opportunities
Review of corporate governance	Provide ongoing feedback for re-engineering management practices and policies	Risk-based auditing

Department: Internal Audit

BUDGET

The FY 2022 budget is relatively flat compared to the FY 2021 budget

\$000's	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized						
Headcount: Filled						
Total Personnel Services	\$0	\$0	\$0	\$0	\$0	0%
Supplies & Chemicals	0	0	0	0	0	0%
Utilities & Rent	11	3	7	7	0	0%
Contractual Services	845	559	735	743	8	1%
Total Non-Personnel Services	856	562	742	750	8	1%
Department Total	\$ 856	\$ 562	742	\$750	8	1%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Internal Audit Work Planned	16	14	13	13

Department: Internal Audit

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to manage DC Water's hotline and implement the hotline protocol
- Report to the Board of Directors via the Audit Committee on the status of prior internal audit findings and management action plans
- Conduct follow-up procedures on newly presented audit findings and determine status of management action plans

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Legal Affairs

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

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

Authorized Positions: 18
FY 2022 Budget = \$7.5 million

FUNCTIONS

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

Department: Legal Affairs

BUDGET

The approved FY 2022 budget is higher than the approved FY 2021 budget by \$0.8 million primarily due to personnel services adjustments and increased legal contingency

\$000's	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	15	15	17	18	1	6%
Headcount: Filled	8	12				
Total Personnel Services	\$2,827	\$2,004	\$2,844	\$3,097	\$253	9%
Supplies & Chemicals	6	0	3	3	0	0%
Utilities & Rent	21	32	20	30	10	47%
Contractual Services	3,889	3,611	3,776	4,325	548	15%
Small Equipment	0	0	0	0	0	0%
Total Non-Personnel Services	3,916	3,642	3,800	4,357	558	15%
Department Total	\$6,743	\$5,646	\$6,644	\$7,454	\$811	12%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Hours of employee time spent on direct work 1,700	1,700	1,700	1,700	1,700

Department: Legal Affairs

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

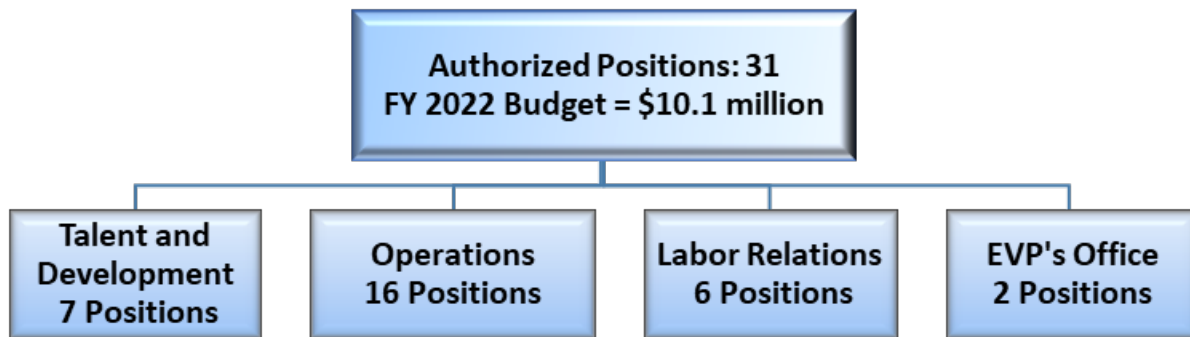
- Provide legal support in environmental and financial issues affecting DC Water CIP Projects and on-going operations
- Provide legal support to ongoing Long Term Control Plan (LTCP), Green Infrastructure, and TDML litigation activities

CLUSTER: PEOPLE AND TALENT

DEPARTMENT: Human Resources

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

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



FUNCTIONS

Talent and Development	Operations	Labor Relations	Executive Vice President's Office
Recruitment, onboarding, training and development	Market analysis, Performance pay, job evaluation and position control	Labor Relations, Arbitration, and grievance resolution	Strategic initiatives
Performance management, succession planning and employee engagement	Administration of Benefits, Wellness, American with Disabilities Act, Drug and Alcohol testing, Workers Compensation, and Employee Assistance Programs	Employee relations	Change management
Education assistance, internship, rewards and recognition	Systems, data integrity, records management and predictive analytics	Equal Employment Opportunity and Workplace Violence	Management of resources and operations

DEPARTMENT: Human Resources

BUDGET

The approved FY 2022 budget is higher than the approved FY 2021 budget by approximately \$0.5 million primarily due to one additional FTE and personnel services adjustments, partly offset by reduction in workers' compensation claims

Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	27	29	30	31	1	3%
Headcount: Filled	24	29				
Total Personnel Services	\$4,167	\$4,755	\$4,772	\$5,612	\$840	18%
Supplies & Chemicals	13	1	29	29	0	0%
Utilities & Rent	53	30	27	27	0	0%
Contractual Services	2,262	3,885	4,790	4,428	-362	-8%
Small Equipment	0	0	0	0	0	0%
Total Non-Personnel Services	2,328	3,916	4,846	4,484	-362	-7%
Department Total	\$6,495	\$8,671	\$9,619	\$10,096	\$ 477	5%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
120 days from job posting to hire	112	112	107	107
10 days to initiate disciplinary action	7	7	7	7
14 days new hire benefit set-up	13	13	10	10
22.5 Average number training hours per FTE	22.7	22.7	25	25
Comparison DC Water Employees Compensation (100%) vs Market 50 th -%tile	100%	100%	100%	100%

DEPARTMENT: Human Resources

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Recalibrate resources used for job posting and position listing
- Revise or implement new Performance Management System for Union employees
- Succession Development program will extend training to programs, talent assessments, executive coaching and new manager training
- Conduct train-the-trainer activities in support of the new ERP (Enterprise Resource Planning) system

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implement Enterprise Resource Planning (ERP) application as the core HR, Payroll, Benefits, Self Service, and Applicant Tracking enterprise system
- Coordinate management and team building trainings for DC Water employees
- Expand virtual wellness program for Employees of DC Water
- Extending research capabilities for Compensation with the purpose of addressing grade and salary structure across the organization
- Incorporate professional development assessments focused on Diversity and Inclusion across the Authority
- Develop and Launch a Developing Leaders Program
- Continue to review and update DC Water policies and procedures with the Unions after impacts and effects of collective bargaining agreement
- Negotiate two Working Conditions Agreements for the American Federation of Government Employees (AFGE) Locals 631 and 872
- Continue impact and effects bargaining with the Unions over 24 DC Water Safety policies and procedures
- Explore using ERP to receive and record beneficiary designations
- Explore using ERP to implement Annual Non-Union Merit and Bonus programs
- Build an internal and external inclusion communication platform, branding DC Water as an employer of choice
- Build a council of senior leaders and strategic partner from each division to connect inclusion activities to a broader business drive, results-oriented strategy, foster teamwork, and drive accountability
- Explore and review best practices related to Market-Based pricing. Begin the process of creating Market-Based pricing for each DC Water position

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

DEPARTMENT: Human Resources

FY 2021 AND FY 2022 TALENT DEVELOPMENT PLAN

TALENT DEVELOPMENT OVERVIEW

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

The vision of DC Water states that “we will be known for superior service, ingenuity and stewardship to advance the health and well-being of our diverse workforce and communities”. The Talent Management Team supports this vision by leading “The Employee Experience” strategic program. Enhancing our Employee Experience depends on the relationship between our management team and the employees they lead. 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
- 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

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

DEPARTMENT: Human Resources

FY 2021 AND FY 2022 TALENT DEVELOPMENT PLAN

External Training – classes and programs developed by external vendors that support individual employee development needs and requirements, not designed by an external vendor. This is an effective means of providing highly specialized or special focus training to individuals or a small group of employees. DC Water’s education assistance and tuition reimbursement program is included in this category

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

FY 2020 ACCOMPLISHMENTS

In FY 2020 our organizational structure allowed us to have a comprehensive approach to managing the Authority’s talent. We continued with **Leading Blue** Cohort III participants in 2020. The feedback thus far has been very positive. To adjust to virtual environment, a series of interactive leadership and career development sessions were facilitated to forge connections in our new virtual environment, build essential career development skills for our employees and collaborate with stakeholders across DC Water to highlight authority-wide programs and initiatives. The streamlined virtual New Hire Orientation program is providing employees with the skills needed to add work value immediately.

The Authority continued to leverage colleges and universities relationships through the Tuition Assistance Program. We started a year long journey creating our College Vendor Partner Program. The goal is to reduce tuition costs and establish paths to pay the schools directly. This reduces paperwork and streamlines the payment process for all. In FY 2020, our employees continued to pursue critical infrastructure certifications in the areas of Professional Engineering and Program Management. Lastly, in 2020, a total of 220 employees participated in the Education and Tuition Assistance Reimbursement benefit programs. DC Water provided \$372,264 to assist employees with their continued education programs.

FY 2021 AND FY 2022 TALENT DEVELOPMENT BUDGET

The approved FY 2022 training budget totals \$1.7 million, which is approximately \$0.1 million higher than the approved FY 2021 budget.

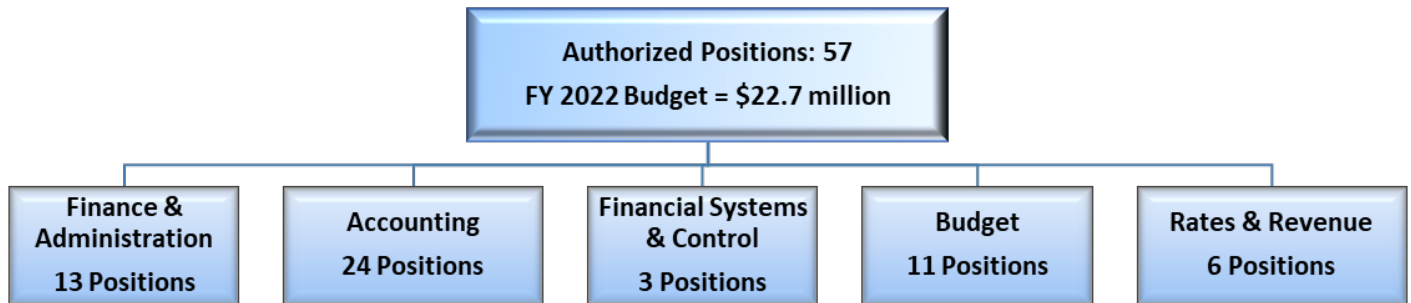
The Talent Development branch of People & Talent Department is positioned to help the Authority transform and will continue to focus on the need to develop our workforce beyond the initial job qualifications. The Talent Development branch will lead the charge in the development of a high performing organization.

CLUSTER: FINANCE AND PROCUREMENT

DEPARTMENT: Finance

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

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



FUNCTIONS

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

DEPARTMENT: Finance

BUDGET

The \$4.2 million decrease in FY 2022 compared to the FY 2021 budget is for contractual services, and mostly relates to Payment for Success for the Social Impact Bond which is no longer required due to the performance of the Green Infrastructure in managing stormwater

\$000's Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	53	52	53	57	4	8%
Headcount: Filled	49	48				
Total Personnel Services	\$8,129	\$7,887	\$9,662	\$9,656	-\$7	0%
Supplies & Chemicals	16	23	20	15	-5	-25%
Utilities & Rent	68	56	53	53	0	0%
Contractual Services	6,641	7,945	17,149	12,950	-4,199	-24%
Small Equipment	0	635	4	0	-4	-100%
Total Non-Personnel Services	6,725	8,025	17,225	13,018	-4,208	-24%
Department Total	\$14,853	\$15,912	\$26,888	\$22,673	-\$4,214	-16%
Capital Equipment	\$610	\$297	\$5,610	\$8,623	\$3,013	54%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Manage DC Water's financial operations to ensure revenue projections and O&M expenditures are within budget	103.2% 97.8%	99% 95%	99% 95%	99% 95%
Comply with the Board's investment policy and strategy	100%	100%	100%	100%
Benchmarks: Short-Term Funds - ML 3 months US T-Bill Index and Core Funds - ML 1 - 3 year	226 225	219 242	119 117	119 117
Manage DC Water's financial operations to ensure 140% senior debt service coverage	561%	545%	544%	544%
Meet or exceed the 120 day operating and maintenance expense with the objective of maintaining at least \$125.5 million in operating reserves as set by Board policy	\$186.8 million	\$180 million	\$185 million	\$185 million
Issue Annual Financial Report in accordance with Generally Accepted Accounting Principles (GAAP)	February	February	February	February
Pay 97% of all undisputed invoices within 30 days	96%	97%	97%	97%
Publish Annual Budgets within 90 days of Board adoption	< 90 days	90 days	90 days	90 days

DEPARTMENT: Finance

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

Finance:

- Analyze and evaluate operating reserve level requirements for liquidity needs
- Implement new Financial Enterprise Resource Planning (ERP) system for Finance to include treasury, Debt, Investments, and Accounts Receivable
- Prepare Request for Proposal (RFP) to implement new Payment Gateway services to replace Merchant Card services to reduce costs to the Authority
- 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 implementation and management process to automate the integration of Fleet data into SRS, the Authority's Safety and Risk Management Information System
- In partnership with Budget and Accounting, review and upgrade the Authority's Rolling Owner-Controlled Insurance Program (ROCIP) Funding methodologies

Rates and Revenue:

- FY2021 Cost of Service Study for Fire Service Protection Fee
- FY 2021 Cost of Service Study for Water, Sewer, and Clean Rivers Impervious Area Charge (CRIAC)
- Implementation of multi-year Rates for FY 2021 and FY 2022
- Continue to monitor economic conditions and customer support (care)

Financial Systems & Controls:

- Maintain and support a new Enterprise Resource Planning (ERP) system – Oracle Cloud ERP: Financials and Procurement, Advanced Procurement, HCM, and Budgeting, minimize or eliminate use of third-party consultants

Accounting:

- Participate in the implementation of ERP
- Coordinate and support Internal Auditors
- Provide PBC's to external auditors and clarify any issues/questions on Financials
- Obtain unmodified external audit opinion
- Complete A-133 audit
- Issue Annual Financial Report
- Issue Green Bond Report
- Minimize/eliminate paper check payments to vendors

DEPARTMENT: Finance

Budget:

- Develop, monitor and report the annual operating and 10 year CIP budgets
- Ongoing financial management of critical programs
- Continue monitoring of key financial performance targets
- Roll-out of the Oracle Budgeting System to departments for the development of the FY 2023 budgets
- Advance and implement enhancements to the position request workflow
- Implement streamlined and continue improvements to the budget planning process
- Support implementation of new Financial Enterprise Resource Planning (ERP) system
- Implement the Enterprise Planning and Budgeting Cloud Service (EPBCS) system
- Implement the Enterprise Performance Reporting Cloud Service (EPRCS) system

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Explore alternative revenue generating initiatives
- FY 2021 Cost of Service Study for Water, Sewer, and Clean Rivers Impervious Area Charge (CRIAC)
- FY 2021 Cost of Service Study for Miscellaneous Fee
- FY 2021 Cost of Service Study for Potomac Interceptor (PI)
- Utilize EPBCS to streamline FY 2023 budget development process

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

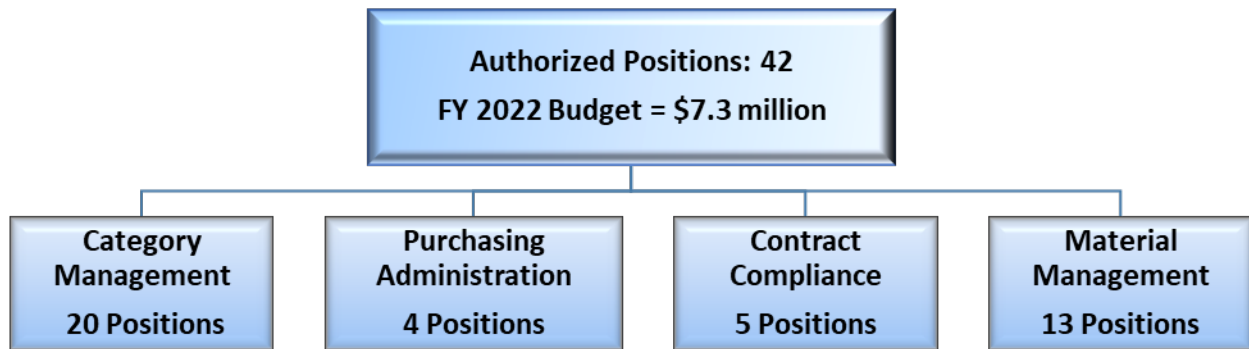
- Limited consultant support (if needed), training and related subscription costs for new ERP system

CLUSTER: FINANCE AND PROCUREMENT

DEPARTMENT: Procurement and Compliance

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

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



FUNCTIONS

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

DEPARTMENT: Procurement and Compliance

BUDGET

The \$1.2 million increase in FY 2022 compared to the FY 2021 budget is for personnel services cost adjustments, slightly offset by lower contractual services costs

\$000's Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	35	35	36	42	6	17%
Headcount: Filled	32	35				
Total Personnel Services	\$4,362	\$4,814	\$5,126	\$6,507	\$1,381	27%
Supplies & Chemicals	38	20	30	28	-2	-6%
Utilities & Rent	56	40	53	54	1	2%
Contractual Services	658	1,273	866	700	-167	-19%
Small Equipment	0	0	3	3	0	0%
Total Non-Personnel Services	752	1,334	953	785	-168	-18%
Department Total	\$5,114	\$6,148	\$6,079	\$7,292	\$1,212	20%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Timely processing of small purchases within 7 working days	95%	95%	95%	95%
Issue Invitation for Bid (IFB) and award contracts within 90 calendar days	95%	95%	95%	95%
Issue Requests for Proposal (RFP) and award contracts within 120 calendar days	95%	95%	95%	95%
Issue Procurement request for inventory restock within one (1) business day of approval	95%	95%	95%	95%
System and physical issue of all stock request within same day of authorized request	95%	95%	95%	95%

DEPARTMENT: Procurement and Compliance

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Stabilize new ERP system and integrate with business processes and procurement policies
- Establish capital procurement team and manage all procurement process for capital projects
- Generate, capture, and report cost savings through category management and strategic sourcing projects
- Continuously improve category strategies to improve vendor base while lowering cost and supply risk
- Continuously improve local and minority business outreach and spending
- Provide continuous training of procurement staff and Contracting Officer's Technical Representative (COTRs) to improve vendor relationships and performance

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major updates

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- None

CLUSTER: FINANCE AND PROCUREMENT

FUND: Non-Ratepayer Revenue Fund

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

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

BUDGET

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

\$000's	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized						
Headcount: Filled						
Total Personnel Services			\$0	\$0	\$0	0%
Supplies & Chemicals			0	0	0	0%
Utilities & Rent			0	0	0	0%
Contractual Services			500	515	15	3%
Small Equipment			0	0	0	0%
Total Non-Personnel Services			500	515	15	3%
Department Total			\$500	\$515	\$15	3%
Capital Equipment						

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Administration Office

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

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

Authorized Positions: 3
FY 2022 Budget = \$0.7 million

FUNCTIONS

Facilities Management	Security	Occupational Safety & Health	Emergency Management	Fleet Management
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				
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				

DEPARTMENT: Administration Office

BUDGET

The Approved FY 2022 budget is relatively flat compared to the FY 2021 budget

\$000's Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	3	3	3	3	0	0%
Headcount: Filled	3	3				
Total Personnel Services	\$496	\$549	\$573	\$636	\$63	11%
Supplies & Chemicals	7	1	1	1	0	0%
Utilities & Rent	8	4	4	4	0	0%
Contractual Services	56	32	57	48	-9	-16%
Small Equipment	4	0	0	0	0	0%
Total Non-Personnel Services	75	37	61	52	-9	-15%
Department Total	\$570	\$586	\$634	\$688	\$48	8%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Security Camera operational uptime (cannot go below 90%)	N/A	95%	90%	90%
Smart card readers operational uptime (cannot go below 90%)	N/A	100%	90%	90%
Percent of security investigations completed within 21 days	N/A	83%	95%	95%
DC Water Employee Recordable Incident Rate (RIR) (CY)	N/A	3.3	< 5.8	< 5.8
DC Water Employee Lost Time Incident (LTI) (CY)	N/A	2	< 1.9	< 1.9
Fleet Preventive Maintenance (PM) Completed on Schedule **	N/A	6%	96%	96%
Priority Vehicles*/Equipment Availability (In-Service)	N/A	91%	96%	96%
% of Facilities Service requests completed within 30 days	N/A	11%	tbd	tbd

*Priority vehicles: heavy equipment such as back hoe, dump truck, crew cab

**Low percentage due to pandemic; limited DCW staff available to bring units to Fleet for schedule PM

DEPARTMENT: Administration Office

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Establish, implement, and monitor compliance with the safety, emergency response and workplace violence prevention training curriculum required for all DC Water employees
- Analyze business processes and implement activities to improve efficiency and increase resiliency, as we move towards a shared-services model to better track costs by department/program
- Development and implementation of an Environmental, Health and Safety (EHS) program at DC Water
- Finalize a Land Use Master Plan, to provide guidance and structure to standardizing and improving facilities based on the implementation of the EHS program and other cluster initiatives related to continuity of operations and resiliency
- Development and implementation of a Comprehensive Fleet Management Plan

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Creation of a Business Operations function, to further streamline and coordinate all Administration cluster activities, and better socialize them throughout DC Water
- Develop and implement an improved asset management and standardized, proactive maintenance program for all DC Water assets under the Administration's purview

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

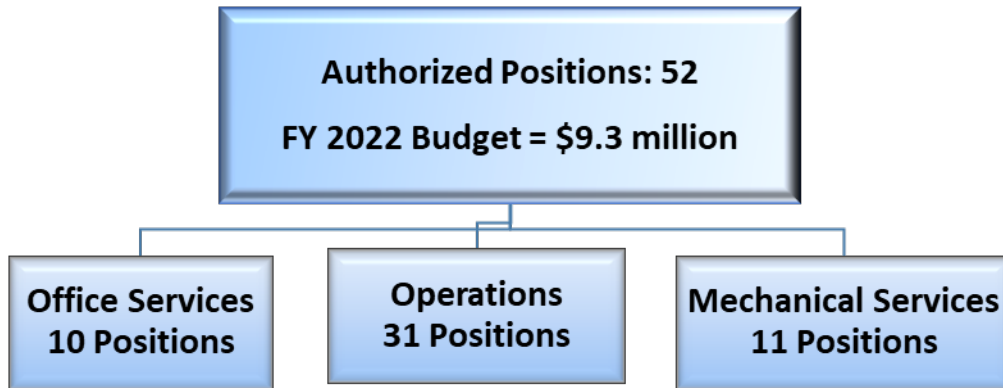
- None

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Facilities Management

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

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



FUNCTIONS

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

DEPARTMENT: Facilities Management

BUDGET

The \$0.6 million increase in FY 2022 compared to the FY 2021 budget is primarily due to personnel services adjustments, mechanical and nursery supplies, and contractual services

Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	56	52	51	52	1	-2%
Headcount: Filled	46	45				
Total Personnel Services	\$2,205	\$5,174	\$5,864	\$6,115	\$251	4%
Supplies & Chemicals	38	282	118	362	244	207%
Utilities & Rent	353	105	171	158	-13	-8%
Contractual Services	153	2,324	2,508	2,623	115	5%
Small Equipment	11	39	0	3	3	300%
Total Non-Personnel Services	555	2,751	2,797	3,146	349	12%
Department Total	\$2,760	\$7,925	\$8,661	\$9,262	\$601	7%
Capital Equipment	\$1,458	\$1,255	\$1,845	\$2,168	\$323	18%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Annual Work Orders Closed	6911	8500	8500	8500

DEPARTMENT: Facilities Management

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to pursue the reorganization of the Facilities Department
- Continue alignment of DC Water Facilities Department with best-practices in the facilities industry
- Identify and provide training related to best practices in the facilities industry
- Implement the Architectural & Engineering (A/E) contract to provide program management services in support of the Land Use budget: Develop program to manage the Land Use CIP and asset management system
- In Coordination with IT, utilize, review, report and refine the use of the tablet based, automated service request to work order system
- Continue to provide Facilities Recovery Team in support of pandemic recovery/return to work
- Prioritize, procure, execute and complete contracts for the replacement of the roofs and HVAC systems that can be budgeted in FY 2021
- Prioritize, procure, execute and complete contracts for the replacement of the roofs that can be budgeted in FY 2021
- Continue to implement new industry innovations to support efficiency and sustainability
- Continue to design the new home for the Facilities Department at SB-1, Blue Plains

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue the implementation of the Building Automation Program (HVAC systems)
- Assess and refine the organization of the Facilities Department: Continue to develop the Land Use Branch of Facilities
- Refine the campus management team to support proactive maintenance throughout DC Water facilities
- Define and establish the facilities management program for the headquarters building
- Support Matrix contributors with office work area updates
- Define and support the new normal for janitorial services at all DC Water campuses
- Continue to provide grounds keeping services throughout DC Water campuses
- Provide stakeholder support/coordination for Central Office Facilities (COF) Building renovation by DETS (Department of Engineering and Technical Services)
- Provide stakeholder support/coordination for Bryant Street Campus renovation by DETS
- Identify roof replacement needs for DC Water facilities and estimate the associated costs
- Identify HVAC replacement needs for DC Water facilities and estimate the associated costs
- Continue to implement new industry innovations to support efficiency and sustainability

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

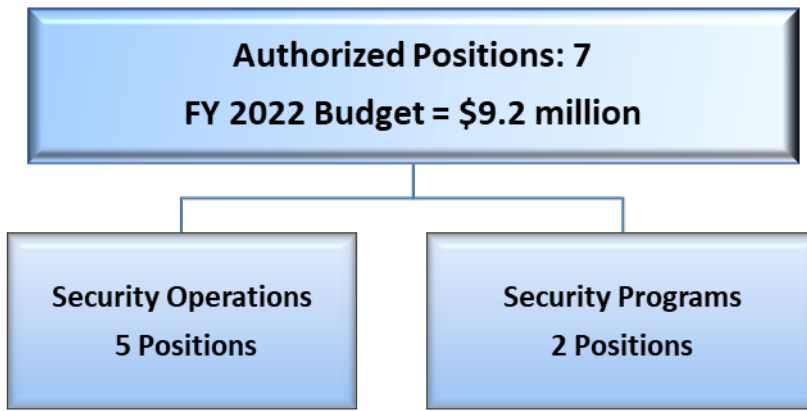
- Continued improvement of CMF, COF, Bryant Street and 125 O Street systems and buildings, will reduce the overall maintenance efforts and ultimately expenditures

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Department of Security

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

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



FUNCTIONS

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

DEPARTMENT: Department of Security

BUDGET

The \$1.3 million increase in FY 2022 compared to the FY 2021 budget is primarily in professional services contract for guard services including two new operational facilities

Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	9	8	8	7	-1	-13%
Headcount: Filled	10	5				
Total Personnel Services	\$1,119	\$901	\$1,059	\$1,062	\$3	0%
Supplies & Chemicals	66	18	54	49	-5	-9%
Utilities & Rent	304	319	325	325	0	0%
Contractual Services	6,268	6,420	6,410	7,770	1,360	21%
Small Equipment	50	3	40	30	-10	-25%
Total Non-Personnel Services	6,688	6,759	6,829	8,174	1,345	20%
Department Total	\$7,807	\$7,660	\$7,888	\$9,236	\$1,348	17%
Capital Equipment	\$392	\$841	\$850	\$1,407	\$557	66%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Completion times to initial security investigation report. Target = 21 days	21 days	3 days	3 days	3 days
Response times to register/complete initial incident reports. Target = 24 hours	24 hours	24 hours	24 hours	24 hours
Number of DC Water community trained/briefed on Security/Parking/Crime Prevention issues: Target = 8.3% of population per month	5%	5%	6%	6%
Turnover rate of Guard Force Officers = NTE 25% per month	<10%	<5%	<4%	<4%
Camera Operational Uptime: Target = 95%	98%	99%	95%	95%
Smart Card Readers Operational Uptime: Target = 95%	98%	99%	95%	95%

DEPARTMENT: Department of Security

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

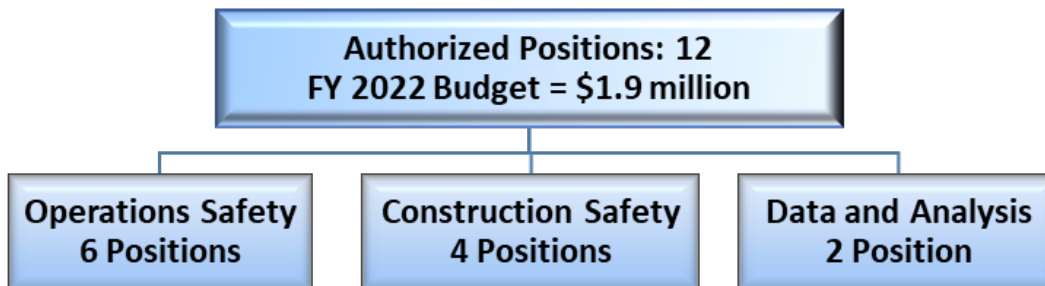
- Continued improvement of security systems will reduce overall maintenance, improve response time, and decrease threat levels
- Mega-projects require significant security upgrades and enhancements which will require increased manning to provide full support
- The new Fleet Facility is expected to increase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

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Occupational Safety and Health

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

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



FUNCTIONS

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

DEPARTMENT: Occupational Safety and Health

BUDGET

The \$0.4 million decrease in the Approved FY 2022 budget is mainly for personnel services adjustments and a slight decrease in contractual services

\$000's Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	11	11	11	12	1	9%
Headcount: Filled	11	9				
Total Personnel Services	\$1,503	\$1,308	\$1,861	\$1,471	-\$390	-21%
Supplies & Chemicals	9	6	20	10	-10	-50%
Utilities & Rent	27	27	26	25	-1	-5%
Contractual Services	274	229	428	393	-35	-8%
Small Equipment	4	99	0	0	0	0%
Total Non-Personnel Services	314	361	474	427	-47	-10%
Department Total	\$1,817	\$1,669	\$2,335	\$1,898	-\$437	-19%
Capital Equipment						

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
OSHA recordable accidents per hours worked (Reduce 10%)	3.7	3.5	3.5	3.5
Lost time work cases due to non-fatal accidents per hours worked	3	2.8	2.8	2.8
No. of time work stopped due to unplanned unsafe conditions	1	1	1	1
No. of formally raised safety related employee concerns reported	57	170	170	170
No. of Vehicle Accidents	38	38	35	35

DEPARTMENT: Occupational Safety and Health

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

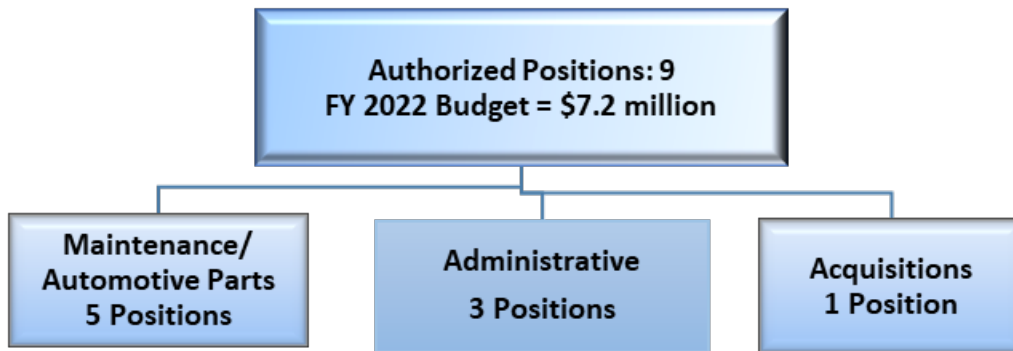
- No major items identified

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Fleet Management

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

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



FUNCTIONS

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

DEPARTMENT: Fleet Management

BUDGET

The \$0.2 million increase in FY 2022 compared to FY 2021 is mainly for contractual services costs for automotive maintenance and repairs on DC Water's aging vehicle fleet, offset in part by reduced utilities & rent and personnel services adjustments

\$000's	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
Description	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	8	10	10	9	-1	-10%
Headcount: Filled	6	7				
Total Personnel Services	\$952	\$1,142	\$1,444	\$1,217	-\$227	-16%
Supplies & Chemicals	9	27	19	25	6	29%
Utilities & Rent	795	536	893	767	-126	-14%
Contractual Services	4,933	4,161	4,564	5,131	567	12%
Small Equipment	28	46	45	55	10	22%
Total Non-Personnel Services	5,765	4,770	5,521	5,977	456	8%
Department Total	\$ 6,717	\$5,911	\$6,965	\$7,194	\$229	3%
Capital Equipment	\$ 4,421	\$3,344	\$6,000	\$6,148	\$148	2%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Preventative Maintenance Completed on Schedule	91%	96%	96%	96%
Vehicles available for use	89%	96%	96%	96%
DC Water priority vehicle in-service	86%	98%	98%	98%

DEPARTMENT: Fleet Management

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Our ability to perform certain tasks will be greatly reduced and our vehicle downtimes will increase

CLUSTER: ADMINISTRATIVE SERVICES

DEPARTMENT: Office of Emergency Management

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

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

**Authorized Positions: 6
FY 2022 Budget = \$1.6 million**

FUNCTIONS

Emergency Management – Planning	Emergency Management - Training and Exercises	Critical Infrastructure Protection	Hazard Mitigation and Grants
Manage and implement DC Water’s 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), and District plans	Provide tailored emergency management 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 Authority’s Risk and Resilience Assessment for compliance to America’s Water Infrastructure Act (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 and help to implement critical risk mitigation measures for resilience and reliable services
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	Provide continual support to ensure employees and contractors are prepared, trained, and equipped to respond to emergencies by developing and maintaining an emergency response training calendar and matrix	Provide support to the DC Fusion Centre, assessment of data, sharing of information, and development of threat briefings. Administer the Authority’s activities with the NCR Critical Infrastructure Protection Program	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	Identify, propose, and access 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
Facilitate and continually improve upon multimodal emergency communications, documentation systems, response kits, 24/7 contacts and command vehicle units	Manage DC Water’s Incident Management Team (IMT) and Emergency Liaison Officers (ELOs)	Develops and implements various threat response procedures in conjunction with physical and logical security departments	Conduct research for potential funding sources including partnering with fellow agencies and maintain tracking databases unique to DC Water

DEPARTMENT: Office of Emergency Management

BUDGET

The FY 2022 Approved budget for the Office of Emergency Management (OEM) is relatively flat compared to the FY 2021 budget

Description	FY 2019	FY 2020	FY 2021	FY 2022	Change from FY 2021	
	Actuals	Actuals	Approved	Approved	Variance	%
Headcount: Authorized	6	6	6	6	0	0%
Headcount: Filled	4	3				
Total Personnel Services	\$500	\$739	\$949	\$1,010	\$ 61	6%
Supplies & Chemicals	6	2	15	13	-2	-13%
Utilities & Rent		2	21	17	-4	-17%
Contractual Services	450	476	493	518	25	5%
Small Equipment	4	-	20	25	5	25%
Total Non-Personnel Services	460	480	549	574	25	4%
Department Total	\$ 960	\$1,219	\$1,498	\$1,583	\$85	6%
Capital Equipment			\$50	\$50	\$0	0%

TARGETED PERFORMANCE MEASURES	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2022 Targets
Maintain compliance with American's Water Infrastructure Act every five years 100%	NA	NA	100%	NA
Maintain Emergency Management Accreditation with yearly report on measures for accreditation compliance.	NA	100%	100%	100%

DEPARTMENT: Office of Emergency Management

FY 2021 MAJOR PLANNED ACTIVITIES AND CHANGES

- Develop and incorporate a full five year cycle for Authority-wide risk and resilience assessment, hazard mitigation planning, and emergency response and recovery plan reviews to keep the Authority in continuous compliance with America’s Water Infrastructure Act (AWIA)
- Support DC Water’s overall emergency response and incident management capabilities
- Continue to develop and provide robust and comprehensive emergency management training and exercise programs
- Develop procedures and implement Earth Networks weather alert and data dashboard for operations and emergency management
- Establish Emergency Management Accreditation standards into department’s strategies, goals, and procedures
- Seek reaccreditation in ISO 22301 Business Continuity Management System, expires in 2021
- Provide updates to all nine emergency management, mitigation, response, and recovery plans
- Ensure continuous compliance with Emergency Management Accreditation and annual report
- Facilitate source support and implement FEMA Hazard Mitigation Grants

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Fully implement a sustainable Program Manager, Hazard Mitigation Grants position for grant funding identification and facilitation
- Establish a suite of virtual emergency management training courses, specific to DC Water, to assist staff in obtaining a knowledge base at their own pace and to assist in establishing incident management competencies
- Develop confidential Critical Infrastructure Protection guidance manual for the Authority
- Implement a complete inventory and maintenance system for emergency management resources
- Implement an IMT management and documentation software solution for quicker emergency documentation and plan references
- Expand on regional water emergency response and communication capabilities
- Build out mobile incident command post capabilities and coordinated situational awareness information sharing measures
- Begin the process to complete an Authority wide update to the risk and resilience assessment which needs to be completed within 2023 for AWIA compliance
- Provide updates to all nine emergency management, mitigation, response, and recovery plans
- Ensure continuous compliance with Emergency Management Accreditation and annual report

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact