



Approved FY 2023 Budgets

Section VII: DEPARTMENTAL SUMMARIES



Lead service line replacement,
door-to-door canvassing / Lawrence Street

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-nine 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 provide services to the development community throughout the District of Columbia.

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

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

DC Water continues to make organizational changes and improvements to enhance efficiencies, improve processes and efficiently utilize all assets with the goal of better serving the public and protecting the environment. To this end during FY 2021, DC Water's Senior 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 separation of Information Technology from the Customer Care cluster as a separate cluster, creation of a Watershed Management cluster and reallocation of Clean Rivers Department from Operations and Engineering to Watershed Management.

DC Water's new organizational chart can be found on page 216 and reflects structural changes for the following departments and cluster groups:

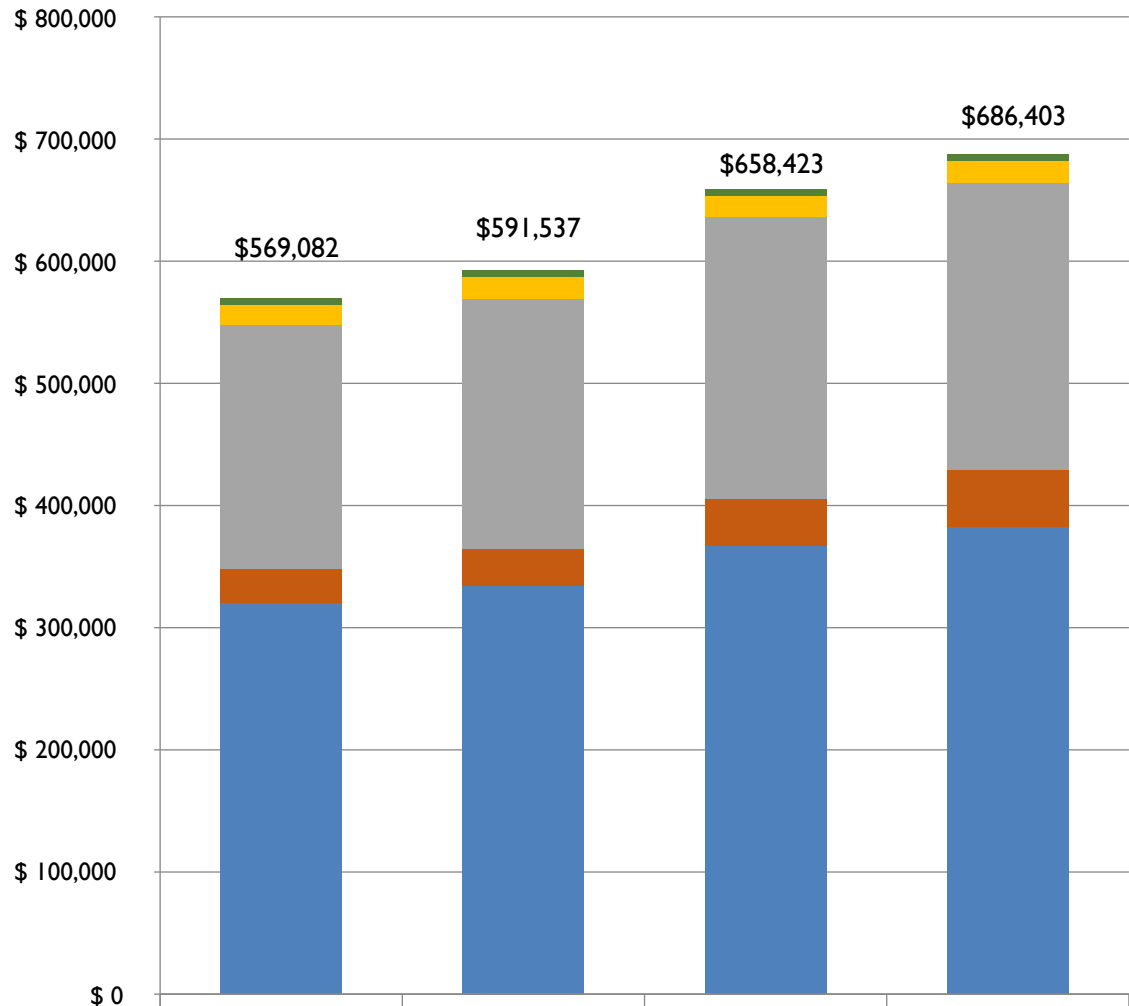
- Chief Executive Officer – This cluster is comprised of the Office of the Chief Executive Officer, Office of Chief Operating Officer, Board Secretary, and Internal Audit.
- Office of the Chief Operating Officer – Oversees the operations, engineering, shared services, customer care and Information Technology clusters.
- Operations and Engineering – All operational and engineering functions are consolidated into a single cluster. This includes Department of Engineering & Technical Services (DETS), Wastewater Engineering, Permit Operations, 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.
- Watershed Management – This new cluster is comprised of Clean Rivers (previously under engineering cluster), and new departments for Watershed Management and Regulatory Compliance functions.
- Shared Services (Previously Administrative Services) – This cluster includes the Shared Services Office, Security, Occupational Safety and Health, Office of Emergency Management, Fleet Management, and Facilities Management departments.
- Customer Care – This department was previously part of the Customer Experience cluster.
- Information Technology - This department was previously part of the Customer Experience cluster and is comprised of Enterprise Solutions and IT Infrastructure functions.
- Finance and Procurement – This cluster is comprised of Finance and the Procurement & Compliance departments. All goods, services and engineering procurement administration activities 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 People and Talent department and includes Labor Relations and Compliance Programs under this cluster.
- Strategy & Performance – This cluster oversees the Innovation, Enterprise Program Management Office, Strategic Management and Business Performance Management functions.
- Legal Affairs – General Counsel is now Office of Government and Legal Affairs.
- Marketing and Communications – External Affairs is now Marketing and Communications.

Senior Executive Team

Chief Executive Officer & General Manager	Chief of Staff	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 Officer & Stakeholders Engagement Officer & EVP
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\$ in thousands

FY 2020 - FY 2023



■ ROW	FY 2020 Actual	FY 2021 Actual	FY 2022 Approved	FY 2023 Approved
■ PILOT	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100
■ Debt Service	\$ 16,934	\$ 17,272	\$ 17,618	\$ 17,970
■ Cash Financed Capital Improvements	\$ 199,056	\$ 204,878	\$ 231,164	\$ 234,679
■ Operations & Maintenance	\$ 28,556	\$ 30,355	\$ 37,830	\$ 46,692
■ Total	\$ 319,436	\$ 333,931	\$ 366,711	\$ 381,962
	\$569,082	\$591,537	\$658,423	\$686,403

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.

Operations and Maintenance Expenditures by Category

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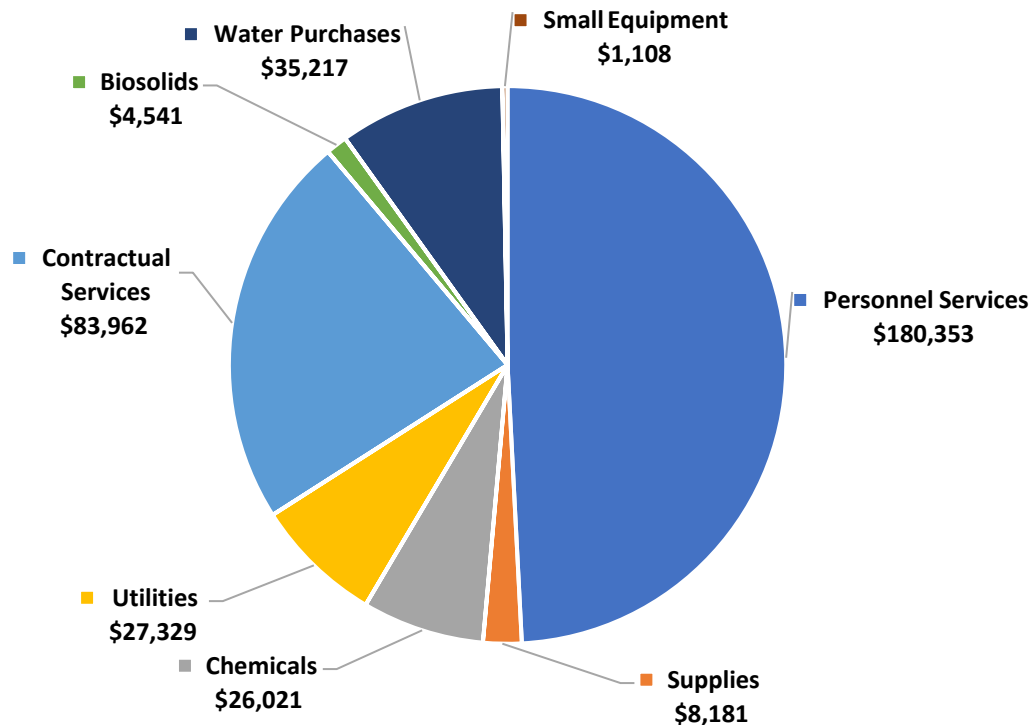
[capital](#)

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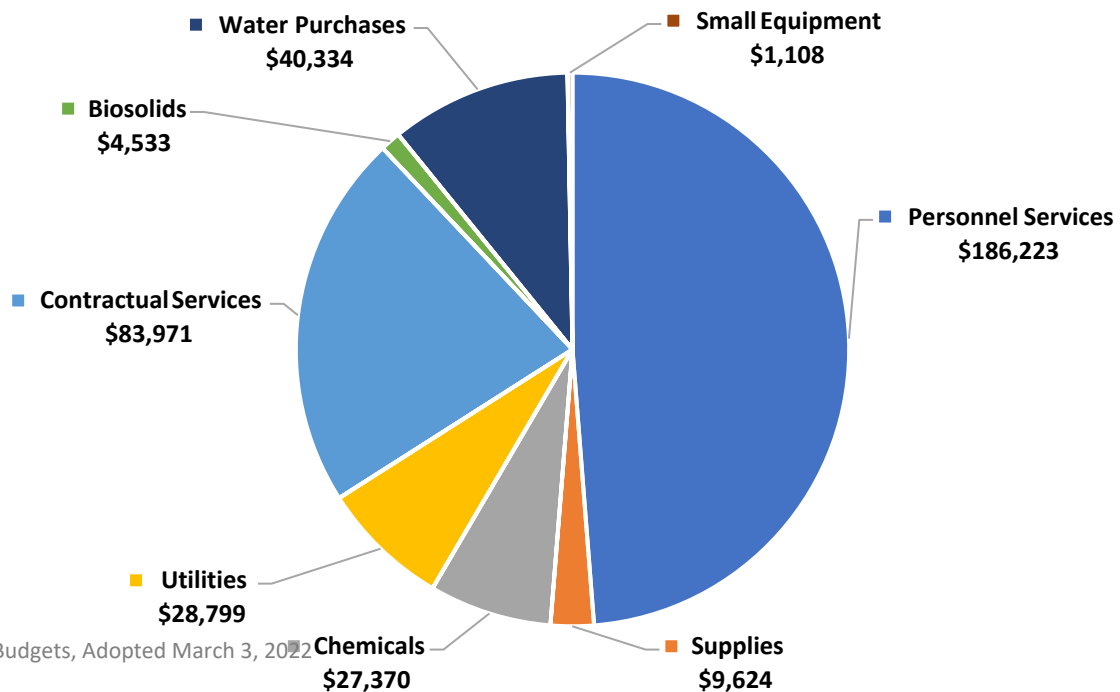
[departmental](#)

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FY 2022 Approved \$366,711



FY 2023 Approved \$381,962



\$ in thousands

Object	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 APPROVED	FY 2023 APPROVED
Personnel Services	\$ 159,244	\$ 165,032	\$ 180,353	\$ 186,223
Contractual Services	74,326	73,575	88,504	88,504
Water Purchases	31,696	33,135	35,217	40,334
Chemicals and Supplies	28,659	34,244	34,201	36,994
Utilities	24,705	27,329	27,329	28,799
Small Equipment	806	617	1,108	1,108
Subtotal Operations & Maintenance Expenditures	\$ 319,436	\$ 333,931	\$ 366,711	\$ 381,962
Debt Service	199,056	204,878	231,164	234,679
Cash Financed Capital Improvements	28,556	30,355	37,830	46,692
Payment in Lieu of Taxes	16,934	17,272	17,618	17,970
Right of Way Fees	5,100	5,100	5,100	5,100
Total Operating Expenditures	\$ 569,082	\$ 591,537	\$ 658,423	\$ 686,403
Personnel Services charged to Capital Projects	(24,906)	(23,395)	(25,086)	(30,435)
Total Net Operating Expenditures	\$ 544,176	\$ 568,142	\$ 633,337	\$ 655,968


- **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, soGware 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).

\$ in thousand

Departments & Clusters	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 APPROVED	FY 2023 APPROVED
WASTEWATER OPERATIONS	\$ 94,679	\$ 99,470	\$ 105,202	\$ 107,718
Wastewater Treatment Operations	69,432	74,553	77,050	80,242
Process Engineering	6,557	5,870	7,373	6,978
Maintenance Services	18,690	19,047	20,779	20,497
ENGINEERING	\$ 28,782	\$ 31,460	\$ 33,118	\$ 36,230
Engineering & Technical Services	21,328	21,451	21,473	23,336
CIP Infrastructure Management	1,453	3,675	4,259	5,034
Wastewater Engineering	2,617	2,384	3,058	3,432
Permit Operations	3,385	3,949	4,328	4,428
WATER OPERATIONS	\$ 59,830	\$ 62,938	\$ 66,446	\$ 72,195
Water Operations	59,830	62,938	66,446	72,195
PUMPING AND SEWER OPERATIONS	\$ 34,328	\$ 35,654	\$ 37,945	\$ 37,349
Pumping and Sewer Operations	34,328	35,654	37,945	37,349
WATERSHED MANAGEMENT	\$ 1,927	\$ 2,602	\$ 4,097	\$ 4,118
Clean Rivers	1,927	2,602	4,097	4,118
CUSTOMER CARE	\$ 19,563	\$ 17,614	\$ 21,367	\$ 21,080
Customer Care	19,563	17,614	21,367	21,080
INFORMATION TECHNOLOGY	\$ 11,339	\$ 10,775	\$ 10,937	\$ 10,252
Information Technology	11,339	10,775	10,937	10,252
SHARED SERVICES	\$ 25,013	\$ 25,246	\$ 29,861	\$ 30,044
Shared Services Office	629	683	688	754
Office of Emergency Management	1,219	990	1,583	1,669
Fleet Management	5,911	6,158	7,194	7,576
Occupational Safety & Health	1,669	1,579	1,898	1,614
Facilities Management	7,925	8,482	9,262	9,781
Security	7,660	7,354	9,236	8,651
INDEPENDENT OFFICES	\$ 4,955	\$ 5,462	\$ 4,845	\$ 5,585
Secretary to the Board	498	432	634	635
Office of the Chief Executive Officer	3,896	4,474	2,537	2,772
Office of the Chief Operating Officer	-	-	924	1,432
Internal Audit (outsourced)	562	556	750	745
FINANCE & PROCUREMENT	\$ 21,883	\$ 26,503	\$ 30,479	\$ 33,013
Finance	15,735	19,648	22,673	24,592
Procurement and Compliance	6,148	6,855	7,292	7,421
Non-Ratepayer Revenue Fund	-	-	515	1,000
MARKETING AND COMMUNICATION	\$ 2,826	\$ 2,778	\$ 2,832	\$ 3,243
Marketing and Communication	2,826	2,778	2,832	3,243
STRATEGY AND PERFORMANCE	\$ -	\$ 902	\$ 2,031	\$ 2,856
Strategy and Performance	-	902	2,031	2,856
PEOPLE AND TALENT	\$ 8,671	\$ 6,686	\$ 10,096	\$ 9,928
People and Talent	8,671	6,686	10,096	9,928
GOVERNMENT AND LEGAL AFFAIRS	\$ 5,639	\$ 5,841	\$ 7,454	\$ 8,351
Government and Legal Affairs	5,639	5,841	7,454	8,351
Subtotal O & M Expenditures	\$ 319,436	\$ 333,931	\$ 366,711	\$ 381,962
Debt Service	199,056	204,878	231,164	234,679
Cash Financed Capital Improvements	28,556	30,355	37,830	46,692
Payment in Lieu of Taxes	16,934	17,272	17,618	17,970
Right of Way Fees	5,100	5,100	5,100	5,100
Total Operating Expenditures	\$ 569,082	\$ 591,537	\$ 658,423	\$ 686,403
Personnel Services charged to Capital Projects	(24,906)	(23,395)	(25,086)	(30,435)
Total Net Operating Expenditures	\$ 544,176	\$ 568,142	\$ 633,337	\$ 655,968



FY 2022 Approved Budget by Department by Category



summary

overview

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(\$ in thousands)

	Auth Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Operating
Wastewater Treatment Operations	126	12,842	3,692	1,796	18,330	922	25,835	17,148	10,074	4,541	-	200	58,720	77,050
Process Engineering	35	3,955	1,217	50	5,222	492	-	46	1,533	-	-	80	2,152	7,373
Maintenance Services	99	9,525	2,955	630	13,110	3,753	-	136	3,391	-	-	389	7,669	20,779
Water Operations	202	18,754	6,268	1,780	26,802	913	30	572	2,859	-	35,217	54	39,645	66,446
Customer Service	123	11,162	3,769	462	15,393	86	-	394	5,462	-	-	32	5,974	21,367
Pumping and Sewer Operations	176	17,297	5,512	2,068	24,877	1,262	156	6,312	5,242	-	-	96	13,067	37,945
Engineering and Technical Service	110	12,353	3,599	938	16,890	104	-	515	3,904	-	-	60	4,583	21,473
CIP Infrastructure Management	25	3,298	961	-	4,259	-	-	-	-	-	-	-	-	4,259
Wastewater Engineering	15	1,746	482	25	2,253	10	-	-	795	-	-	-	805	3,058
Clean Rivers	9	1,714	464	-	2,179	22	-	108	1,789	-	-	-	1,918	4,097
Permit Operations	21	2,378	809	45	3,232	36	-	400	660	-	-	-	1,096	4,328
Subtotal Operations	941	\$95,024	\$29,728	\$7,794	\$132,547	\$7,600	\$26,021	\$25,630	\$35,709	\$4,541	\$35,217	\$912	\$135,629	\$268,176
Office of Chief Executive Officer	6	1,044	287	-	1,331	5	-	13	1,188	-	-	-	1,206	2,537
Office of Chief Operating Officer	4	612	187	-	799	-	-	-	125	-	-	-	125	924
Secretary to the Board	2	294	48	-	342	17	-	3	270	-	-	2	292	634
Internal Audit	0	-	-	-	-	-	-	7	743	-	-	-	750	750
Government and Legal Affairs	18	2,458	636	3	3,097	3	-	30	4,325	-	-	-	4,357	7,454
Marketing and Communication	13	1,603	445	-	2,048	14	-	25	733	-	-	12	784	2,832
Strategy and Performance	7	1,235	342	-	1,577	6	-	13	435	-	-	-	454	2,031
People and Talent	31	4,482	1,125	5	5,612	29	-	27	4,428	-	-	-	4,484	10,096
Information Technology	31	4,168	1,149	10	5,327	4	-	179	5,360	-	-	67	5,610	10,937
Procurement and Compliance	42	5,041	1,436	30	6,507	28	-	54	700	-	-	3	785	7,292
Finance	57	7,399	2,216	40	9,656	15	-	53	12,949	-	-	-	13,017	22,673
Shared Services Office	3	506	130	-	636	1	-	4	48	-	-	-	52	688
Non-Ratepayer Revenue Fund	0	-	-	-	-	-	-	-	515	-	-	-	515	515
Office of Emergency Management	6	785	220	5	1,010	13	-	17	518	-	-	25	574	1,583
Facilities Management	52	4,549	1,316	250	6,115	362	-	158	2,623	-	-	3	3,146	9,262
Security	7	847	214	1	1,062	49	-	325	7,770	-	-	30	8,174	9,236
Occupational Safety	12	1,162	309	-	1,471	10	-	25	393	-	-	-	427	1,898
Fleet Management	9	939	273	5	1,217	25	-	767	5,131	-	-	55	5,977	7,194
Subtotal Administration	300	\$37,121	\$10,336	\$349	\$47,806	\$581	-	\$1,699	\$48,253	-	-	\$196	\$50,730	\$98,536
Subtotal O & M Expenditures	1,241	\$ 132,145	\$ 40,064	\$ 8,143	\$ 180,353	\$ 8,181	\$ 26,021	\$ 27,329	\$ 83,962	\$ 4,541	\$ 35,217	\$ 1,108	\$ 186,359	\$ 366,711
Debt Service														231,164
Cash Financed Capital Improvements														37,830
Payment in Lieu of Taxes														17,618
Right of Way														5,100
Total OPERATING EXPENDITURES														658,423
Personnel Services charged to Capital Projects														(25,086)
TOTAL NET OPERATING EXPENDITURES														\$633,337



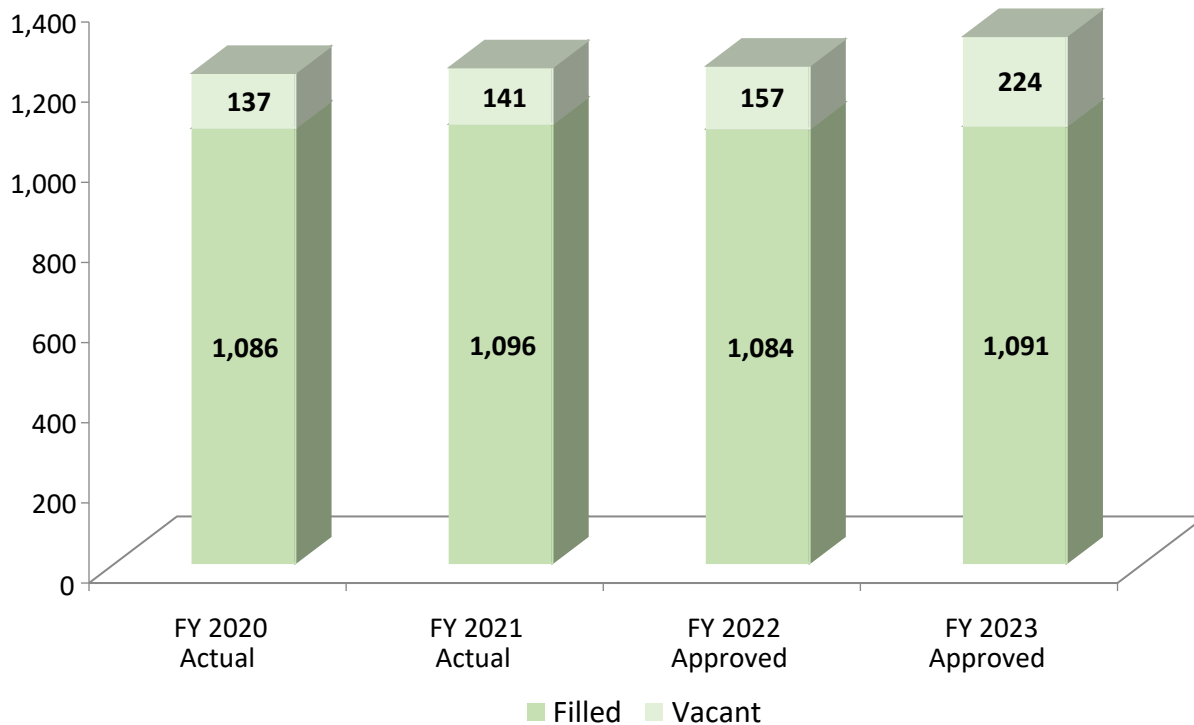
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(\$ in thousands)

	Auth Pos	Pay	Fringe	Overtime	Personnel Services	Supplies	Chemicals	Utilities	Contracts	Biosolids	Water Purchases	Equipment	Total Non-Personnel Services	Total Operating
Wastewater Treatment Operations	128	12,623	3,847	1,961	18,431	813	27,190	18,724	10,357	4,533	-	194	61,812	80,242
Process Engineering	36	3,669	1,152	50	4,872	525	-	37	1,436	-	-	109	2,107	6,978
Maintenance Services	99	9,189	2,880	600	12,669	3,851	-	143	3,475	-	-	360	7,828	20,497
Water Operations	216	19,515	6,190	1,780	27,485	1,170	29	387	2,736	-	40,334	54	44,710	72,195
Customer Service	123	10,905	3,618	405	14,927	76	-	444	5,625	-	-	7	6,152	21,080
Pumping and Sewer Operations	178	16,989	5,292	2,068	24,350	1,657	151	6,472	4,616	-	-	104	12,999	37,349
Engineering and Technical Service	136	14,191	4,226	938	19,356	101	-	306	3,514	-	-	60	3,981	23,336
CIP Infrastructure Management	31	3,694	940	10	4,644	-	-	-	390	-	-	-	390	5,034
Wastewater Engineering	21	2,075	565	-	2,640	10	-	-	782	-	-	-	792	3,432
Clean Rivers	11	1,744	439	-	2,183	12	-	89	1,835	-	-	-	1,935	4,118
Permit Operations	21	2,534	762	45	3,341	37	-	435	615	-	-	-	1,087	4,428
Subtotal Operations	1,000	\$97,129	\$29,911	\$7,857	\$134,897	\$8,251	\$27,370	\$27,036	\$35,380	\$4,533	\$40,334	\$888	\$143,793	\$278,690
Office of Chief Executive Officer	6	1,210	296	-	1,506	5	-	24	1,237	-	-	-	1,266	2,772
Office of Chief Operating Officer	3	610	151	-	760	-	-	0	672	-	-	-	672	1,432
Secretary to the Board	2	302	61	-	363	17	-	3	252	-	-	0	273	635
Internal Audit	-	-	-	-	-	-	-	2	743	-	-	-	745	745
Government and Legal Affairs	14	2,201	550	3	2,754	3	-	27	5,567	0	-	-	5,597	8,351
Marketing and Communication	14	2,043	549	2	2,594	10	-	21	606	-	-	12	649	3,243
Strategy and Performance	10	1,669	443	-	2,112	6	-	0	738	-	-	-	744	2,856
People and Talent	34	4,622	1,158	-	5,779	28	-	28	4,093	-	-	-	4,148	9,928
Information Technology	37	4,847	1,371	10	6,229	4	-	193	3,760	-	-	67	4,024	10,252
Procurement and Compliance	42	5,102	1,486	45	6,633	25	-	53	707	-	-	3	788	7,421
Finance	60	8,027	2,295	40	10,362	15	-	64	14,151	-	-	-	14,230	24,592
Shared Services Office	4	596	127	-	724	1	-	4	25	-	-	-	30	754
Non-Ratepayer Revenue Fund	-	-	-	-	-	-	-	-	1,000	-	-	-	1,000	1,000
Office of Emergency Management	6	821	218	5	1,044	5	-	10	584	-	-	25	625	1,669
Facilities Management	53	4,791	1,544	250	6,585	363	-	155	2,674	-	-	3	3,196	9,781
Security	7	732	157	1	890	40	-	331	7,360	-	-	30	7,762	8,651
Occupational Safety	13	1,161	295	-	1,456	0	-	23	134	-	-	-	158	1,614
Fleet Management	10	1,182	347	6	1,535	850	-	824	4,287	-	-	80	6,041	7,576
Subtotal Administration	315	\$39,915	\$11,050	\$362	\$51,326	\$1,373	-	\$1,763	\$48,591	\$0	-	\$220	\$51,946	\$103,272
Subtotal O & M Expenditures	1,315	\$ 137,044	\$ 40,960	\$ 8,218	\$ 186,223	\$ 9,624	\$ 27,370	\$ 28,799	\$ 83,971	\$ 4,533	\$ 40,334	\$ 1,108	\$ 195,739	\$ 381,962
Debt Service														234,679
Cash Financed Capital Improvements														46,692
Payment in Lieu of Taxes														17,970
Right of Way														5,100
Total OPERATING EXPENDITURES														686,403
Personnel Services charged to Capital Projects														(30,435)
TOTAL NET OPERATING EXPENDITURES														\$655,968

FY 2020 - FY 2023



DC Water is committed to a strategic goal to achieve a lower vacancy rate. The approach entails a closer look and assessment of staffing requirements needed to maintain service levels, coupled with increased hiring efforts in areas of need and criticality throughout the Authority. To this end, 63 aged and hard to fill vacant positions were deactivated to lower costs, and 15 new positions added, for a net reduction of 48 during FY 2020. The new positions added were for in-house support of various operational requirements for water quality compliance, automotive parts, permits, and other strategic programs.

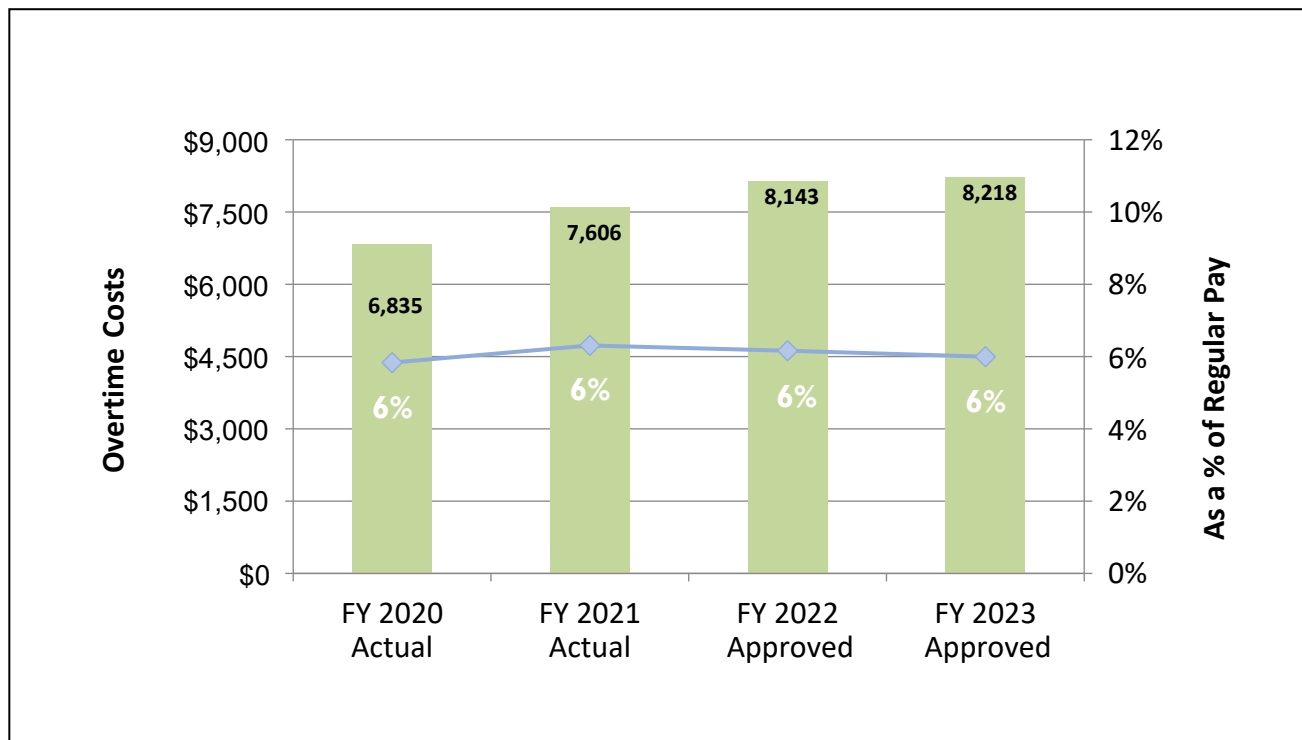
In FY 2021, 5 new positions were added to the overall headcount for DC Water Consumer Protection Amendment. In FY 2022, 10 new positions were added to advance the Lead-Free DC initiatives for inspection work and reduce continued reliance on consultants for support of various operational and day-to-day activities.

For the FY 2023 budget cycle, 73 new positions were added to provide in-house support of new operational and strategic programs and decrease continued reliance on consultants for day-to-day functions in the areas of engineering, information technology and budgeting functions. The authorized headcount reflects management's commitment to drive efficiency, fill critical positions and achieve a single-digit vacancy rate in the future.

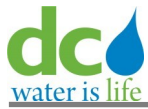
		FY 2020		FY 2021		FY 2022	FY 2023
		Authorized	Year -End Filled	Authorized	Year -End Filled	Authorized	Authorized
O	Wastewater Treatment Operations	127	114	126	112	126	128
p	Process Engineering	33	30	35	28	35	36
e	Maintenance Services	102	89	100	90	99	99
r	Water Operations	199	185	200	182	202	216
a	Customer Care	122	103	123	107	123	123
t	Pumping and Sewer Operations	177	163	177	160	176	178
i	Engineering and Technical Services	129	97	129	94	110	136
o	Wastewater Engineering	18	10	17	10	15	21
n	CIP Infrastructure Management	6	20	6	24	25	31
s	Clean Rivers	11	8	11	9	9	11
	Permit Operations	20	21	21	21	21	21
Subtotal		944	840	945	837	941	1,000
A	Office of the Chief Executive Officer	15	11	18	3	4	6
d	Office of the Chief Operating Officer				3	4	3
m	Strategy and Performance				8	9	10
i	Office of the Secretary	2	2	2	2	2	2
n	Internal Audit (outsourced)	-		-		-	
i	Government and Legal Affairs	15	12	17	13	18	14
s	Marketing and Communication	13	11	13	12	13	14
t	People and Talent	29	29	30	28	31	34
r	Information Technology	28	26	28	28	31	37
a	Procurement and Compliance	35	35	36	37	42	42
t	Finance	52	48	53	52	57	60
i	Risk Management	0		0		0	
o	Shared Services Office	3	3	3	3	3	4
n	Office of Emergency Management	6	3	6	5	6	6
	Facilities Management	52	45	51	44	52	53
	Security	8	5	8	6	7	7
	Occupational Safety and Health	11	9	11	7	12	13
	Fleet Management	10	7	10	8	9	10
Subtotal		279	246	286	259	300	315
Total Positions		1,223	1,086	1,231	1,096	1,241	1,315

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

FY 2020—FY 2023



The Authority’s overtime target is 6 percent of regular pay. Overtime costs 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 increases in FY 2021 were to cover responses to emergencies during the winter seasons and maintenance work due to aging water and sewer infrastructure. The approved FY 2023 overtime budget is relatively flat compared to FY 2022 level and aligns with historical spending trends prior to the pandemic.



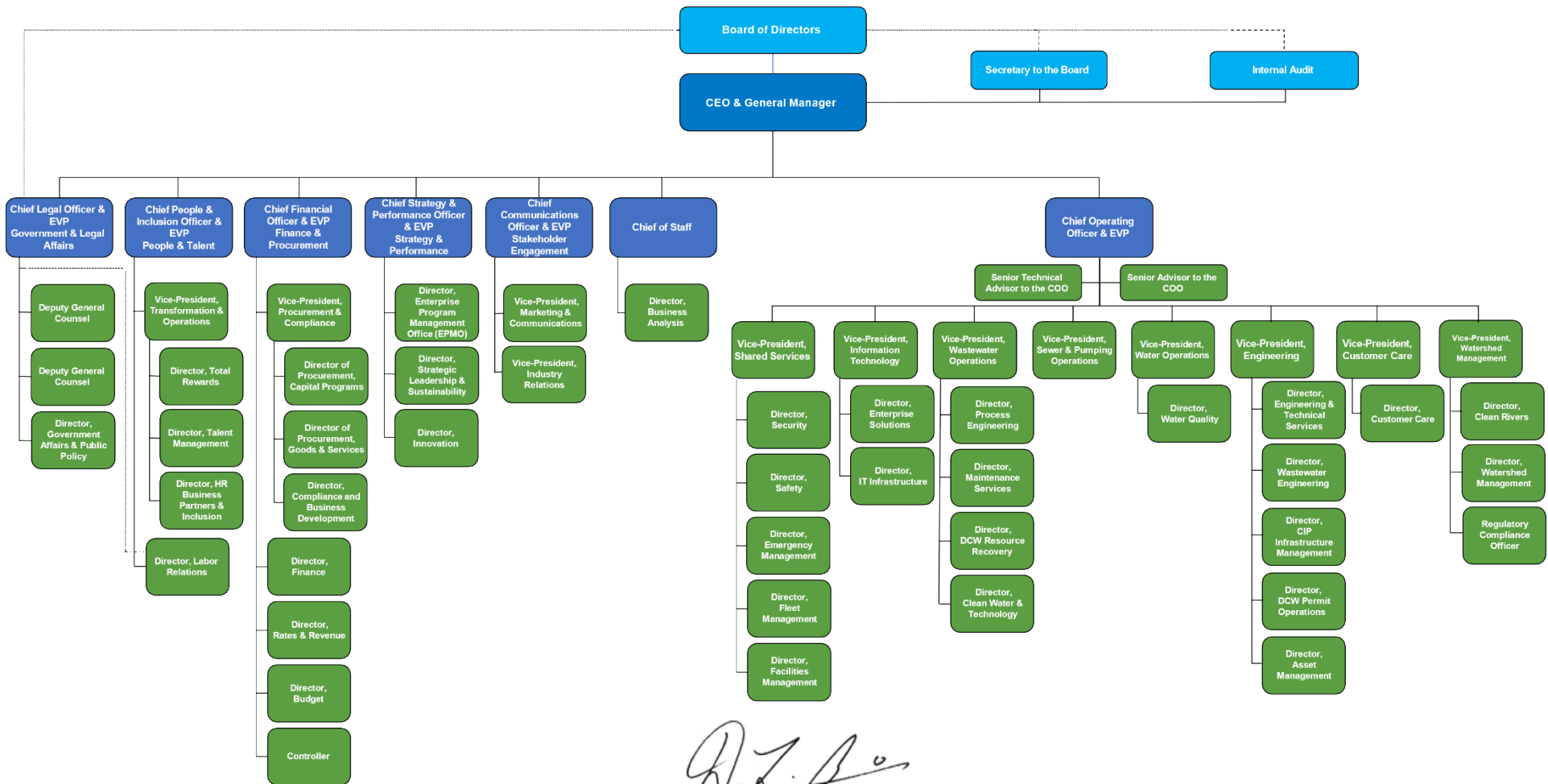
Overtime Budget by Department

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

\$ in thousands

Department	FY 2020 Actual	FY 2021 Actual	FY 2022 Approved	FY 2023 Approved
Wastewater Treatment Operations	\$ 1,687	\$ 1,734	\$ 1,796	\$ 1,961
Process Engineering	80	26	50	50
Maintenance Services	688	535	630	600
Engineering and Technical Services	687	1,025	938	938
CIP Infrastructure Management	0	1	-	10
Wastewater Engineering	25	17	25	-
Permit Operations	15	30	45	45
Water Operations	1,409	1,438	1,780	1,780
Pumping and Sewer Operations	1,588	2,134	2,068	2,068
Clean Rivers	-	-	-	-
Customer Care	385	330	462	405
Information Technology	9	8	10	10
Shared Services Office	-	-	-	-
Office of Emergency Management	-	-	5	5
Fleet Management	5	8	5	6
Occupational Safety and Health	-	-	-	-
Facilities Management	196	220	250	250
Security	0	0	1	1
Secretary for the Board	2	-	-	-
Office of the Chief Executive Officer	2	-	-	-
Internal Audit	-	-	-	-
Finance	26	36	40	40
Procurement and Compliance	25	58	30	45
Marketing and Communication	2	1	-	2
People and Talent	3	4	5	-
Government and Legal Affairs	1	0	3	3
Total	\$ 6,835	\$ 7,606	\$ 8,143	\$ 8,218

DC Water Organizational Leadership



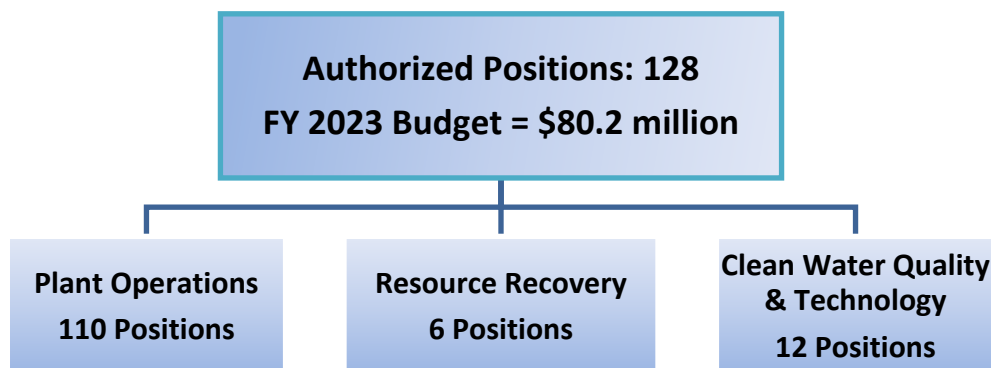
David L. Gadis, CEO & General Manager

CLUSTER: WASTEWATER OPERATIONS

DEPARTMENT: Wastewater Treatment Operations

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

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



FUNCTIONS

Plant Operations	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 the 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 \$3.2 million increase in FY 2023 compared to FY 2022 budget is for personnel cost adjustments for two new positions, and price escalation in major chemicals, utilities.

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	127	122	126	128	(2)	(2)%
Headcount: Filled	114	110	113	116	(3)	(3)%
Personnel Services	\$ 16,786	\$ 17,840	\$ 18,330	\$ 18,431	\$ (101)	(1)%
Supplies	510	642	922	813	109	12%
Chemicals	21,643	25,174	25,835	27,190	(1,355)	(5)%
Utilities and Rent	15,179	17,143	17,148	18,724	(1,576)	(9)%
Contractual Services	15,181	13,693	14,615	14,890	(275)	(2)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	35	3,298	3,290	8	0%
Small Equipment	134	60	200	194	6	3%
Non Personnel Services ALL	52,647	56,713	58,720	61,812	(3,092)	(5)%
Department Total	\$ 69,432	\$ 74,553	\$ 77,050	\$ 80,242	\$ (3,192)	(4)%
Capital Equipment	\$ 22	-	\$ 50	\$ 50	\$ 0	0%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Achieve NACWA Award Status	Platinum	Platinum	Platinum	Platinum	Sustainable
Compliance with disposal of biosolids regulations 100%	100%	100%	100%	100%	Sustainable
Inspection and Sampling of Pretreatment Permittees 100%	100%	100%	100%	100%	Sustainable
Discharge monitoring report quality assurance samples: 90% acceptable results	greater than 90%	greater than 90%	greater than 90%	greater than 90%	Sustainable

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

Department: Wastewater Treatment Operations

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue implementation of an Asset Management Program in tandem with an Asset Reliability Program and implementation of Operator Driven Reliability
- Implementation of Career Advancement Framework
- Continue optimization of new capital projects (this includes Filtrate Treatment Facility, Tunnel Dewatering Pump Station, Gravity Thickening Upgrades, and Filtration Influent Pumps Upgrades)
- Implement workforce development to enhance skills 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 includes the 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 planting, and land applications
- 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

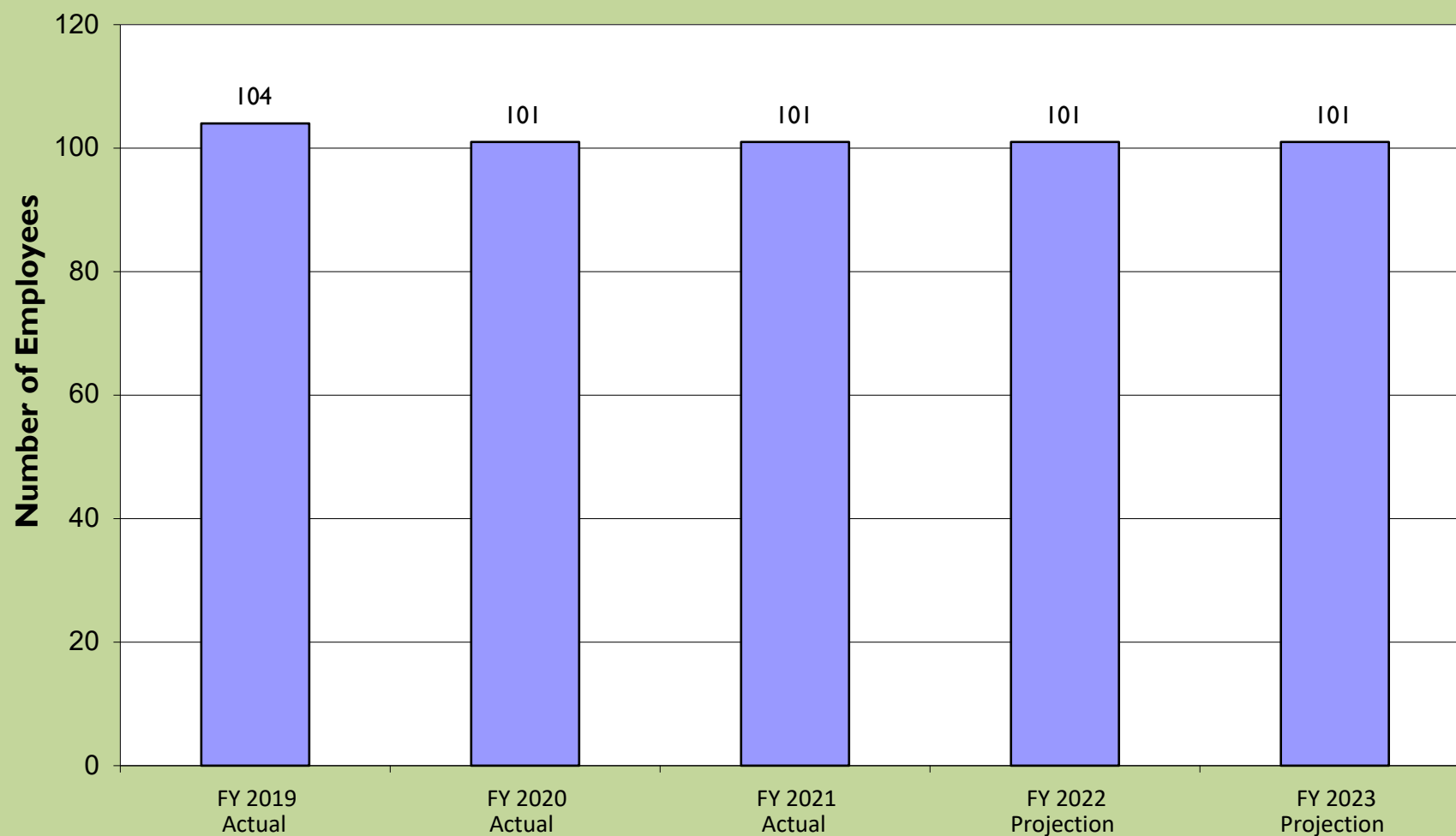
FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

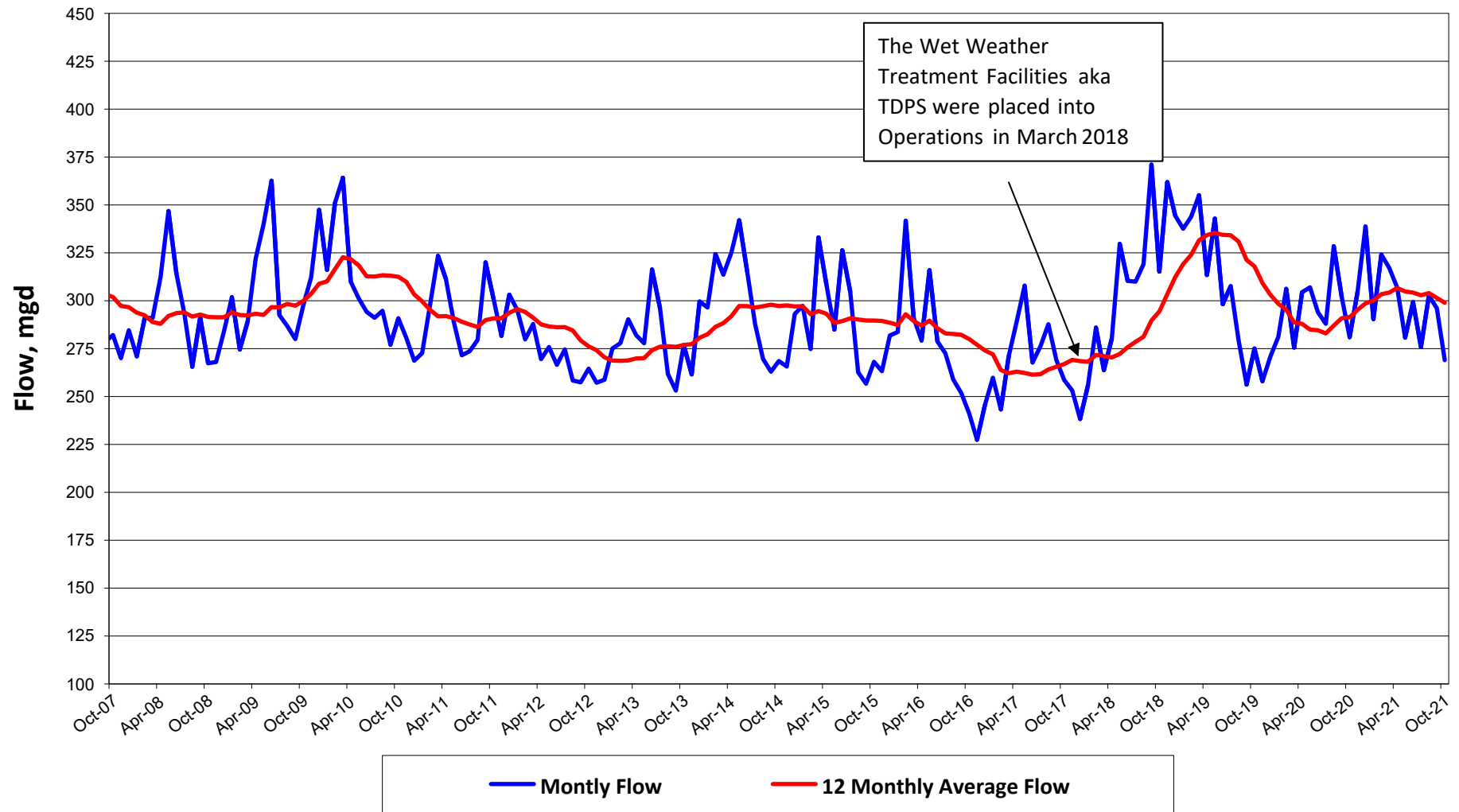
- Increased use of city water as a result of improved fluent screening
- Operation of the Tunnel Dewatering and Enhanced Clarification Facilities will increase electricity usage, chemicals, and other associated operation and maintenance costs with increased volumes due to additional tunnel

Wastewater Treatment Certified Operators* FY 2019 - FY 2023

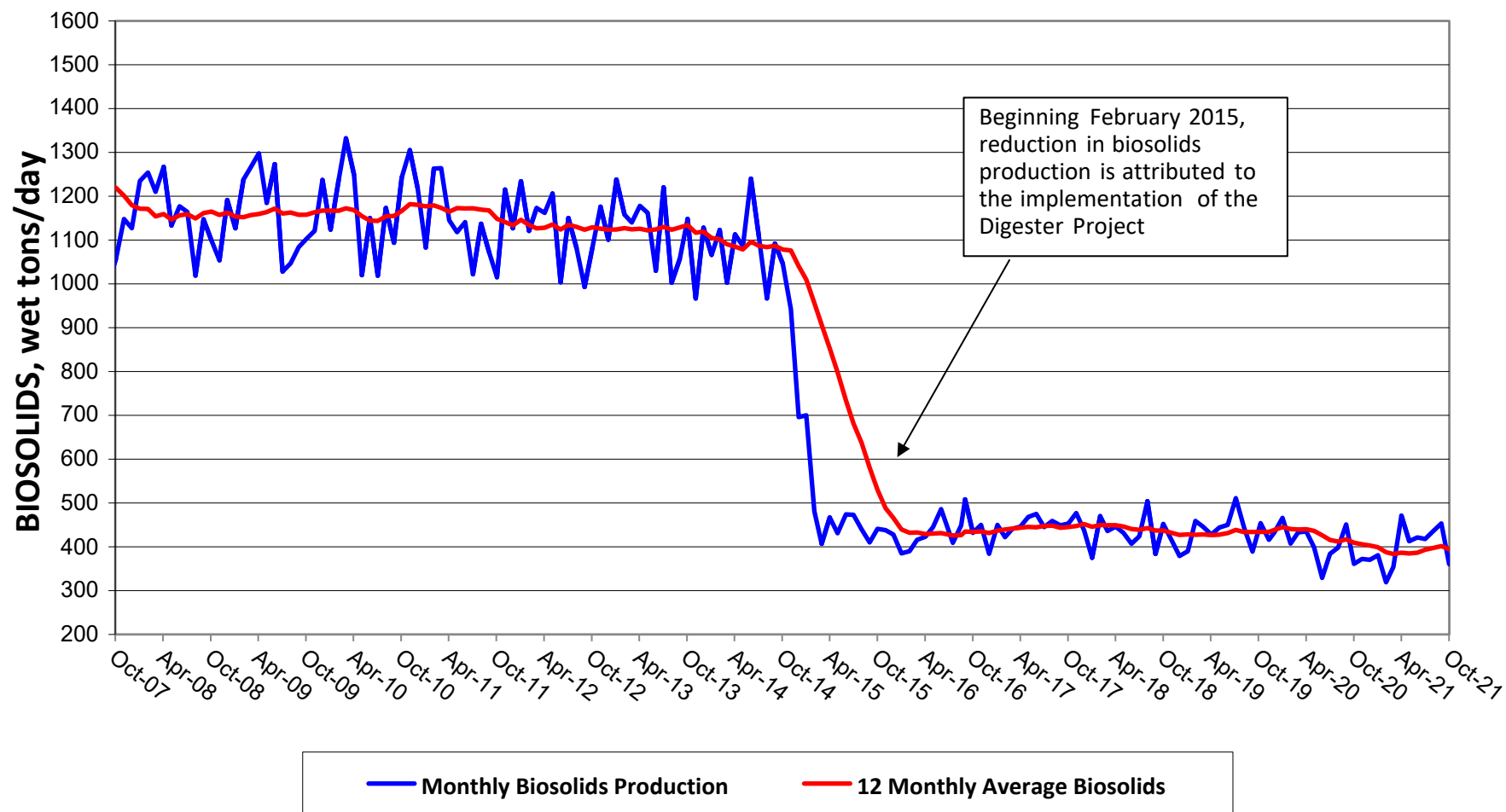


*Includes all positions with Certified Wastewater Treatment Plant Operator License

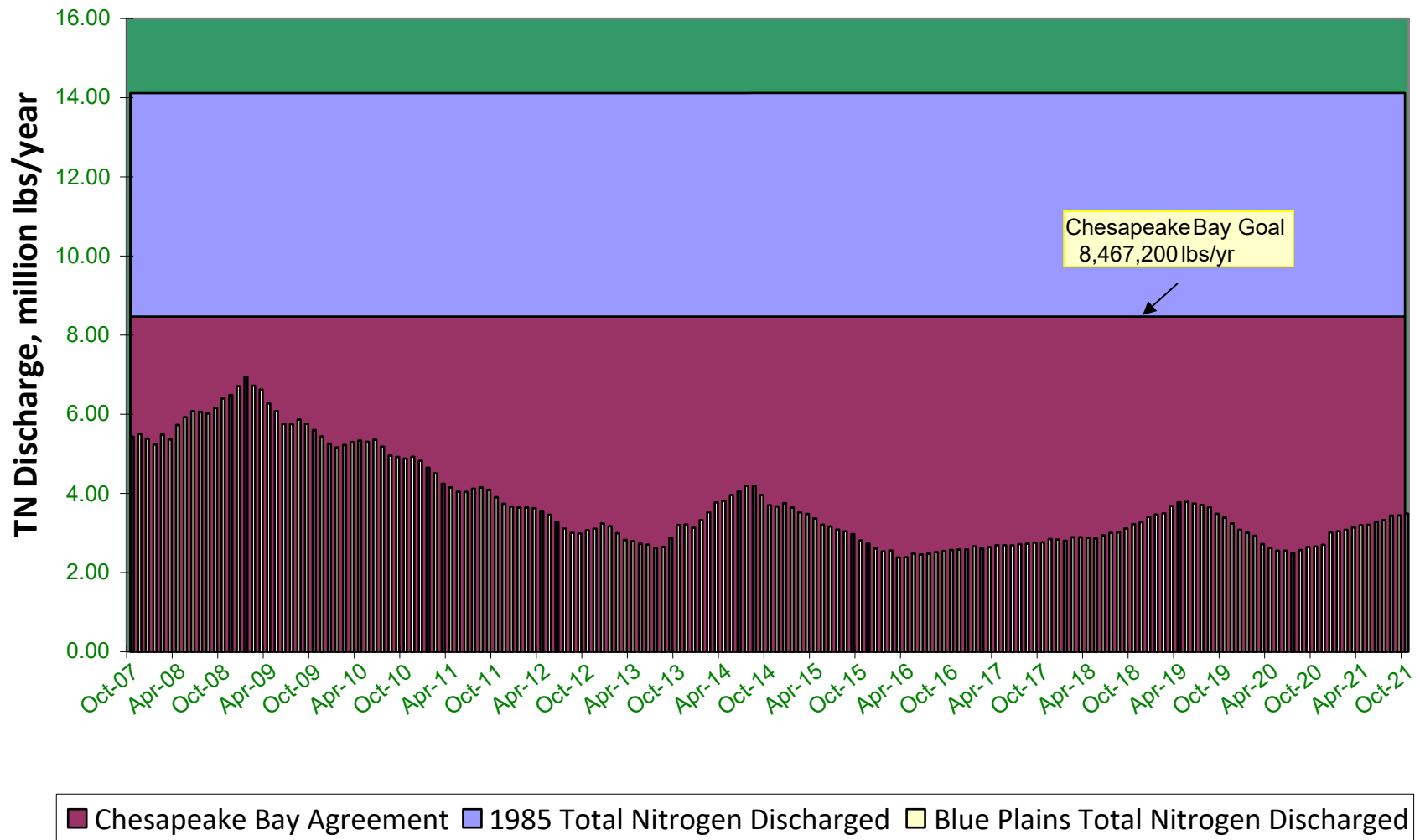
BLUE PLAINS WASTEWATER TREATMENT PLANT EFFLUENT FLOW October 2007 - October 2021



BLUE PLAINS WASTEWATER TREATMENT PLANT BIOSOLIDS PRODUCTION October 2007 - October 2021



BLUE PLAINS WASTEWATER TREATMENT PLANT ANNUAL TOTAL NITROGEN LOAD GRAPH OCTOBER 2007 - OCTOBER 2021

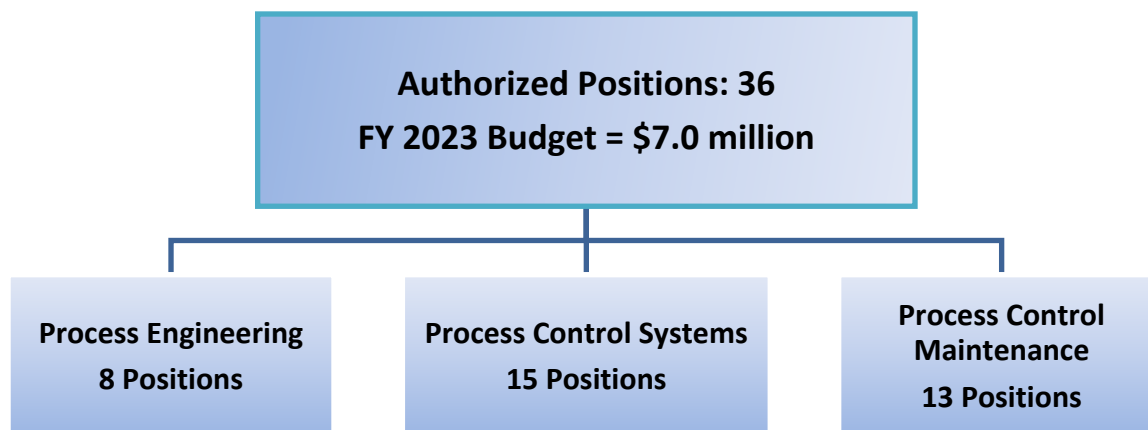


CLUSTER: WASTEWATER OPERATIONS

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, I&C (Instrumentation and 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 \$0.4 million decrease in FY 2023 compared to the FY 2022 budget is mainly for personnel services cost adjustments, and decrease in contractual services

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	33	36	35	36	(1)	(3)%
Headcount: Filled	30	28	30	26	4	13%
Personnel Services	\$ 4,833	\$ 4,499	\$ 5,222	\$ 4,872	\$ 350	7%
Supplies	450	389	492	525	(33)	(7)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	43	25	46	37	10	21%
Contractual Services	1,206	957	1,533	1,436	97	6%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	25	-	80	109	(29)	(36)%
Non Personnel Services ALL	1,724	1,370	2,152	2,107	45	2%
Department Total	\$ 6,557	\$ 5,870	\$ 7,373	\$ 6,978	\$ 395	5%
Capital Equipment	\$ 339	\$ 453	\$ 400	\$ 400	\$ 0	0%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Critical Equipment Availability 97%	greater than 97%	greater than 97%	greater than 97%	greater than 97%	Reliable

Department: Wastewater Treatment - Process Engineering

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Maintain full compliance with the National Pollutant Discharge Elimination Systems (NPDES) permit
- Continue to train staff on new processes such as Filtrate Treatment Facilities (FTF), Wet Weather Facility and training on CIP/commissioning projects as they come on-line; Raw Wastewater Pump Station 2 (RWWPS2), Gravity Thickener (GT) and Primary Scum Screening De-grating Building (PSSDB) Upgrades and Filter Influent Pump Replacement
- Continue to support the 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 Asset 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 rollout 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 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

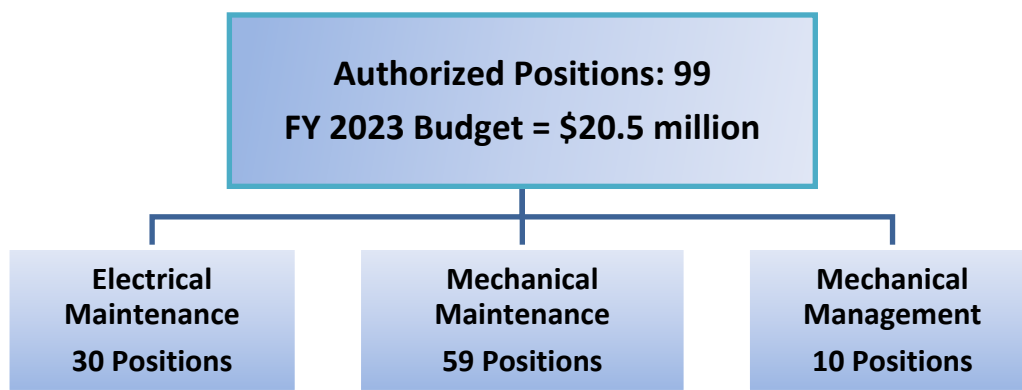
- Increased preventive maintenance costs for new equipment and facilities
- Increased effort for training and commissioning of new facilities—RWWPS2, GT Upgrade, FIP Replacement, and Tunnel Facilities

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

Department: Maintenance Services

BUDGET

The \$0.3 million decrease in FY 2023 below the FY 2022 budget is mainly due to personnel cost adjustments, with anticipated increases in supplies and contractual services

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	102	98	99	99	0	0%
Headcount: Filled	89	90	88	88	0	0%
Personnel Services	\$ 11,644	\$ 11,431	\$ 13,110	\$ 12,669	\$ 441	3%
Supplies	3,669	3,376	3,753	3,851	(97)	(3)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	177	119	136	143	(7)	(5)%
Contractual Services	2,931	3,899	3,391	3,475	(84)	(2)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	269	223	389	360	29	8%
Non Personnel Services ALL	7,046	7,616	7,669	7,828	(159)	(2)%
Department Total	\$ 18,690	\$ 19,047	\$ 20,779	\$ 20,497	\$ 282	1%
Capital Equipment	\$ 2,898	\$ 3,210	\$ 4,000	\$ 4,000	\$ 0	0%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Critical Equipment Availability 97%	96%	97%	95%	95%	Reliable
Ratio of Proactive vs Reactive Maintenance	63:37	68:32	68:32	68:32	Reliable

Department: Maintenance Services

FY 2022 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 support best maintenance practices and reduction in contracted work force

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to 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 support best maintenance practices and reduction in contracted work force

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Maintain activities for Tunnel Dewatering Pump Station (TDPS) and Enhanced Clarification Facility (ECF), and Gravity Thickening Project

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

Department: Engineering and Technical Services

BUDGET

The \$1.9 million increase in FY 2023 compared to FY 2022 budget is for personnel cost adjustments for twenty-six new positions, partially offset by reductions in utilities and contractual services

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	129	108	110	136	(26)	(24)%
Headcount: Filled	97	93	96	96	0	0%
Personnel Services	\$ 18,372	\$ 17,078	\$ 16,890	\$ 19,356	\$ (2,465)	(15)%
Supplies	71	48	104	101	3	3%
Chemicals	-	-	-	-	-	-
Utilities and Rent	627	477	515	306	209	41%
Contractual Services	2,251	3,848	3,904	3,514	390	10%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	7	-	60	60	0	0%
Non Personnel Services ALL	2,956	4,373	4,583	3,981	602	13%
Department Total	\$ 21,328	\$ 21,451	\$ 21,473	\$ 23,336	\$ (1,863)	(9)%
Capital Equipment	-	\$ 0	\$ 204	\$ 25	\$ 179	88%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Percentage of KPI's Completed	80%	80%	80%	80%	Resilient
Use 100% of Clean Water Act grant funds	100%	100%	100%	100%	Healthy, Safe, and Well
Use 100% of Safe Drinking Water Act grant funds	100%	100%	100%	100%	Healthy, Safe, and Well

Department: Engineering and Technical Services

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue with condition assessment of major sewers including Upper Potomac Relief Sewer, Little Falls Trunk Sewer, and several sewers under buildings
- Inspection of local sewers (~15 miles/year)
- Identify rehabilitation needs for water and sewer linear assets
- Advertise projects with at least 11 miles of small diameter watermain. Continue to meet small diameter water main renewal goal of 1% (or 11 mi) per year
- Continue with the planning, design, and construction of capital projects
- Obtain IMA (Inter-Municipal Agreement) approval for upcoming joint-use project cost shares
- Complete digitizing of DC Water's document archive of over 11 million records
- Validate and prioritize CIP projects using the Enterprise Asset Management Framework
- Monitor and inspect third party projects impacting DC Water assets

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue with the timely and on-budget delivery of all approved water and sewer CIP projects
- Continue to validate and prioritize CIP projects using the Enterprise Asset Management Framework and Info Asset Planner
- Implement Water and Sewer Facility Plans and corresponding Asset Management Plans
- Improve program management, project development, and implementation across the service areas
- 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
- Inspection of local sewers (~40 miles/year)
- Monitor and inspect third party projects impacting DC Water assets

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

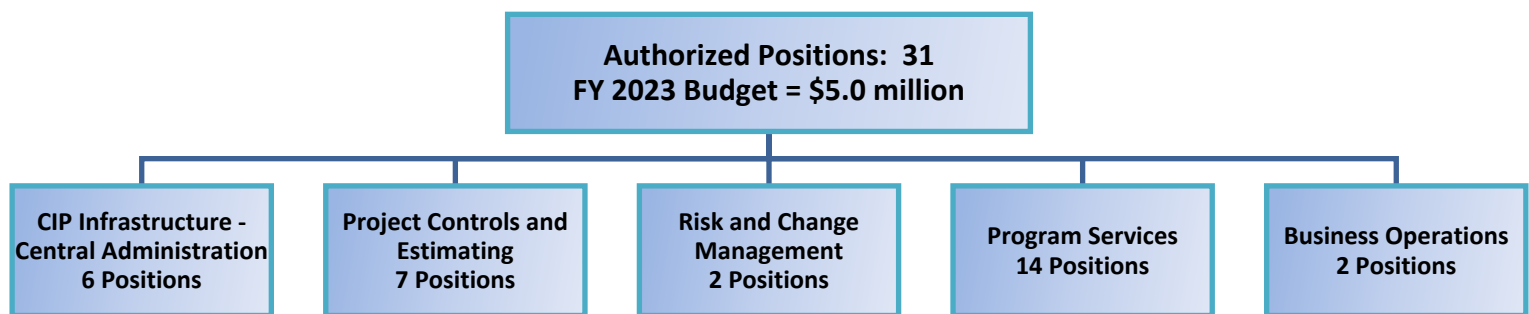
- Increase in operating costs due to ramping up of CIP projects. Examples include support for isolating water mains for condition assessment
- Increase in Capital Projects will require additional staff and/or consultant support

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: CIP Infrastructure Management

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

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



FUNCTIONS

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

Department: CIP Infrastructure Management

BUDGET

This is a newly established department with functions previously undertaken as part of the Engineering & Technical Services department. The \$0.7 million increase in FY 2023 compared to FY 2022 budget is for personnel cost adjustments for six new positions and funding contractual services costs

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	6	26	25	31	(6)	(24)%
Headcount: Filled	20	24	20	20	0	0%
Personnel Services	\$ 1,453	\$ 3,666	\$ 4,259	\$ 4,644	\$ (385)	(9)%
Supplies	-	4	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	-	-	-
Contractual Services	-	6	-	390	(390)	-
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	-	9	-	390	(390)	-
Department Total	\$ 1,453	\$ 3,675	\$ 4,259	\$ 5,034	\$ (775)	(18)%
Capital Equipment	-	\$ 70	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Percentage of KPI's Completed	80%	80%	80%	80%	Resilient
Use 100% of Clean Water Act grant funds	100%	100%	100%	100%	Healthy, Safe, and Well
Use 100% of Safe Drinking Water Act grant funds	100%	100%	100%	100%	Healthy, Safe, and Well

Department: CIP Infrastructure Management

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue administration of Water Infrastructure and Finance and Innovation Act (WIFIA) loan including compliance and reporting
- Complete digitizing of DC Water’s document archive of over 11 million records
- Continue Implementation of Oracle Primavera Unifier Project Management tool (CM14 replacement) Phase 1 and 2
- Develop a real-time tracking tool for contract instrument status
- Maximize infrastructure external funding by pursuing the Bipartisan Infrastructure Law and other opportunities
- Re-organization of the CIP planning cycle with the addition of equity criteria to project prioritization

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Implementation of Oracle Primavera Unifier Management tool (CM14 replacement) Phase 3 and continued development
- Establishment of cost estimating center of excellence
- Establishing standards and procedures to consistently control and mitigate risk
- Continue to maximize external funding opportunities
- Track and control CIP Project Execution through established metrics and Key Performance Indicators (KPI)

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

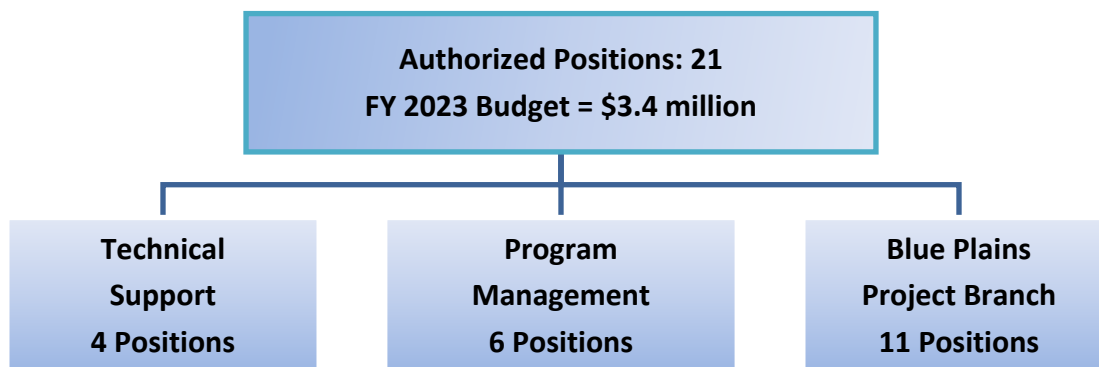
- Continue to build and strengthen the department to align required resources with core functions. Areas of focus are Project Management Information Systems, Cost Estimating, Contract Management Services, Document Management, Quality, and administrative functions. These activities will result in reduction in consultant staff and corresponding cost savings

CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Wastewater Engineering

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

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



FUNCTIONS

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

Department: Wastewater Engineering

BUDGET

The \$0.4 million increase in FY 2023 compared to FY 2022 budget is for personnel cost adjustments including the additions of six new positions to be offset by future reductions in capital contract spending

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	18	15	15	21	(6)	(40)%
Headcount: Filled	10	10	10	9	1	10%
Personnel Services	\$ 2,005	\$ 1,789	\$ 2,253	\$ 2,640	\$ (387)	(17)%
Supplies	-	-	10	10	0	(2)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	-	-	-
Contractual Services	612	596	795	782	13	2%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	612	596	805	792	13	2%
Department Total	\$ 2,617	\$ 2,384	\$ 3,058	\$ 3,432	\$ (374)	(12)%
Capital Equipment	-	\$ 0	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Design Lock-In and Stag-gating with comment closure	3	2	2	2	Reliable
Construction Contracts Awarded	4	2	2	2	Reliable
Construction Contracts Closed	1	3	3	3	Reliable

Department: Wastewater Engineering

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Fully implement new Engineering and Procurement Standard Operating Procedures to reflect the adopted roles and responsibilities with incorporation of the Capital Procurement Office in the Procurement and Compliance Department
- Continue planning, design, construction, and commissioning of upgrades to Stormwater Pump Stations and Sewage Pump Stations through Basic Ordering Agreement contracts
- Continue construction of ongoing projects at the Advanced Wastewater Treatment Plant at Blue Plains, including the Gravity Thickener Upgrades, Reclaimed Final Effluent Pump Station, and Filter Influent Pump Station projects
- Continue to execute high priority and urgent rehabilitation, repair, and upgrade projects through the Miscellaneous Facility Upgrades construction contracts
- Begin design of the Filter Underdrains and Backwash Systems Upgrades project at Blue Plains
- Begin design for a Biosolids Curing Pad at Blue Plains, including solar arrays on the roof of the structure
- Solicit proposals for engineering services for a Microgrid and Power Monitoring and Control System at Blue Plains
- Solicit engineering consultant for Basic Ordering Agreement to perform planning studies and designs for water, sewer, stormwater, and combined sewer facilities
- Closeout the Tunnel Dewatering Pump Station/Enhanced Clarification Facility Project

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Recruit, hire and integrate into the department, key staff to incorporate construction management and program management functions in-house for cost savings and better knowledge retention
- Complete design for Filter Underdrain and Backwash System Upgrades
- Complete concept planning for Microgrid/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 Floodwall completion for mitigation of 500-year flood at Blue Plains
- Complete SCADA upgrades for Stormwater Pump Stations

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

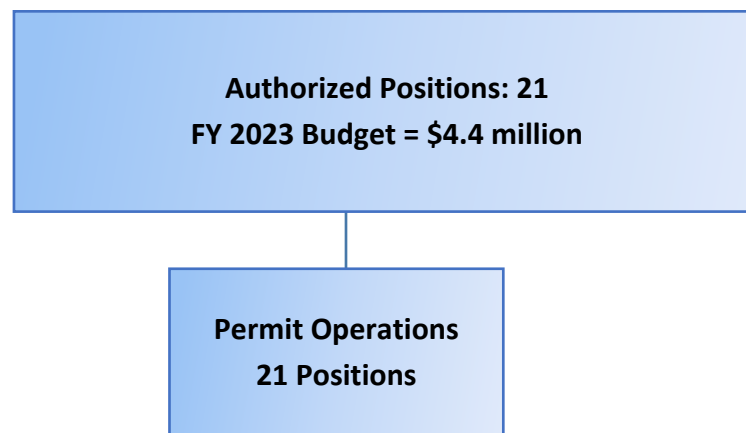
- Installation of Solar Arrays has decreased power purchase costs at Blue Plains
- Construction of Biosolids Curing Pad will increase revenue for Biosolids production and further reduce power purchase costs with solar arrays on the roof structure
- Completion of other rehabilitation and replacement projects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

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



FUNCTIONS

Permit Operations - Central Administration
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 \$0.1 million increase in FY 2023 compared to FY 2022 budget is for personnel cost adjustments

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	20	21	21	21	0	0%
Headcount: Filled	21	21	21	21	0	0%
Personnel Services	\$ 2,957	\$ 3,163	\$ 3,232	\$ 3,341	\$ (108)	(3)%
Supplies	4	1	36	37	(1)	(2)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	353	400	400	435	(35)	(9)%
Contractual Services	70	386	660	615	45	7%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	427	786	1,096	1,087	9	1%
Department Total	\$ 3,385	\$ 3,949	\$ 4,328	\$ 4,428	\$ (99)	(2)%
Capital Equipment	-	-	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Process permit applications within service level agreement timeframe of 85%	85%	85%	85%	90%	Reliable

Department: Permit Operations

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Review and propose new permit review fees adjusted as needed to meet future budgetary needs
- Implemented an email permit application 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
- Implement a DCRA/DC Water Memorandum of Agreement (MOA) for permit review support in the amount of \$300,000

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Final development and implementation of Oracle Permit Integrated (Enterprise Resource Planning (ERP) system that combines online payments, with Permit Processing, and 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
- Renew the DCRA/DC Water Permit Review MOA

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

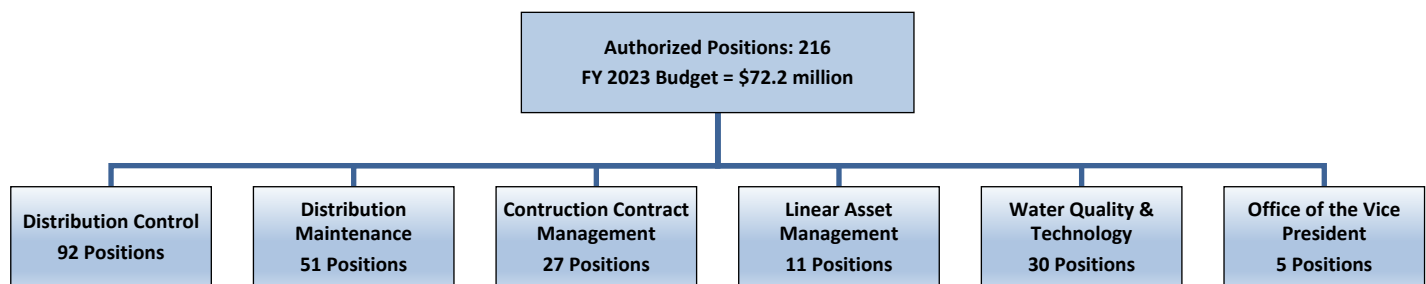
- None

CLUSTER: WATER OPERATIONS

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

Department: Water Operations

BUDGET

The \$5.8 million increase in FY 2023 compared to FY 2022 budget is mainly for personnel services adjustments for additional positions and purchase of drinking based on DC Water's proportionate share of the Washington Aqueduct's operating budget

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	199	204	202	216	(14)	(7)%
Headcount: Filled	185	182	185	184	1	1%
Personnel Services	\$ 24,897	\$ 25,324	\$ 26,802	\$ 27,485	\$ (684)	(3)%
Supplies	572	887	913	1,170	(257)	(28)%
Chemicals	21	201	30	29	1	3%
Utilities and Rent	568	458	572	387	184	32%
Contractual Services	2,030	2,926	2,859	2,736	124	4%
Water Purchases	31,696	33,135	35,217	40,334	(5,117)	(15)%
Biosolid	-	-	-	-	-	-
Small Equipment	47	7	54	54	0	0%
Non Personnel Services ALL	34,933	37,614	39,645	44,710	(5,065)	(13)%
Department Total	\$ 59,830	\$ 62,938	\$ 66,446	\$ 72,195	\$ (5,749)	(9)%
Capital Equipment	\$ 348	\$ 419	\$ 800	\$ 1,050	\$ (250)	(31)%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Maintain Safe Drinking Water Act standards. Coliform results less than 5%	2%	2%	2%	2%	Healthy, Safe, and Well
Maintain a 99% fire hydrant operational rate	99%	99%	99%	99%	Reliable
Respond to 95% of all emergency service orders in less than 45 minutes	97%	98%	97%	97%	Reliable
Number of water main breaks per 100 miles of pipe	33	35	31	31	Resilient

Department: Water Operations

FY 2022 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 replace, repair, and maintain fire hydrants in accordance with the existing MOU
- Correct 90% of fire hydrants that are out of service within 30 days
- Enhance the fire flow testing program, expand fire flow tests to be in line with the MOU
- 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
- 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 Information Technology (IT) Department to create new data applications and database for lead testing processes
- Coordinate with IT to create new Maximo and data applications for customer complaint and flushing processes
- Develop, plan, and execute strategies and actions for compliance to new EPA guidelines (Lead and Copper)
- Increase customer usage of the Third-Party Portal (3PP) online reporting system and app modules for Cross-Connection Control/Backflow Preventers, Fire Hydrant Use, Permitting & Equipment Rental and Fats, Oils and Grease Abatement System Cleaning and Maintenance
- Increase customer compliance with Cross-Connection Connection/Backflow Preventers and Fats, Rags, Oils and Grease (FROG) Regulations from FY 2021 ratios of 62% and 20%, respectively.
- Coordinate with Legal Affairs, Wastewater Treatment and Pumping & Sewer Operations departments to propose new regulations and codes on Cross-Connection/Backflow Preventer
- Coordinate with Customer Care and IT to Improve SAP billing and 3PP issuing of permits and equipment associated with customers use of fire hydrants
- Assess cost of service for Cross-Connection/Backflow Preventer, Fire Use Permit and Equipment Rental, and Fats, Rags, Oils and Grease Programs and then implement adjustments to program fees as needed
- Manage valve exercising and condition assessment program to extend the useful life of the assets
- Support preventative maintenance programs (i.e. hydrant, valve, sewer mains, outfalls)
- Continue to support SDWMR CIP projects (plan review, shut development, asset commissioning)
- Plan and execute Drone Inspection Program
- Provide training support (Maximo, GIS, and Mobile Apps)
- 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)
- Manage CSO Compliance Program in support of consent decree
- Continue to perform RCA (Root Cause Analysis) on major asset failures

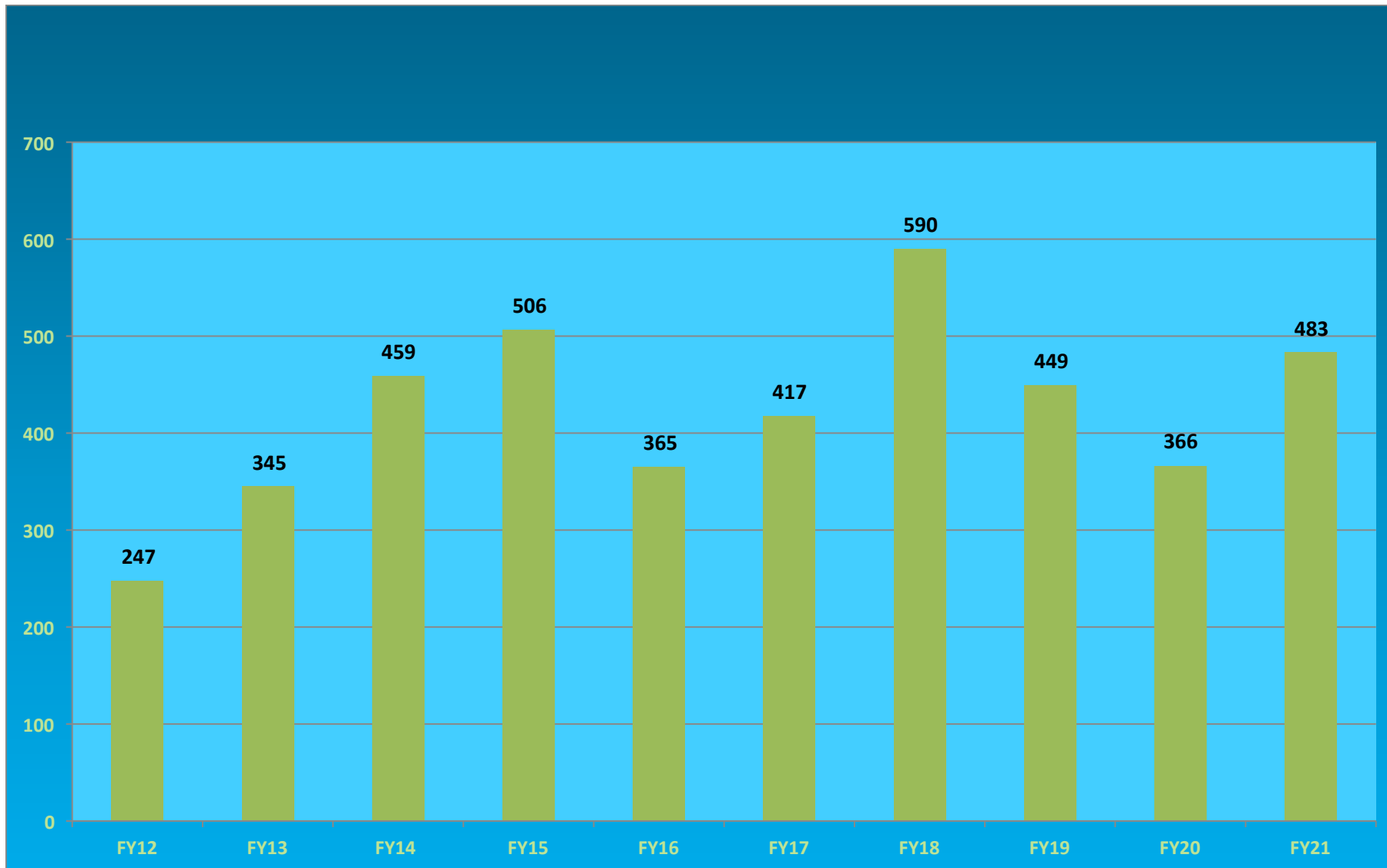
FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to provide emergency response and conduct repairs on the distribution system
- 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 QA/QC, analyze, and report main break data
- Continue to perform all water services taps and abandonments 2” and smaller in the District
- Continue implementation of mobile computing solutions for operational activities
- Continue to improve 3PP and SAP based on customer feedback
- Continue to inspect sites for compliance and enforcement
- Continue to ensure industry best practices for safety, technology implementation, and equipment
- Continue to and potentially expand leadership and support for the LeadFree DC program (i.e., unknown material inventory, revised CIP focus, etc.)
- 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
- Develop, plan, and execute strategies and actions for compliance to new EPA guidelines (Lead and Copper)
- Expand operational dashboard to visualize data and provide meaningful insight
- Streamline asset commissioning and coordination program

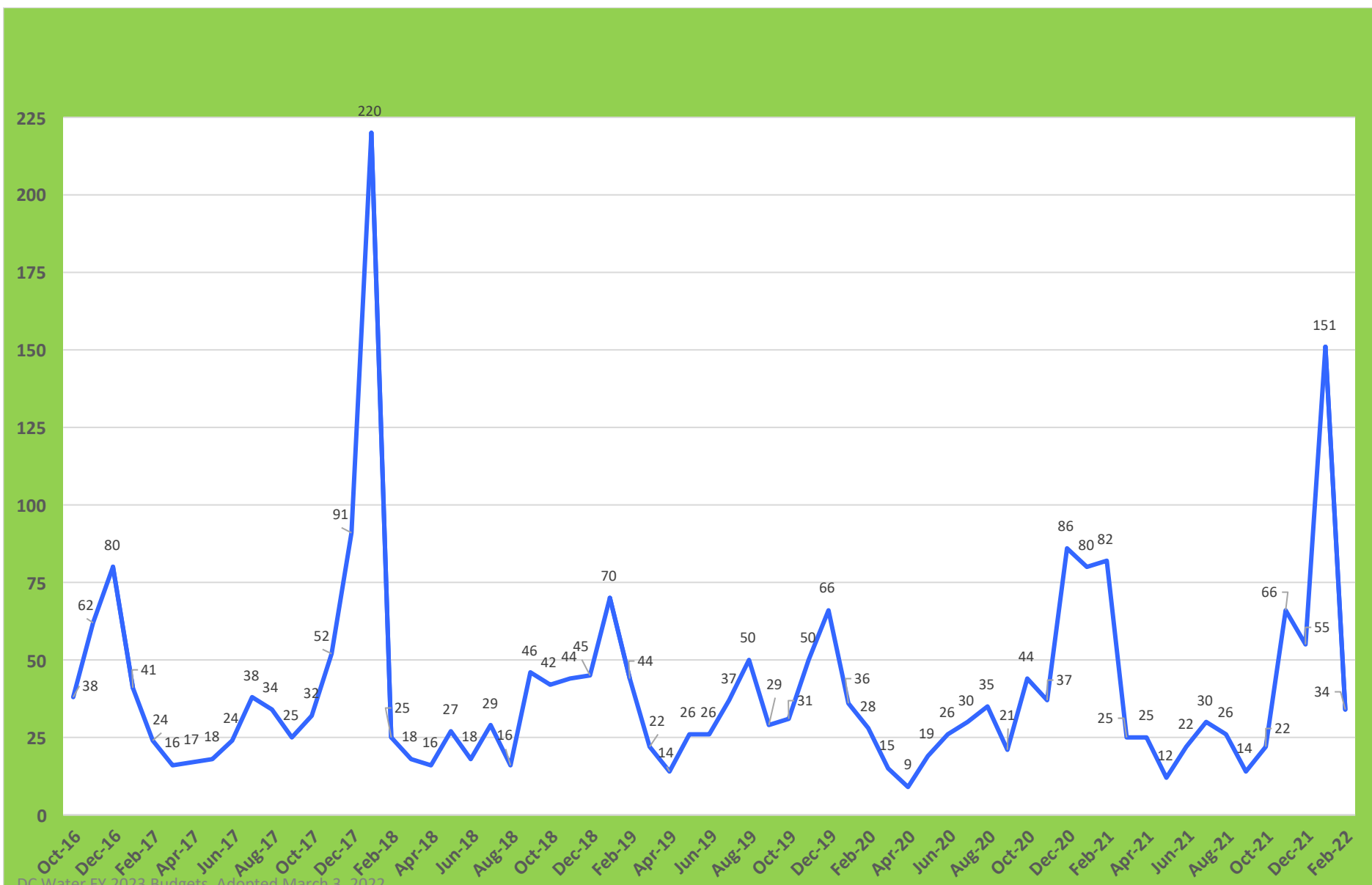
IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Software and hardware needs will expand as part of mobile computing solutions for operational activities
- Potential for additional overtime if capital projects ramp up in FY 2023 from FY 2022 levels
- 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
- Additional labor, materials, software enhancements and miscellaneous operating expenses will be associated with improving customer compliance with Fats, Rags, Oils & Grease (FROG), Cross-Connection Control/Backflow Preventer and Fire Hydrant Use regulations and codes

Historical Water Main Breaks



HISTORICAL MONTHLY MAIN BREAKS FY 2017 thru FY 2022 (February)

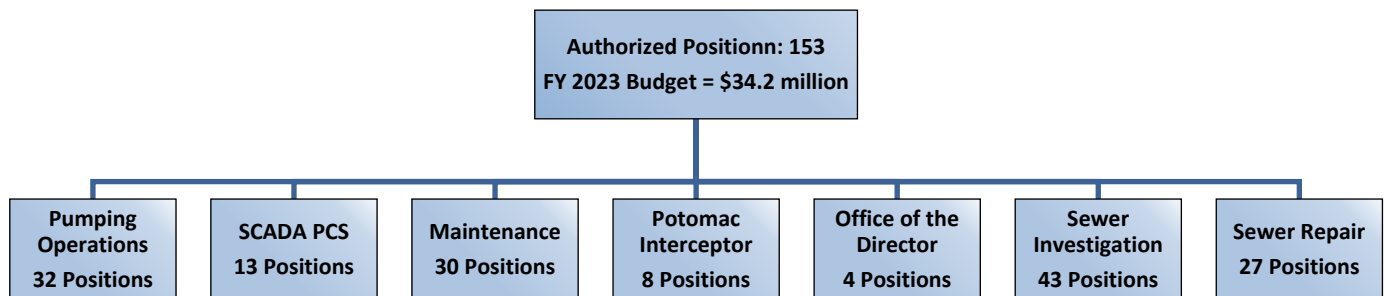


CLUSTER: OPERATIONS AND ENGINEERING

DEPARTMENT: Pumping and Sewer Operations

PURPOSE: To provide for the operation and maintenance of the sewer system which collects and transports wastewater and stormwater flow 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 Stormwater Pumping Stations, Water Storage Facilities and Water Towers	Operate and maintain Supervisory Control and Data Acquisition (SCADA) computer system, Applications, Hardware, and Network Support	Plan and coordinate corrective, emergency, preventive, and predictive maintenance for pump stations	Operate and maintain Potomac Interceptor (PI) Sewer	Directs Department of Pumping Operations	Inspect public sewers and sewers 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, trouble– shoot, 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, infra–red, and oil analysis	Manage Miss Utility service in Virginia and Montgomery County in Maryland; Monitor Right-of- Way to maintain integrity and prevent encroachment	Manage Maximo operations and perform reviews to evaluate effectiveness of methods in relation to asset management, uptime, Mean Time to Repair (MTTR), and Mean Time Between Failures (MTBF) metrics	Enforcement of Fats, Rags, Oils and Grease (FROG) removal program Operate and maintain sewer regulator structures	Oversees maintenance program for storm water structures, filter bio-retention and water quality catch basins cleaning

Department: Pumping and Sewer

BUDGET

The FY 2023 budget decreased by \$0.6 million compared to the FY 2022 budget mainly for personnel service cost adjustments and contractual services, and partly offset by increases in supplies and utilities.

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	177	175	176	178	(2)	(1)%
Headcount: Filled	163	160	165	162	3	2%
Personnel Services	\$ 22,305	\$ 22,548	\$ 24,877	\$ 24,350	\$ 528	2%
Supplies	1,203	1,201	1,262	1,657	(395)	(31)%
Chemicals	15	1	156	151	5	3%
Utilities and Rent	5,825	6,846	6,312	6,472	(160)	(3)%
Contractual Services	4,887	4,846	5,242	4,616	626	12%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	92	213	96	104	(8)	(8)%
Non Personnel Services ALL	12,023	13,106	13,067	12,999	68	1%
Department Total	\$ 34,328	\$ 35,654	\$ 37,945	\$ 37,349	\$ 595	2%
Capital Equipment	\$ 1,868	\$ 1,251	\$ 2,000	\$ 1,975	\$ 25	1%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Availability % of our critical assets	90%	97.6%	95%	95%	Reliable
Odor Complaints Sewer Overflows for the entire District of Columbia	180	189	0	0	Reliable
Odor Complaints Sewer Overflows for Potomac Interceptor Area	0	0	0	0	Reliable

Department: Pumping and Sewer

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

PUMPING

- Document all work management processes and maintain safety awareness highlighting best practice daily among our department, internal, external customers and stakeholders
- Identification of processes to support optimization opportunities, energy savings and early failure prediction
- Operate Sewer Pump Stations, Stormwater Pump 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
- 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, Flow Meters and replace equipment at Fabridam Structures
- Replace Variable Frequency Drives (VFDs), Valves, Programmable Logic Controllers (PLCs), Operator Interface Terminals (OITs) and other critical equipment in need of upgrades, add all Ventilation Control Vault (VCV), Pump Station odor control facilities to SCADA
- Implement the Long-Term Corrosion Prevention Program (LTCP) and develop routine Closed-Circuit Television (CCTV) inspection on the Potomac Interceptor
- Manage relocation of Potomac Interceptor at I-495 crossing and replace all manholes with lockable composite material
- Prepare and submit Multi-Jurisdictional Use Facilities (MJUF) final Bill
- Leverage the Capacity Management Operations and Maintenance Manual (CMOM) document to help minimize/eliminate Sanitary Sewer Overflow (SSO's)
- Upgrade maintenance operations shop
- Continue Operational Drills - Emergency response training and Emergency response - Water tabletop exercise
- Develop a system wide hydraulic model that includes Fairfax/Arlington, etc
- Start implementation of Light Detection and Ranging (LIDAR) scans of the Potable Water, Stormwater and Sewer Pump Stations
- Assess 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
- Implement SCADA Security Audit Recommendations

SEWER

- Manage application of chemical root foaming at locations previously affected by roots
- Implementation of the Small Local Sewer Inspection Program
- Combined sewer overflow technology
- Expand installation of level sensors throughout the collection system
- Coordinate with Compliance team to address Fats Rags Oils and Grease (FROG)
- Expand installation of point patch repair of mainline sewer and manage the replacement of sewer laterals using Trenchless Technologies
- Manage catch basin data to determine frequency of cleaning
- Work with IT on the testing and deployment of an updated catch basin application
- Develop plans with Facilities to replace the building structure and dock facility for the floatable debris removal program
- Manage inspection of Municipal Separate Storm and Sewer (MS4) Sewer Outfalls

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

PUMPING

- Install emergency connection for portable pumps at Fort Reno Pump Station
- Prepare and submit MJUF FY 2022 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
- Install Battery at Odor Control Site # 31
- Upgrade Pumps at Anacostia Pumping Station

SEWER

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

PUMPING

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

SEWER

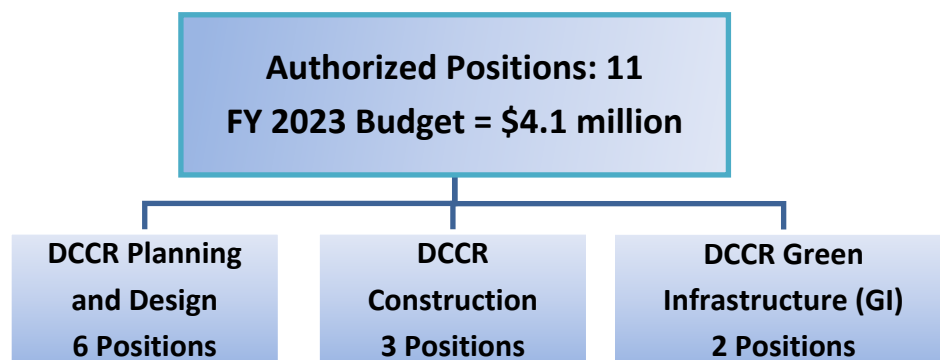
- If CIP projects are deferred, there is potential for more failures and emergencies, i.e. in the sewer system, outfalls, and catch basins, SSO's and dry weather overflows, etc. This will impact overtime and material costs, public confidence, environmental risks, etc.

CLUSTER: WATERSHED MANAGEMENT

DEPARTMENT: Clean Rivers

PURPOSE: To oversee the Authority's DC Clean Rivers 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 Program (aka Combined Sewer Overflow Long Term Control Plan) that includes federally enforceable consent decree driven milestones



FUNCTIONS

DCCR Planning and Design	DCCR Construction	DCCR Green Infrastructure (GI)
Manage and oversee the planning and design phase of the \$2.99 billion, 25-year Clean Rivers Program	Manage and oversee the construction phase of the 25-year Clean Rivers Program	Manage and oversee the completion of the Green Infrastructure (GI) Program, planning, design, construction, and maintenance for GI projects
Oversee the program consultant's management of design contracts; and guide value engineering efforts to improve 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	Develop risk mitigation strategies related to GI implementation, maintenance, and permit compliance
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 overall budget is relatively flat in FY 2023 compared to the FY 2022 level with two additional positions

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	11	10	9	11	(2)	(22)%
Headcount: Filled	8	9	8	9	(1)	(13)%
Personnel Services	\$ 1,753	\$ 1,899	\$ 2,179	\$ 2,183	\$ (4)	0%
Supplies	2	5	22	12	10	45%
Chemicals	-	-	-	-	-	-
Utilities and Rent	118	102	108	89	19	18%
Contractual Services	55	596	1,789	1,835	(46)	(3)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	174	703	1,918	1,935	(17)	(1)%
Department Total	\$ 1,927	\$ 2,602	\$ 4,097	\$ 4,118	\$ (21)	(1)%
Capital Equipment	-	-	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Meet all CSO LTCP consent decree milestones	100%	100%	100%	100%	Resilient

Department: Clean Rivers

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

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

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Complete construction of Northeast Boundary Tunnel (NEBT) and commission tunnel into service
- Complete Design-Build collaboration for PRT, Contract B -TSC and select contractor
- Complete construction of CSO-025/026 Sewer Separation
- Complete construction of PRT Contract A - AUC Contract
- Continue 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

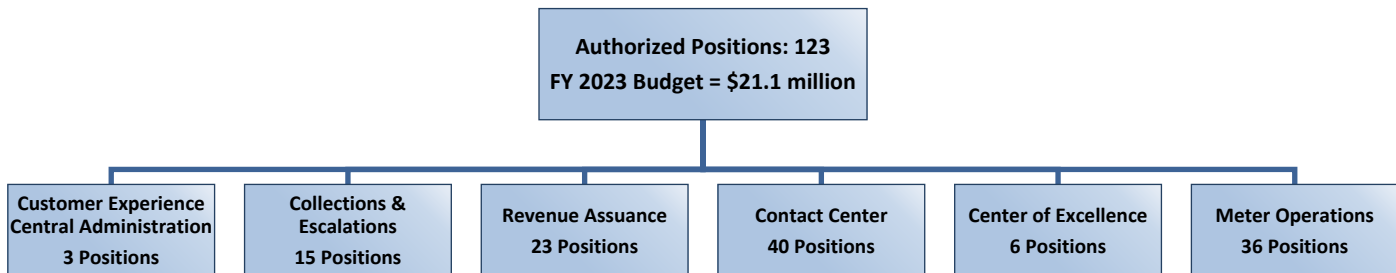
- Operations and Maintenance cost of Green Infrastructure in Rock Creek sewer shed, Clean Rivers is in the process of rehiring a Program Manager, Green Infrastructure to oversee the program management, staff in the development and execution of contract documents, bid support, design support during construction, construction oversight management

CLUSTER: CUSTOMER CARE

DEPARTMENT: Customer Care

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

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



FUNCTIONS

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

Department: Customer Care

BUDGET

The \$0.3 million decrease in FY 2023 compared to the FY 2022 budget is mainly for personnel services cost adjustments, and partly offset by increases in contractual services and utilities

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	122	121	123	123	0	0%
Headcount: Filled	103	107	105	107	(2)	(2)%
Personnel Services	\$ 12,587	\$ 12,861	\$ 15,393	\$ 14,927	\$ 466	3%
Supplies	64	59	86	76	10	12%
Chemicals	-	-	-	-	-	-
Utilities and Rent	419	298	394	444	(50)	(13)%
Contractual Services	6,493	4,395	5,462	5,625	(163)	(3)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	1	32	7	25	77%
Non Personnel Services ALL	6,976	4,753	5,974	6,152	(178)	(3)%
Department Total	\$ 19,563	\$ 17,614	\$ 21,367	\$ 21,080	\$ 287	1%
Capital Equipment	\$ 5,105	\$ 684	\$ 2,900	\$ 3,100	\$ (200)	(7)%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Calls answered within 40 seconds	85%	86%	85%	85%	Reliable
Abandonment rate	5%	3%	5%	3%	Reliable

Department: Customer Care

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 SAP S4/Hana customer relationship management functionality

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Vertex One (V1) upgrade, including Customer Advantage Upgrade and Kona Replacement
- Implement Customer Survey & Process Improvement from survey results

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

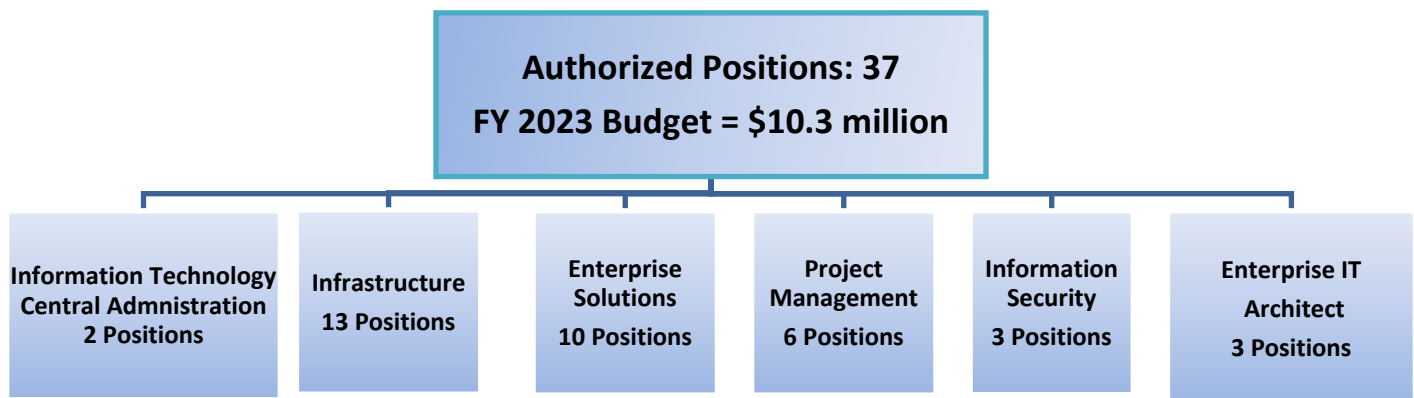
- Annual maintenance and support fees for new/upgraded software systems

CLUSTER: INFORMATION TECHNOLOGY

DEPARTMENT: Information Technology

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

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



FUNCTIONS

Infrastructure & Operation	Enterprise Solutions	Project Management	Office of the CIO & Other
Provide technical support for applications and manage the IT infrastructure; Develop and provide standards for System Architecturef 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 \$0.7 million decrease in FY 2023 compared to the FY 2022 budget is mainly from the reduction in the use of consultants for IT functions contracts, offset by the insourcing of six new positions, and other adjustments in personnel services

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	28	30	31	37	(6)	(19)%
Headcount: Filled	26	28	26	28	(2)	(8)%
Personnel Services	\$ 4,864	\$ 5,056	\$ 5,327	\$ 6,229	\$ (902)	(17)%
Supplies	6	0	4	4	0	0%
Chemicals	-	-	-	-	-	-
Utilities and Rent	185	133	179	193	(14)	(8)%
Contractual Services	6,242	5,565	5,360	3,760	1,600	30%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	42	22	67	67	0	0%
Non Personnel Services ALL	6,476	5,720	5,610	4,024	1,587	28%
Department Total	\$ 11,339	\$ 10,775	\$ 10,937	\$ 10,252	\$ 685	6%
Capital Equipment	\$ 11,673	\$ 9,519	\$ 7,269	\$ 6,869	\$ 400	6%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
98% Network uptime round the clock	98%	99%	99%	99%	Reliable
96% of high priority tickets completed within 4 hours	96%	96%	98%	98%	Reliable
60% Tickets closed by Tier 1 support	60%	70%	71%	71%	Reliable
50% of Projects Completed on-time	50%	90%	80%	80%	Sustainable
98% Network uptime during peak hours	98%	100%	99.5%	99.5%	Reliable

DEPARTMENT: Information Technology

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Field Mobile Applications (Power Apps/Layer Mark) Phase 2 – Valve App
- Electronic Permits Applications (3PP) Enhancements and Emergency Permits SP, Oracle PSCR for Permits Applications
- Primavera Contract Manager Replacement Phase 1A & 1B
- IVR Upgrade to 15.0
- Updates: Aclara One Upgrade, Field Meter testing equipment, Updates/Large, DCU Firmware, VertexOne Upgrade (V1) CRM Integration
- Upgrades: Maximo Upgrade, Genesys Upgrade to Cloud, and MTU Upgrade
- Enhancements: VertexOne Enhancements, Mobile App Enhancements
- HQO Building Automation System
- SharePoint Dashboard
- DC Water.com Pipeline Interactive design upgrade
- Project Zeus – HCM DataMart Project
- AlertUs – Emergency Communications
- Emergency Event Management System
- Lawson Data Retention & Migration (Sunset Support)
- Other planned activities are FY-22 SharePoint Brown Folder, Open Text to SharePoint Migration, DMB Mobility, Managed SQLServer Instance, CIS Datamart in Azure, FIDO Prototype, LSR-DS250 Lead Reports data collection, and Collection Response Program

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Vertex One ongoing enhancement, Vertex One AI
- Replacements: CRM Replacement, Customer Advantage & Kona replacement, KONA Replacement & Customer Advantage replacement
- Enhancements: Impervious Area System Enhancements (CRIAC), STAR data warehouse, enhancements, Mobile App enhancements, Maximo Enhancements, 3PP enhancements & upgrade, Pipe Sleuth enhancements
- Upgrades: DCU Upgrade, Oracle ERP functional upgrades, Cloud Call Center upgrade Phase 3 & 4, and, iPass/Interface upgrades with GIS, Maximo, ERP, Unifier & Mobile apps
- Developments: Clean River asset class and WF development, SharePoint forms development
- Other planned activities are Payment Gateway, Qualtrics Implementation, Internet of Things (IoT) Apps, Power Apps, and Promise Pay

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
- OpenText to SharePoint migration will result in savings in our software operational costs
- Genesys Upgrade to Cloud will result in savings with IT customer service-related operational costs

CLUSTER: SHARED SERVICES

DEPARTMENT: Shared Services 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: 4
FY 2023 Budget = \$0.8 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: Shared Services Office

BUDGET

The approved FY 2023 budget increased by \$0.07 million over the FY 2022 approved budget due to personnel services adjustments, offset in part by decrease in contractual services

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	3	3	3	4	(1)	(33)%
Headcount: Filled	3	3	3	3	0	0%
Personnel Services	\$ 616	\$ 639	\$ 636	\$ 724	\$ (88)	(14)%
Supplies	0	3	1	1	0	(2)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	4	4	4	4	0	(5)%
Contractual Services	10	38	48	25	23	48%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	14	44	52	30	23	43%
Department Total	\$ 629	\$ 683	\$ 688	\$ 754	\$ (66)	(10)%
Capital Equipment	-	-	-	-	-	-

DEPARTMENT: Shared Services Office

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Optimize the operations of safety, security, fleet and emergency management and increase participation from all DC Water employees in training opportunities and tabletop exercises
- Development and implementation of a Comprehensive Safety Management System 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 Environmental Health and Safety (EHS) program and other cluster initiatives related to continuity of operations and resiliency
- Expand the Health & Hygiene initiative through implementation of a Wellness Certification program for all Facilities

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Creation of a Business Operations function, to further streamline and coordinate all Shared Services cluster activities, and better socialize them throughout DC Water
- 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
- Finalize a Comprehensive Fleet Management Plan, incorporating new policies, procedures and guidance requirements for the new Maryland location

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

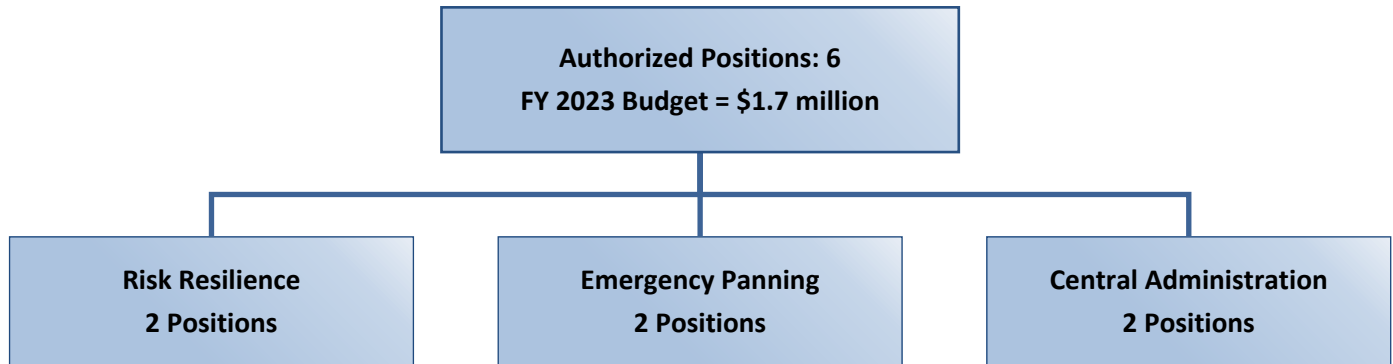
- None

CLUSTER: SHARED SERVICES

DEPARTMENT: Office of Emergency Management

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

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



FUNCTIONS

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

DEPARTMENT: Office of Emergency Management

BUDGET

The FY 2023 Approved budget for the Office of Emergency Management (OEM) is relatively flat compared to the FY 2022 budget

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	6	5	6	6	0	0%
Headcount: Filled	3	5	3	4	(1)	(33)%
Personnel Services	\$ 739	\$ 625	\$ 1,010	\$ 1,044	\$ (35)	(3)%
Supplies	2	1	13	5	8	59%
Chemicals	-	-	-	-	-	-
Utilities and Rent	2	14	17	10	7	41%
Contractual Services	476	350	518	584	(66)	(13)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	0	25	25	0	0%
Non Personnel Services ALL	480	365	574	625	(51)	(9)%
Department Total	\$ 1,219	\$ 990	\$ 1,583	\$ 1,669	\$ (86)	(5)%
Capital Equipment	-	-	\$ 50	\$ 0	\$ 50	100%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Maintain compliance in American's Water Infrastructure act every 5 yrs 100%	100%	100%	100%	100%	Resilient
Maintain Emergency Management Accreditation. Provide yearly neasures report	100%	100%	100%	100%	Resilient

DEPARTMENT: Office of Emergency Management

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Establish America's Water Infrastructure Act (AWIA), Emergency Management Accreditation (EMAP) standards, and Blueprint 2.0 imperatives into department's strategies, goals, and procedures
- 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 and to assist in establishing incident management competencies
- Procure an Incident Management Team (IMT) and documentation software solution for quicker emergency documentation and plan references
- Continue to expand on regional water emergency response and communication capabilities
- In compliance with AWIA and EMAP, continue facilitation of five year annual and revision cycle established for all nine-emergency management, mitigation, response, and recovery plans and provide full revisions of two of the nine plans
- Ensure continuous compliance with Emergency Management Accreditation and annual report
- Support DC Water's overall emergency response and incident management capabilities by fully implementing the after-action improvement matrix
- Facilitate source support and implement Federal Emergency Management Agency Mitigation Grants
- Further evaluate automation of weather alert platforms to assist operations and planning
- Continue to implement and provide robust and comprehensive emergency management training

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Facilitate Authority wide update to the risk and resilience assessment with J100 and PARRE tool within 2023 for AWIA compliance
- Implement Program Manager, Hazard Mitigation Grants position for grant funding facilitation
- Establish an IMT management and documentation software solution for quicker emergency notifications, tasks, documentation, and easier plan references
- Continue compliance with AWIA and EMAP through plan updates revisions, training and exercises, response capabilities, hazard mitigation, gap improvements, and critical infrastructure protection
- Develop confidential Critical Infrastructure Protection guidance manual for the Authority
- Implement a complete inventory and maintenance system for emergency management resources
- Establish an IMT management and documentation software solution for quicker emergency documentation and plan references
- Build out mobile incident command post capabilities and coordinated situational awareness information sharing measures
- Plan for lengthy and robust EMAP reaccreditation efforts to occur in FY 2024

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

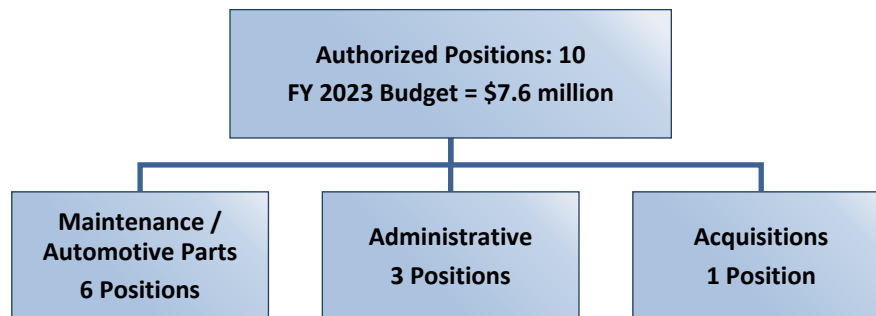
- No direct impact

CLUSTER: SHARED SERVICES

DEPARTMENT: Fleet Management

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

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



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 \$0.4 million increase in FY 2023 compared to FY 2022 is mainly for personnel service cost adjustments

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	10	9	9	10	(1)	(11)%
Headcount: Filled	7	8	7	8	(1)	(14)%
Personnel Services	\$ 1,142	\$ 1,155	\$ 1,217	\$ 1,535	\$ (318)	(26)%
Supplies	27	1,369	25	850	(826)	(3,370)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	536	749	767	824	(58)	(8)%
Contractual Services	4,161	2,839	5,131	4,287	844	16%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	46	47	55	80	(25)	(45)%
Non Personnel Services ALL	4,770	5,003	5,977	6,041	(64)	(1)%
Department Total	\$ 5,911	\$ 6,158	\$ 7,194	\$ 7,576	\$ (382)	(5)%
Capital Equipment	\$ 3,344	\$ 791	\$ 10,648	\$ 6,000	\$ 4,648	44%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Preventative Maintenance Completed on Schedule	6%	33%	96%	96%	Reliable
Priority #1 Vehicles available for use	89%	85%	96%	96%	Reliable

DEPARTMENT: Fleet Management

FY 2022 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
- Continue employee training and certification of Fleet personnel

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- 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
- Continue implementation and upgrade of Field Services Mobile Support Technology Programs meshing, smart Infrastructure and vehicle sensor technology

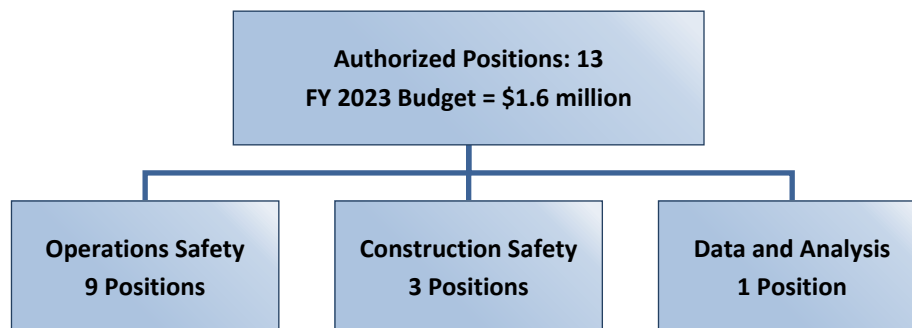
IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- Construction and relocation to a new Fleet facility will enhance our operations and serviceability of our vehicles in a climate-controlled environment
- Our ability to perform certain tasks will be greatly enhanced and our vehicle downtimes will decrease

CLUSTER: SHARED SERVICES

DEPARTMENT: Occupational Safety and Health

PURPOSE:	Oversight of the Authority's Comprehensive Health and Safety Program, to accomplish a safe and healthy work environment, as well as, compliance with environmental health and safety regulations
MISSION:	To support DC Water's Blueprint Strategic Plan by effectively managing Department resources to accomplish a healthy work environment for all DC Water employees



FUNCTIONS

Operations Safety	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 \$0.3 million decrease in the Approved FY 2023 budget is mainly for contractual services

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	11	12	12	13	(1)	(8)%
Headcount: Filled	9	7	8	7	1	13%
Personnel Services	\$ 1,308	\$ 1,246	\$ 1,471	\$ 1,456	\$ 15	1%
Supplies	6	1	10	0	10	100%
Chemicals	-	-	-	-	-	-
Utilities and Rent	27	22	25	23	2	6%
Contractual Services	229	310	393	134	258	66%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	99	-	-	-	-	-
Non Personnel Services ALL	361	333	427	158	270	63%
Department Total	\$ 1,669	\$ 1,579	\$ 1,898	\$ 1,614	\$ 284	15%
Capital Equipment	-	-	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
DC Water Employee Recordable Incident Rate (RIR) (CY)	3.1	4.3	<5.3	<5.3	Healthy, Safe, and Well
DC Water Employee Lost Time Incident (LTI) (CY)	1.8	2.4	<2.1	<2.1	Healthy, Safe, and Well
Contractor/ROCIPI Recordable Incident Rate (RIR) (CY)	2	1.1	<2.8	<2.8	Healthy, Safe, and Well
Contractor/ROCIPI Lost Time Incident (LTI) (CY)	0	0	<1.1	<1.1	Healthy, Safe, and Well

DEPARTMENT: Occupational Safety and Health

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to develop safety goals and initiatives in support of the Healthy Safe and Well Imperative of Blueprint 2.0
- Continue to provide support to the Office of Risk Management for the Rolling Owner Controlled Insurance Program (ROCIP) and DC Water's Workers Compensation Program
- Continue to review and update Health and Safety Policies
- Continue the development of the DC Water Occupational Health and Safety System in alignment with ISO 45001
- Continue to support DC Water in response to the COVID-19 Pandemic

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Support Blueprint 2.0 and the Healthy Safe and Well Imperative
- Continue to support ROCIP and DC Water's Workers Compensation Program
- Implement approved health and safety policies
- Focus on implementing the DC Water Occupational health and safety system
- Collaborate with the Office of Marketing and Communications (OMAC) on enhancing safety communications

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

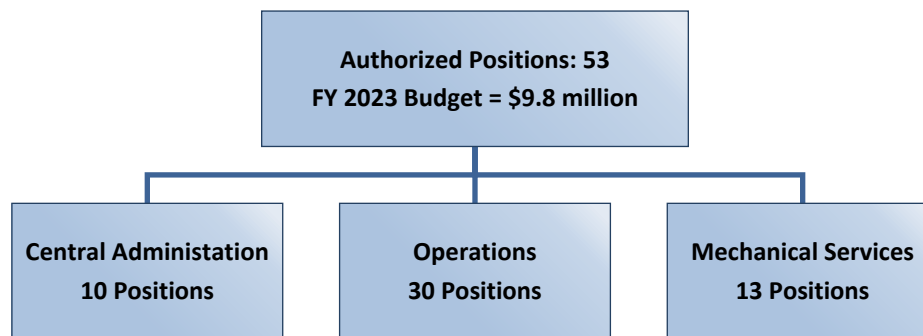
- None

CLUSTER: SHARED 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

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

DEPARTMENT: Facilities Management

BUDGET

The \$0.5 million increase in FY 2023 compared to the FY 2022 budget is primarily for the personnel services cost adjustments including additional headcount

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	52	51	52	53	(1)	(2)%
Headcount: Filled	45	44	44	44	0	0%
Personnel Services	\$ 5,174	\$ 5,486	\$ 6,115	\$ 6,585	\$ (469)	(8)%
Supplies	282	722	362	363	(1)	0%
Chemicals	-	1	-	-	-	-
Utilities and Rent	105	75	158	155	3	2%
Contractual Services	2,324	2,174	2,623	2,674	(51)	(2)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	39	25	3	3	0	0%
Non Personnel Services ALL	2,751	2,996	3,146	3,196	(50)	(2)%
Department Total	\$ 7,925	\$ 8,482	\$ 9,262	\$ 9,781	\$ (519)	(6)%
Capital Equipment	\$ 1,255	\$ 1,127	\$ 2,168	\$ 1,966	\$ 202	9%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
% of Facilities Service requests completed within 30 days	11%	36%	90%	90%	Reliable
Preventative Maintenance Completed on Schedule	N/A	33%	90%	90%	Reliable

DEPARTMENT: Facilities Management

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 including the development of 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
- 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

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue the implementation of the Building Automation Program (HVAC systems)
- Assess and refine the organization of the Facilities Department: Hire a Program Manager to support Non-Process Facilities Program Management
- Manage the Non-Process Facilities Program Management CIP budgeting, design and construction projects
- 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 develop and manage the proactive maintenance program throughout DC Water facilities
- Support Matrix contributors with office work area updates
- Continue to provide grounds keeping, carpentry, painting, HVAC and plumbing services throughout DC Water campuses
- Continue to implement new industry innovations to support efficiency and sustainability

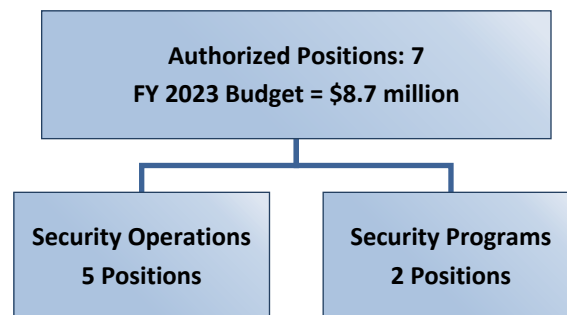
IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

CLUSTER: SHARED SERVICES

DEPARTMENT: Security

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

BUDGET

The approved FY 2023 budget decreased by \$0.6 million compared to the FY 2022 approved budget due to adjustments in personnel services and a decrease in contractual services

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	8	7	7	7	0	0%
Headcount: Filled	5	6	5	5	0	0%
Personnel Services	\$ 901	\$ 790	\$ 1,062	\$ 890	\$ 172	16%
Supplies	18	43	49	40	9	18%
Chemicals	-	-	-	-	-	-
Utilities and Rent	319	292	325	331	(6)	(2)%
Contractual Services	6,420	6,229	7,770	7,360	410	5%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	3	-	30	30	0	0%
Non Personnel Services ALL	6,759	6,563	8,174	7,762	413	5%
Department Total	\$ 7,660	\$ 7,354	\$ 9,236	\$ 8,651	\$ 585	6%
Capital Equipment	\$ 841	\$ 1,325	\$ 1,407	\$ 800	\$ 607	43%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Percent of security investigations completed within 21 days	83%	95%	95%	95%	Healthy, Safe, and Well
Security Camera operational uptime (cannot go below 90%)	95%	95%	90%	90%	Reliable
Smart card readers operational uptime (cannot go below 90%)	100%	99%	90%	90%	Reliable

DEPARTMENT: Security

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Focus on making the necessary improvements recommended in the Physical Security Assessment/Hazard Mitigation Plan/CISA Infrastructure Survey – Security & Resilience Report
- Continue with Phase III of Hardening Project at Blue Plains
- Continue to upgrade Blue Plains Operations cameras
- Continue to repair/upgrade Fire Protection systems at DC Water Facilities
- Continue to develop and institute training curriculum with a Safety, Security & Emergency Management
- Continue integration of operations cameras at ‘non-Blue Plains’ locations
- Continue to analyze throughout the Authority areas in need of additional and/or electronic security improvements
- Support IT with integration of Alert Us project – Mass Notification enhancement

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Secretary to the Board

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

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

Authorized Positions: 2
FY 2023 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 2023 budget is relatively flat compared to the FY 2022 budget

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	2	2	2	2	0	0%
Headcount: Filled	2	2	2	2	0	0%
Personnel Services	\$ 329	\$ 334	\$ 342	\$ 363	\$ (20)	(6)%
Supplies	10	5	17	17	0	0%
Chemicals	-	-	-	-	-	-
Utilities and Rent	5	3	3	3	0	(2)%
Contractual Services	153	91	270	252	18	7%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	1	-	2	0	2	100%
Non Personnel Services ALL	169	98	292	273	19	7%
Department Total	\$ 498	\$ 432	\$ 634	\$ 635	\$ (1)	0%
Capital Equipment	-	-	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Provide timely and accurate Brd and Comm agendas, rpts & min	100%	100%	100%	100%	Reliable
Follow-up and complete Board actions	100%	100%	100%	100%	Reliable

Department: Office of the Secretary

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
- Continue accomplishing all duties as required and further enhance processes, as needed

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated
- 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: 6
FY 2023 Budget = \$2.8 million

FUNCTIONS

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

Department: Office of the Chief Executive Officer

BUDGET

The Approved FY 2023 budget increased slightly over the Approved FY 2022 budget due to personnel services adjustments

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	15	8	6	6	0	0%
Headcount: Filled	11	6	4	4	0	0%
Personnel Services	\$ 3,152	\$ 3,246	\$ 1,331	\$ 1,506	\$ (175)	(13)%
Supplies	34	17	5	5	0	(4)%
Chemicals	-	-	-	-	-	-
Utilities and Rent	28	19	13	24	(11)	(85)%
Contractual Services	683	1,188	1,188	1,237	(49)	(4)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	4	-	-	-	-
Non Personnel Services ALL	744	1,228	1,206	1,266	(60)	(5)%
Department Total	\$ 3,896	\$ 4,474	\$ 2,537	\$ 2,772	\$ (235)	(9)%
Capital Equipment	-	-	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Implement all policies and directives of the Board of Director's	100%	100%	100%	100%	Sustainable

Department: Office of the Chief Executive Officer

FY 2022 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
- Continue/expand engagement with the community through the Stakeholder Alliance and other forums
- Continue development and expansion of executive leadership to continue building a high performing leadership team and culture
- Support the Board of Directors and Senior Executive Team (SET) relationships through ongoing joint engagement efforts
- Watershed-based stakeholder engagement, including continued support of the Anacostia freshwater mussel project to improve water quality and protect our investment in cleaning the Anacostia River
- Participation in a sector-wide initiative with leading water utilities to capture best-practices in Business Case Evaluation and CIP Prioritization
- Support the development and delivery of a national Women of Water event in the DC Region to showcase and recognize women leaders in the water sector
- Continue expansion of the CEO HQO “Decor” project with Office of Marketing and Communication

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

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

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

CLUSTER: INDEPENDENT OFFICES

DEPARTMENT: Office of the Chief Operating Officer

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: 3
FY 2023 Budget = \$1.4 million

FUNCTIONS

Chief of Operations for the Authority serves as the representative of the Authority, CEO and Senior Executive Team on matters related to the operations of the Authority including engaging in boards, associations and other stakeholder groups on policy and operational matters

Planning, development and implementation of key programs, projects and initiatives

Establish/monitor key performance indicators

Advisement to CEO and other members of the Senior Executive Team (SET)

Participation in internal and external policy development and decisions

Oversight, planning and implementation of DC Water's Capital Improvement Program

Provide support, oversight and guidance to the Administration, Customer Care, Information Technology, Operations and Engineering clusters

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

BUDGET

The Office of the Chief Operating Officer department is newly established with a \$0.5 million increase in contractual services over FY 2022

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	0	3	4	3	1	25%
Headcount: Filled	0	3	1	2	(1)	(100)%
Personnel Services	-	-	\$ 799	\$ 760	\$ 39	5%
Supplies	-	-	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	0	0	-
Contractual Services	-	-	125	672	(547)	(438)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	-	-	125	672	(547)	(438)%
Department Total	-	-	\$ 924	\$ 1,432	\$ (508)	(55)%
Capital Equipment	-	-	-	-	-	-

DEPARTMENT: Office of the Chief Operating Officer

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Completion of the Advanced Energy Group (Clean Energy & Equity Portfolio) Challenge
- Workshops on Diversity, Equity and Inclusion (DEI) at National Conferences
- Leadership role in the DC Flood Task Force
- Completion of the Phase One Organizational Development
- Preparation of renegotiation of the Washington Cost Sharing Agreement

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Execution of Projects identified in the Advanced Energy Group (Clean Energy & Equity Portfolio)
- Workshops at National Conferences on DEI and other Topics
- Completion of the DC Flood Task Force
- Renegotiation of the Washington Agreement Cost Sharing Agreement
- Completion of the Phase Two Organizational Assessment
- Completion of the Water Equity Network Roadmap

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

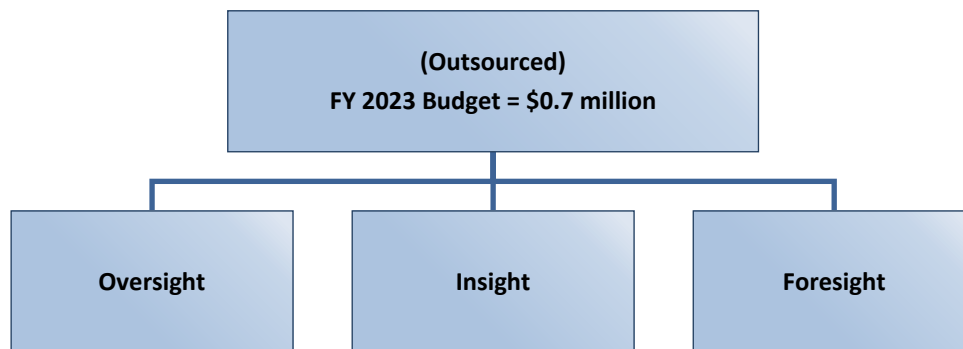
- None

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 for 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 2023 budget is relatively flat compared to the FY 2022 budget

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	0	0	0	-	0	-
Headcount: Filled	0	0	0	-	0	-
Personnel Services	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	3	1	7	2	5	71%
Contractual Services	559	554	743	743	0	0%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	562	556	750	745	5	1%
Department Total	\$ 562	\$ 556	\$ 750	\$ 745	\$ 5	1%
Capital Equipment	-	-	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Internal Audit Work Planned	14	8	13	14	Reliable

Department: Internal Audit

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 and Risk 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

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

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

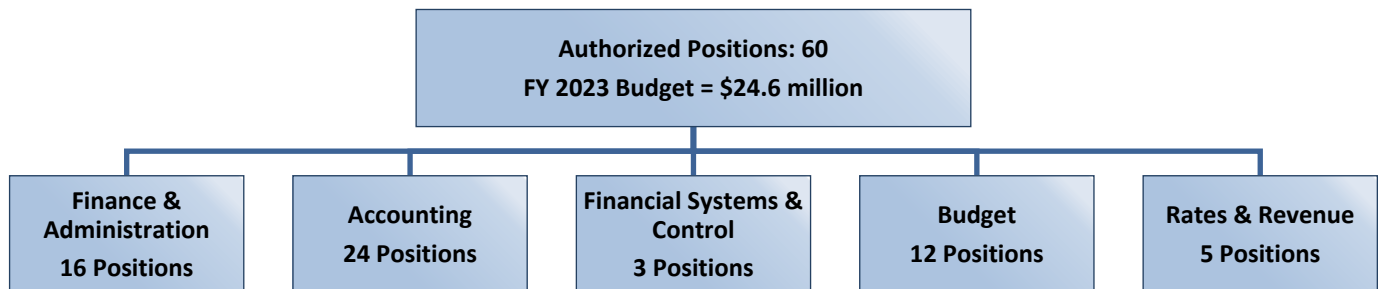
IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

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</p> <p>Prepare Annual Comprehensive Financial Report (ACFR), and financial transactions</p> <p>Establish accounting and reporting policies, maintain financial records and effective internal control structure</p>	<p>Manage and Support organization-wide Financial System and related applications</p> <p>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>Oversee the Board Committees' reporting process and financial relationship with the Washington Aqueduct</p> <p>Submit Board-adopted Budgets through the District for Congressional Appropriation</p>	<p>Manage short and long-range financial planning, revenue forecasting, and monitoring and establishing rates</p> <p>Manage cost of service studies for water & sewer, Clean Rivers Impervious Area Charge (CRIAC), fire protection service fee, Potomac Interceptor, operating reserves, renewal & replacement reserves, rate stabilization fund and engineering study</p>
<p>Debt and investment portfolios, operations of cashing and banking services</p> <p>Administer all insurance and risk management activities, manage all general liability and tort claims for DC Water's Operations</p> <p>Manage construction insurance and claims programs (ROCIP)</p>	<p>Oversee payroll operations, vendor payment operation and asset management and accountability</p> <p>Manage the billing activities of the organization, including grants and county billing operations</p>	<p>Management of 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>Monitor 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 \$1.9 million increase in FY 2023 compared to the FY 2022 budget is for personnel services adjustments and contractual services mainly for various professional services and increased credit card processing fees

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	52	59	57	60	(3)	(5)%
Headcount: Filled	48	52	48	50	(2)	(4)%
Personnel Services	\$ 7,887	\$ 8,498	\$ 9,656	\$ 10,362	\$ (707)	(7)%
Supplies	23	3	15	15	0	0%
Chemicals	-	-	-	-	-	-
Utilities and Rent	56	52	53	64	(11)	(20)%
Contractual Services	7,769	11,095	12,949	14,151	(1,202)	(9)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	1	-	-	-	-	-
Non Personnel Services ALL	7,849	11,150	13,017	14,230	(1,213)	(9)%
Department Total	\$ 15,735	\$ 19,648	\$ 22,673	\$ 24,592	\$ (1,919)	(8)%
Capital Equipment	\$ 298	\$ 527	\$ 8,623	\$ 10,786	\$ (2,163)	(25)%

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Ensure revenue projections and O&M expenditures are within budget	99%/95%	97%/92%	99%/95%	99%/95%	Sustainable
Comply with the Board's investment policy and strategy	100%	100%	100%	100%	Sustainable
Short-Term Funds - ML 3 months US T-Bill Index and Core Funds - ML 1 - 3 year	69/70	5/18	16/43	56/105	Sustainable
Manage financial operations to ensure 160% combined debt service coverage	524%	508%	589%	539%	Sustainable
Meet or exceed 250 days operating & maintenance expenses per fiscal year	\$187M	\$196M	\$236M	\$243M	Sustainable
Issue Annual Comprehensive Financial Report in accordance with GAAP	February	February	February	February	Sustainable
Pay 97% of all undisputed invoices within 30 days	97%	93%	97%	97%	Reliable
Publish Annual Budgets within 90 days of start of fiscal year	90 days	90 days	90 days	90 days	Sustainable

DEPARTMENT: Finance

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

Finance:

- Complete the Series 2022 bond issuance for approximately \$400 million to finance capital projects such as Clean Rivers, Lead Free DC, capital improvements to Washington Aqueduct, and general CIP upgrades
- Monitor Board approved policy of 250 days of cash operating reserve level requirements for liquidity needs per fiscal year
- 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
- Manage the insurance cost needs for the Authority's Rolling Owner-Controlled Insurance Program (ROCIP)
- Monitor operating and financial metrics via Sustainability Standards Accounting Board (SASB) standards for ESG reporting per fiscal year

Rates and Revenue:

- Complete FY 2022 Cost of Service Study for Fire Service Protection Fee
- Complete FY 2022 Cost of Service Study for Water, Sewer, and Clean Rivers Impervious Area Charge (CRIAC)
- Implementation of multi-year Rates for FY 2023 and FY 2024
- Continue to monitor economic conditions and customer support

Financial Systems & Controls:

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

Accounting:

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

DEPARTMENT: Finance

Budget:

- Develop, monitor and report the annual operating and 10-year CIP budgets
- Ongoing financial management of critical programs
- Advance and implement enhancements to the position request workflow
- Implement streamlined and continue improvements to the budget planning process
- Continue support and improvement of the Enterprise Planning and Budgeting Cloud Service (EPBCS) system
- Continue support and improvement of the Enterprise Performance Reporting Cloud Service (EPRCS) system

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Explore alternative revenue generating initiatives
- Complete FY 2023 Cost of Service Study for Water, Sewer, and Clean Rivers Impervious Area Charge (CRIAC)
- Complete FY 2023 Cost of Service Study for Miscellaneous Fee
- Complete FY 2023 Cost of Service Study for Potomac Interceptor (PI)
- Utilize EPBCS to streamline FY 2024 budget development process

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

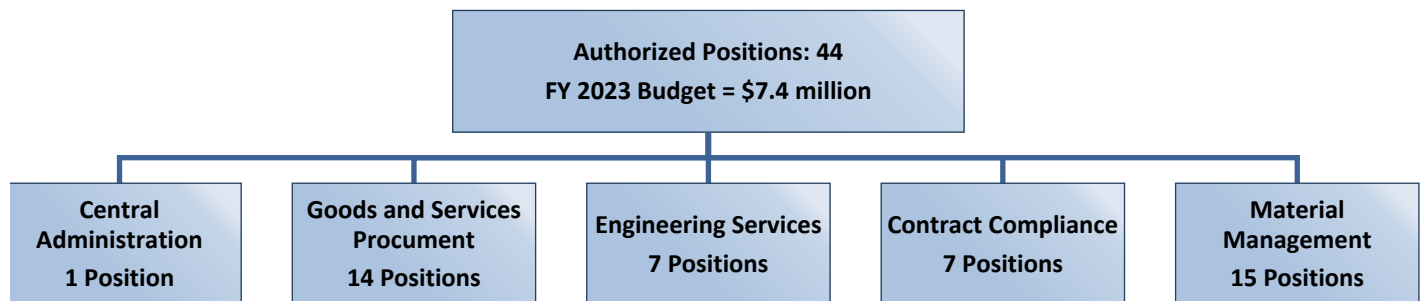
- None

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 and Small Business Enterprises (LSBE) and Disadvantaged and Women Business Enterprises (D/WBE) contracting participation



FUNCTIONS

Central Administration	Goods and Service Procurement	Engineering Services	Contract Compliance	Material Management
Manage compliance to the Procurement Regulations and Manual	Manage procurement process for products and services	Manage procurement process for engineering services and capital projects	Manage DC Water's business development program and business diversity and inclusion programs	Manage the operational materials planning and warehousing
Provide the executive direction on the procurement and contracting	Develop category and sourcing strategies	Develop category and sourcing strategies	Manage the DC WaterWorks program	Administer the material control system and optimize inventory management
Manage department employees and resources	Manage vendor relationships	Manage vendor relationships	Manage Contract and Employment Compliance Program (CECP)	Provide direction and guidance on inventory policies and procedures

DEPARTMENT: Procurement and Compliance

BUDGET

The \$0.1 million increase in FY 2023 compared to the FY 2022 budget is for personnel services cost adjustments

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	35	42	42	42	0	0%
Headcount: Filled	35	37	34	38	(4)	(12)%
Personnel Services	\$ 4,814	\$ 6,053	\$ 6,507	\$ 6,633	\$ (126)	(2)%
Supplies	20	76	28	25	3	12%
Chemicals	-	0	-	-	-	-
Utilities and Rent	40	41	54	53	1	2%
Contractual Services	1,273	685	700	707	(7)	(1)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	-	3	3	0	0%
Non Personnel Services ALL	1,334	802	785	788	(3)	0%
Department Total	\$ 6,148	\$ 6,855	\$ 7,292	\$ 7,421	\$ (129)	(2)%
Capital Equipment	-	\$ 35	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Timely processing of small purchases within 7 working days	95%	100%	95%	95%	Reliable
Issue Invitation for Bid and award contracts within 90 calendar days	95%	95%	95%	95%	Reliable
Issue Requests for Proposal and award contracts within 120 calendar days	95%	100%	95%	95%	Reliable
Issue Procurement request for inventory restock in one business day of approval	95%	95%	95%	95%	Reliable
System & physical issue of stock request within same day of authorized request	95%	95%	95%	95%	Reliable

DEPARTMENT: Procurement and Compliance

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Stabilize the new Oracle ERP system and optimize the integration with business processes and procurement policies
- Continue the integration of capital procurement team with Engineering and establish the new procurement process for capital projects
- Improve business diversity and inclusion through the implementation of the new business development program
- Generate cost savings and avoidance through competitive procurement and negotiation processes and inventory optimization to avoid the waste
- Provide continuous training of procurement staff and Contracting Officer's Technical Representative (COTRs) to improve vendor relationships and performance

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Enhance and optimize the procurement process by integrating Oracle ERP and business processes
- Improve Procurement Regulations and Manual to improve procurement process, results, participation, integrity, compliance, fair competition, and transparency
- Increase the capital procurement resources and enhance the capital procurement process and integration with Engineering
- Improve business diversity and inclusion through the implementation of the new business development program
- Generate cost savings and avoidance through competitive procurement and negotiation processes and inventory optimization to avoid the waste
- Provide continuous training of procurement staff and Contracting Officer's Technical Representative (COTRs) to improve vendor relationships and performance

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- None

CLUSTER: FINANCE AND PROCUREMENT

FUND: Non-Ratepayer Revenue Fund

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

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

BUDGET

The \$0.485 million increase in FY 2023 compared to the FY 2022 budget is to further provide support for departments based on costs incurred in revenue generation from non-ratepayer sources

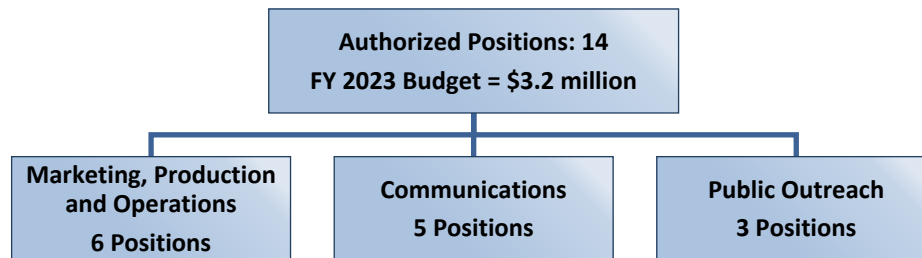
\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	0	0	0	-	0	-
Headcount: Filled	0	0	0	-	0	-
Personnel Services	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	-	-	-	-
Contractual Services	-	-	515	1,000	(485)	(94)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	-	-	515	1,000	(485)	(94)%
Department Total	-	-	\$ 515	\$ 1,000	\$ (485)	(94)%
Capital Equipment	-	-	-	-	-	-

CLUSTER: MARKETING AND COMMUNICATIONS

DEPARTMENT: Marketing and Communications

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

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



FUNCTIONS

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

Department: Marketing and Communications

BUDGET

The \$0.4 million increase in FY 2023 compared to the FY 2022 budget is primarily for personnel services cost adjustments, partly offset by reductions in contractual services costs

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	13	14	13	14	(1)	(8)%
Headcount: Filled	11	12	11	13	(2)	(18)%
Personnel Services	\$ 1,970	\$ 2,232	\$ 2,048	\$ 2,594	\$ (546)	(27)%
Supplies	8	3	14	10	4	29%
Chemicals	-	-	-	-	-	-
Utilities and Rent	32	19	25	21	4	17%
Contractual Services	816	512	733	606	127	17%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	0	11	12	12	0	0%
Non Personnel Services ALL	856	545	784	649	135	17%
Department Total	\$ 2,826	\$ 2,778	\$ 2,832	\$ 3,243	\$ (411)	(15)%
Capital Equipment	-	-	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Publication of DC Water's Annual Report	1	1	1	1	Sustainable
Publication of Customer Newsletter	4	4	4	4	Reliable
Publication of Clean Rivers' Update	2	2	2	2	Reliable
Publication of Employee Newsletter	11	11	11	11	Reliable
Publication of Water Quality Report	1	1	1	1	Healthy, Safe, and Well
Community meetings outreach re: lead, rates, CSO CIP projects, etc.	100	114	100	100	Sustainable

Department: Marketing and Communications

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

- Continue to implement a Strategic Communications Plan to support Blueprint 2.0, DC Water’s strategic plan
- Continue to expand our customer engagement and crisis communications capabilities, utilizing the additional support of an outside public relations firm
- Continue campaign efforts to demonstrate the value of DC Water’s services and build support for needed investments in infrastructure
- Work with the DC Clean Rivers Project team to engage with residents, businesses and commuters impacted by construction on the Northeast Boundary Tunnel Project
- Expand DC Water’s internal (employee) engagement, working closely with People and Talent, the Office of the CEO and other departments
- Unified planning calendar for all marketing and communications activities

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- No major changes anticipated

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

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 Position 10
FY 2023 Budget = \$2.9 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.	Provide an Enterprise Performance Plan and an Enterprise Accountability Report. Oversee the program management of the EPMO and Enterprise Risk. 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. Applies management policies, procedures and industry best practices to all activities associated with the Blueprint; monitoring, reviewing, and analyzing risk alignment.	Oversee Sustainability, Innovations and Resilience program activities, policies, and procedure administration. 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

The approved FY 2023 budget is higher than the approved FY 2022 budget by \$0.8 million primarily due to the addition three new positions and a new initiative within contractual services cost category

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	0	9	7	10	(3)	(43)%
Headcount: Filled	0	8	5	7	(2)	(40)%
Personnel Services	-	\$ 48	\$ 1,577	\$ 2,112	\$ (535)	(34)%
Supplies	-	7	6	6	0	0%
Chemicals	-	-	-	-	-	-
Utilities and Rent	-	-	13	0	13	100%
Contractual Services	-	847	435	738	(303)	(70)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	-	855	454	744	(290)	(64)%
Department Total	-	\$ 902	\$ 2,031	\$ 2,856	\$ (825)	(41)%
Capital Equipment	-	-	-	-	-	-

TARGET PERFORMANCE MEASURES	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Results	Blueprint 2.0 (Strategic Plan) Imperatives
Implement all policies and directives of the Board of Directors	100%	100%	100%	100%	Reliable

Department: Strategy and Performance

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

Strategic Management

- Publish 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

Enterprise Program Management Office

- Advance the function of the Enterprise Program Management Office to ensure the delivery of mission critical, enterprise programs in a consistent and cost-effective manner
- Establish and promote the Program Management Office Center of Excellence
- Monitor the function associated with the enterprise executive dashboard

Enterprise Risk Management

- Maintain DC Water Enterprise Risk Register
- Maintain DC Water Enterprise Risk Management Action Plans
- Provide leadership and execution of the enterprise compliance function
- 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

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

Strategic Management

- Continue to monitor the Blueprint 2.0 and publish quarterly status updates of progress on the five strategic imperatives
- Prepare the Enterprise Performance Plan for FY 2023 and monitor enterprise performance with quarterly updates

Enterprise Program Management Office

- Continue to promote the Program Management Office Center of Excellence
- Continue to monitor the function associated with the enterprise executive dashboard

Sustainability

- Effectively execute the innovation program policy and strategy model. Monitor innovation program performance
- Continue to maintain relationships in support of the watershed management strategy

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No major items identified

CLUSTER: PEOPLE AND TALENT

DEPARTMENT: People and Talent

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

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



FUNCTIONS

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	Oversee labor relations, arbitration, and grievance resolution	Strategic initiatives
Performance management, succession planning and employee engagement	Administration of Benefits, Wellness, American with Disabilities Act, Drug and Alcohol testing, Workers Compensation, and Employee Assistance Programs	Manage employee relations	Change management
Education assistance, internship, rewards and recognition	Systems, data integrity, records management and predictive analytics	Oversee equal employment Opportunity and Workplace Violence	Management of resources and operations

DEPARTMENT: People and Talent

BUDGET

The increase of \$0.2 million in the approved FY 2023 budget compared to the approved FY 2022 budget is for increases in personnel services costs mainly for new potions and an offsetting decrease in contractual services

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	29	33	31	34	(3)	(10)%
Headcount: Filled	29	28	29	25	4	14%
Personnel Services	\$ 4,755	\$ 4,734	\$ 5,612	\$ 5,779	\$ (167)	(3)%
Supplies	1	1	29	28	1	3%
Chemicals	-	-	-	-	-	-
Utilities and Rent	30	23	27	28	(1)	(4)%
Contractual Services	3,885	1,927	4,428	4,093	335	8%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	-	-	-
Small Equipment	-	-	-	-	-	-
Non Personnel Services ALL	3,916	1,952	4,484	4,148	335	7%
Department Total	\$ 8,671	\$ 6,686	\$ 10,096	\$ 9,928	\$ 168	2%
Capital Equipment	-	\$ 441	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
120 days from job posting to hire	112	111	107	107	Equitable
Under the CBA we have 45 days to initiate disciplinary action	45	45	45	45	Healthy, Safe, and Well
14 days new hire benefit set-up	13	10	10	10	Healthy, Safe, and Well
22.5 Average number training hours per FTE	22.7	22.7	25	25	Sustainable
Comparison DC Water Employees Compensation (100%) vs Market 50th-percentile	100%	100%	100%	100%	Equitable

DEPARTMENT: People and Talent

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 wellness program for Employees of DC Water
- Extend research capabilities for compensation with the purpose of addressing grade and salary structure across the organization
- Incorporate professional development assessments 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 the ERP system to receive and record beneficiary designations
- Explore using the ERP system 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

FY 2023 MAJOR PLANNED ACTIVITIES AND CHANGES

- Create Market-Based pricing for each DC Water position
- Expand DC Water's Career Ladder Program
- Streamline DC Water's position reclassification process
- Expand Non-Union Merit-Bonus program to also include Salary Equity Review
- Develop DC Water's Market Pricing Initiative
- Expand Wellness Programs focused on Healthy, Safe, and Well imperative
- Expand open season benefit fairs and site visits
- Implement an Enterprise Resource Program with systems integration across DC Water
- Develop robust analytics, diversity, and performance management scorecards

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

- No direct impact

DEPARTMENT: People and Talent

FY 2022 AND FY 2023 TALENT DEVELOPMENT PLAN

TALENT DEVELOPMENT OVERVIEW

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

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

- Optimize the employee experience by consistently engaging the employee throughout their lifecycle at DC Water
- Improved individual performance through coaching
- 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/on-demand training – online courses housed within our learning management system (LMS), Cornerstone. The content for this site is developed in-house and by external vendors

DEPARTMENT: People and Talent

FY 2022 AND FY 2023 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 2021 ACCOMPLISHMENTS

In FY 2021 our organizational structure allowed us to have a comprehensive approach to managing the Authority's talent. We continued with **Leading Blue** Cohort V participants in 2021 as well as the piloting of the **DIRECT Program** and **Mentoring Circles**. The feedback thus far has been very positive.

The LEAD and LEARN series provided opportunities for interactive leadership and career development. Sessions were facilitated to forge connections across the authority, building essential career development skills for our employees. The program created creative ways for different departments to inform, share and educate employees across the authority.

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 2021, our employees continued to pursue critical infrastructure certifications in the areas of Professional Engineering and Program Management. Lastly, in FY 2021, a total of 133 employees participated in the Education and Tuition Assistance Reimbursement benefit programs. DC Water provided \$498,000 to assist employees with their continued education programs.

FY 2022 AND FY 2023 TALENT DEVELOPMENT BUDGET

The approved FY 2023 training budget totals \$1.7 million, which is approximately \$0.1 million lower than the FY 2022 level. The Talent Development branch of People & Talent Department is positioned to help the Authority transform and will continue to focus on the need to develop our workforce beyond the initial job qualifications. In the future, we envision providing DC Water employees the ability to maximize training and development funding through one budget managed by the Talent Development branch. Leading the charge in the creation of a high performing organization.

CLUSTER: GOVERNMENT AND LEGAL AFFAIRS

DEPARTMENT: Government and Legal Affairs

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

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

Authorized Position 14
FY 2023 Budget = \$8.4 million

FUNCTIONS

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

DEPARTMENT: Government and Legal Affairs

BUDGET

The approved FY 2023 budget is higher than the approved FY 2022 budget by \$0.9 million primarily in contractual services for new strategic program and legal contingency slightly offset by adjustments in personnel services due to reallocation of positions to other departments

\$000's	FY 2020	FY 2021	FY 2022	FY 2023	Change from FY 2022	
Description	Actual	Actual	Approved	Approved	Variance	%
Headcount: Authorized	15	14	18	14	4	22%
Headcount: Filled	12	13	13	13	0	0%
Personnel Services	\$ 2,004	\$ 2,794	\$ 3,097	\$ 2,754	\$ 343	11%
Supplies	(1)	3	3	3	0	0%
Chemicals	-	-	-	-	-	-
Utilities and Rent	26	15	30	27	3	9%
Contractual Services	3,611	3,024	4,325	5,567	(1,243)	(29)%
Water Purchases	-	-	-	-	-	-
Biosolid	-	-	-	0	0	-
Small Equipment	-	5	-	-	-	-
Non Personnel Services ALL	3,635	3,047	4,357	5,597	(1,240)	(28)%
Department Total	\$ 5,639	\$ 5,841	\$ 7,454	\$ 8,351	\$ (897)	(12)%
Capital Equipment	-	-	-	-	-	-

	FY 2020	FY 2021	FY 2022	FY 2023	Blueprint 2.0 (Strategic Plan) Imperatives
TARGETED PERFORMANCE MEASURES	Results	Results	Targets	Targets	
Hours of employee time spent on direct work 1,700	1700	1700	1700	1700	Sustainable

DEPARTMENT: Government and Legal Affairs

FY 2022 MAJOR PLANNED ACTIVITIES AND CHANGES

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

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IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

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