



dc water is life[®] OPERATING BUDGETS

DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY

SECTION VII DEPARTMENTAL SUMMARIES

A large green sign mounted on a stone wall. It features the 'dc' logo and a water drop icon on the left, and text on the right. The text includes the full name of the authority, the name of the plant, the address, and the names of the Mayor, Board Chairman, and General Manager.

dc 
DCWATER.COM

DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY
BLUE PLAINS
ADVANCED WASTEWATER TREATMENT PLANT
5000 Overlook Avenue SW, Washington, DC 20032

Vincent C. Gray, Mayor
Allen Y. Lew, Board Chairman
George S. Hawkins, General Manager

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

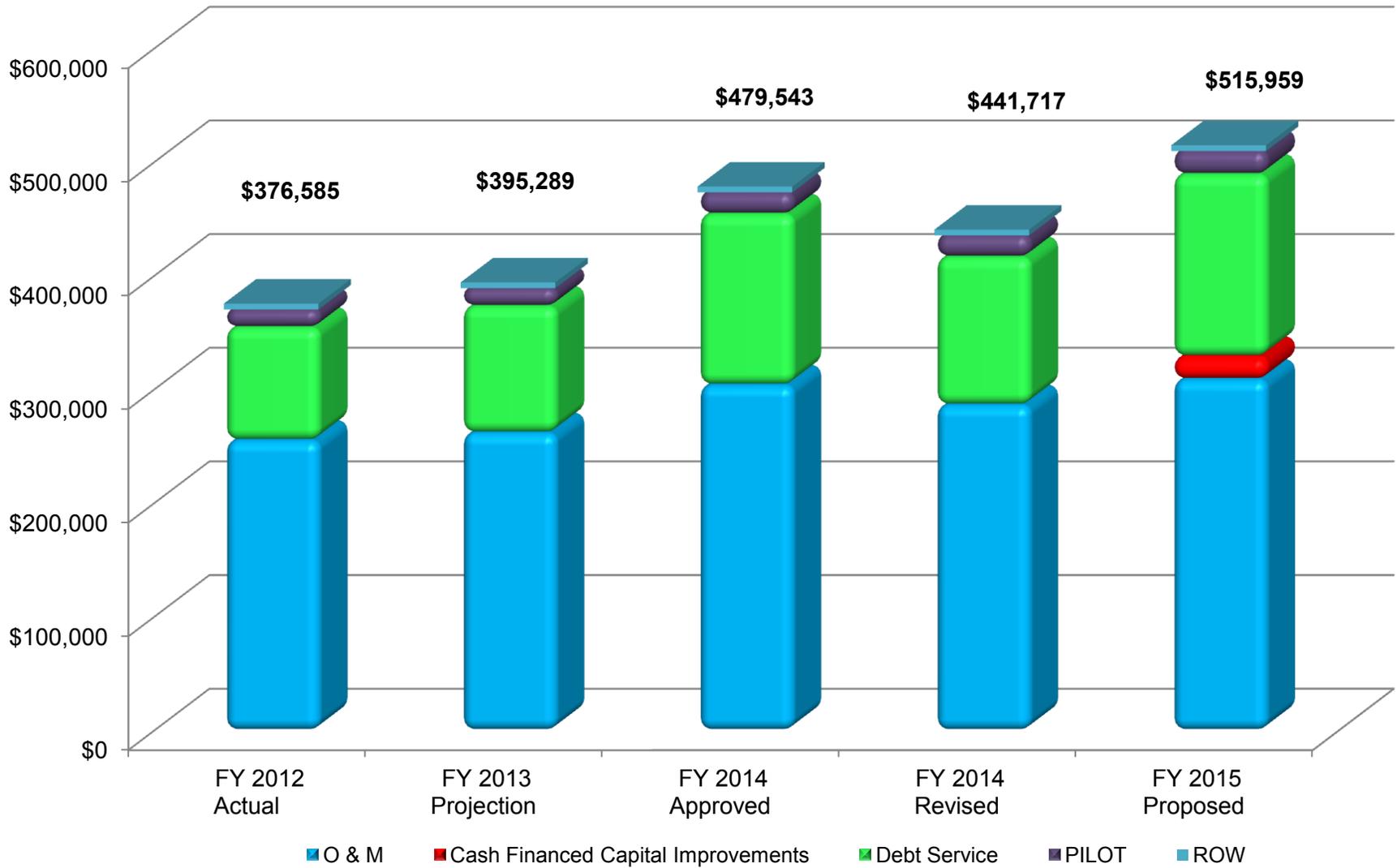
Service Lines: Operational departments include: Water Services, Sewer collection and Wastewater treatment services (including maintenance of these facilities). These departments are responsible for the day-to-day operations of the DC Water's extensive infrastructure and facilities that provide direct services to our customers. Similarly, the Customer Service department is classified as an operating department because of the integrated nature of their work to operations (i.e., customer care, metering and billing) and also because they provide first-line customer care to our customers to include 24 hour emergency service. Engineering and Technical Services, Clean Rivers and Permit departments are responsible for ongoing reinvestment of the system infrastructure, compliance with various mandates and service 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. An organizational chart can be found on page VII-14.

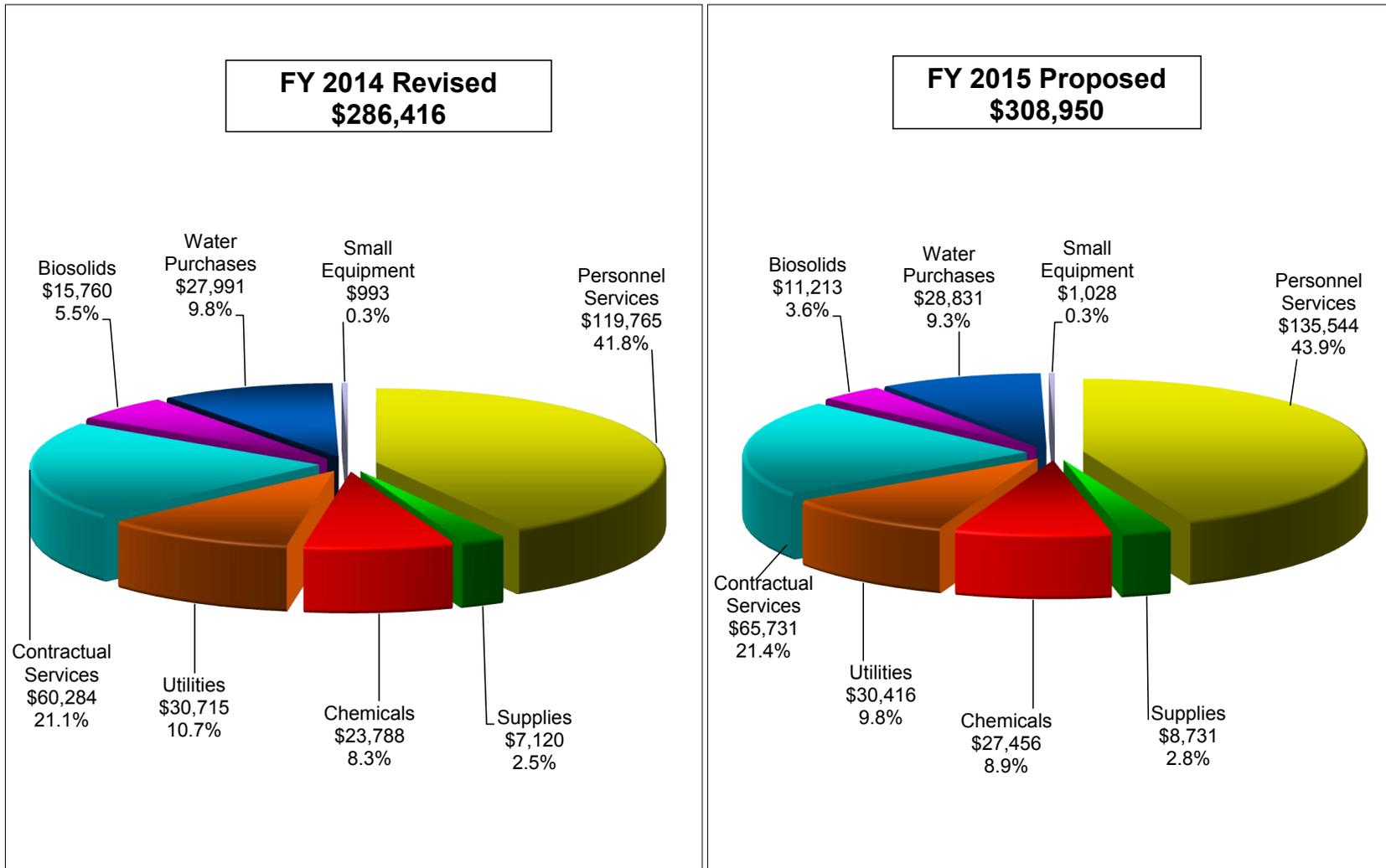
Reporting Lines: Departments are grouped within clusters to ensure accountability and to enhance efficiency and delivery of various services. A member of the Executive Leadership Team heads each departmental cluster group and carries the accountability for service delivery and performance metrics of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

As DC Water strives in its mission to be a "best in world" organization, it also continues to make organizational changes and improvement to enhance efficiencies, improve processes and best utilize all assets with the goal to better serve the public and protect the environment. In FY 2013, this resulted in reorganization of the Office of the Chief Financial Officer, which involved renaming the department to Finance, Accounting and Budget, with inclusion of the Risk Management Office.

Comparative Operating Expenditure Budgets FY 2012 - FY 2015 (\$000's)



Operations & Maintenance Expenditures By Category (\$'000's)



**Comparative Operating Expenditure Budgets
(\$000's)**

	FY 2012 ACTUAL	FY 2013 PROJECTION	FY 2014 APPROVED	FY 2014 REVISED	FY 2015 PROPOSED
OPERATING					
Personnel Services	107,334	115,964	120,454	119,765	135,544
Contractual Services	64,939	65,389	84,094	76,044	76,945
Water Purchases	28,389	26,900	31,513	27,991	28,831
Chemicals and Supplies	26,744	27,391	32,909	30,909	36,187
Utilities	26,786	25,063	34,011	30,715	30,416
Small Equipment	1,139	1,180	993	993	1,028
Subtotal O & M Expenditures	255,331	261,888	303,973	286,416	308,950
Debt Service	99,272	111,419	150,389	130,120	160,264
Cash Financed Capital Improvements	-	-	-	-	20,058
Payment in Lieu of Taxes	16,882	16,882	20,081	20,081	21,587
Right of Way Fees	5,100	5,100	5,100	5,100	5,100
Total Operating Expenditures	376,585	395,289	479,543	441,717	515,959
Personnel Services charged to Capital Projects	(9,550)	(14,802)	(17,860)	(12,960)	(17,266)
Total Net Operating Expenditures	\$ 367,035	\$ 380,487	\$ 461,683	\$ 428,757	\$ 498,693

Comparative Operating Expenditures by Department
(\$000's)

	FY 2012 ACTUAL	FY 2013 PROJECTION	FY 2014 APPROVED	FY 2014 REVISED	FY 2015 PROPOSED	
O	Wastewater Treatment - Operations	72,628	70,506	84,900	77,692	82,506
p	Wastewater Treatment - Process Engineering	-	2,252	7,816	7,398	8,882
e	Maintenance Services	18,192	17,292	19,312	18,749	21,822
r	Water Services	50,260	49,177	57,603	52,647	55,140
a	Sewer Services	19,227	20,798	21,160	19,461	21,264
t	Customer Service	15,329	15,584	15,994	15,396	17,197
i	Water Sewer Pumping Maintenance	4,944	4,988	5,136	5,493	6,085
o	Engineering and Technical Services	17,121	20,221	19,566	20,244	22,811
n	Clean Rivers	475	1,405	1,645	1,833	2,480
s	Permit Operations	1,266	1,796	2,015	2,078	2,251
	Subtotal Operations	<u>199,442</u>	<u>204,019</u>	<u>235,147</u>	<u>220,990</u>	<u>240,437</u>
A	General Manager	2,598	2,505	3,979	2,669	2,758
d	Office of the Board Secretary	604	361	619	620	635
m	Internal Audit	702	748	830	830	859
i	General Counsel	4,813	5,316	7,316	6,308	6,024
n	External Affairs	1,801	1,786	2,202	2,234	2,131
i	Information Technology	7,400	8,965	10,229	9,849	10,300
s	Finance, Accounting and Budget	7,220	7,797	8,819	8,925	9,853
t	Risk Management	5,258	4,403	6,033	5,034	4,899
r	Assistant General Manager - Support Services	324	302	340	341	364
a	Human Capital Management	4,285	4,626	4,630	5,016	5,362
t	Facilities Management and Security	11,394	11,534	12,879	12,618	13,132
i	Procurement	3,856	3,724	4,140	4,134	4,865
o	Occupational Safety and Health	1,303	1,396	1,894	1,924	1,964
n	Fleet Management	4,332	4,408	4,918	4,924	5,365
	Subtotal Administration	<u>55,890</u>	<u>57,869</u>	<u>68,827</u>	<u>65,426</u>	<u>68,512</u>
	Subtotal O & M Expenditures	<u>255,331</u>	<u>261,888</u>	<u>303,973</u>	<u>286,416</u>	<u>308,950</u>
	Debt Service	99,272	111,419	150,389	130,120	160,264
	Cash Financed Capital Improvements	-	-	-	-	20,058
	Payment in Lieu of Taxes	16,882	16,882	20,081	20,081	21,587
	Right of Way	5,100	5,100	5,100	5,100	5,100
	Total Operating Expenditures	<u>376,585</u>	<u>395,289</u>	<u>479,543</u>	<u>441,717</u>	<u>515,959</u>
	Personnel Services charged to Capital Projects	(9,550)	(14,802)	(17,860)	(12,960)	(17,266)
	Total Net Operating Expenditures	<u>\$ 367,035</u>	<u>\$ 380,487</u>	<u>\$ 461,683</u>	<u>\$ 428,757</u>	<u>\$ 498,693</u>

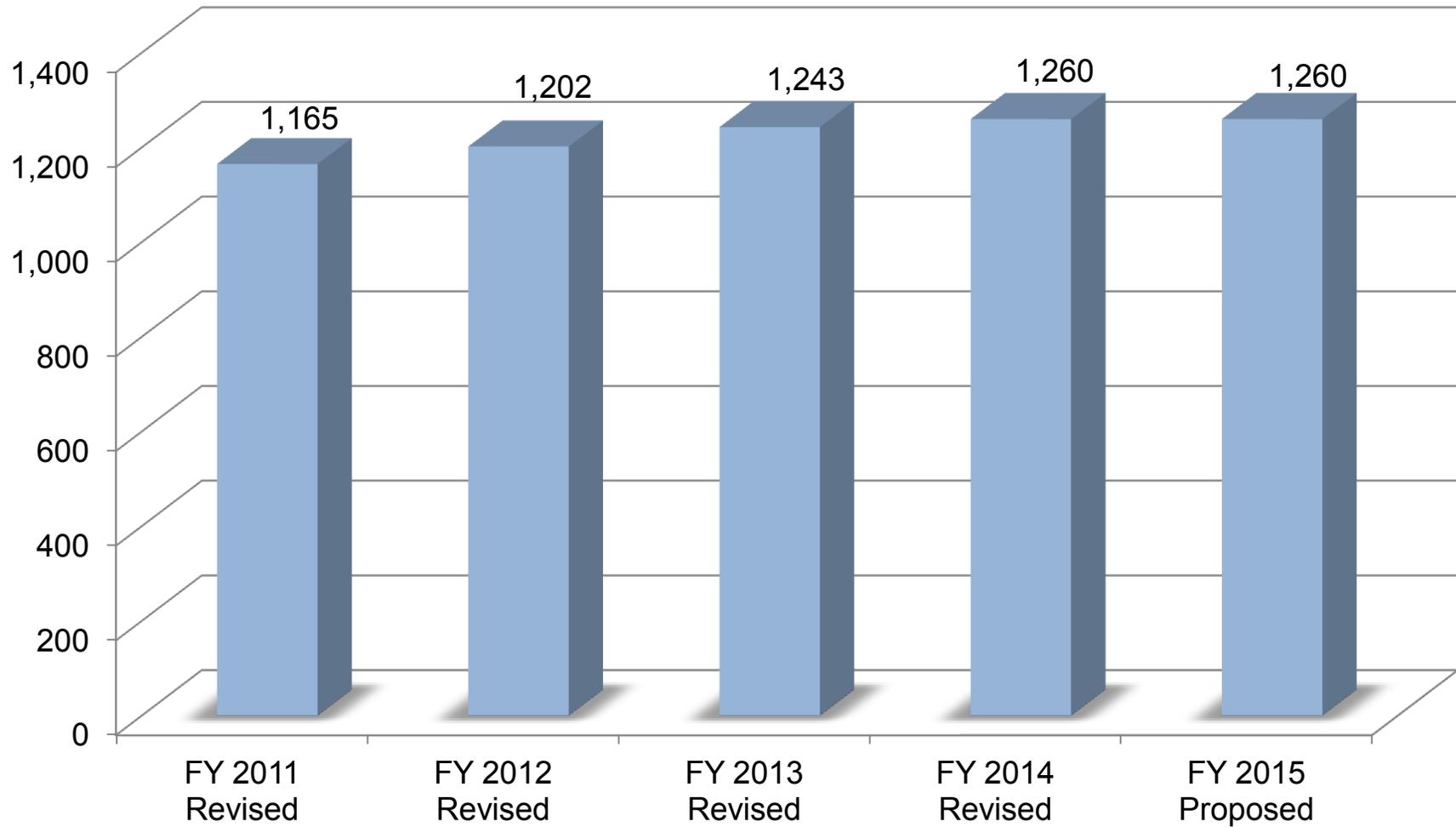
Comparative Operating Expenditures by Department by Category
FY 2014 Revised Budget
(\$000's)

	Auth Pos	Pay	Fringe	Overtime	Total PS	Supplies	Chemicals	Utilities	Contract	Biosolids	Water Purchases	Small Equipment	Total NPS	TOTAL Dept.
O Wastewater Treatment - Operations	118	8,321	2,359	1,108	11,789	721	23,578	21,635	4,155	15,760		55	65,903	77,692
p Wastewater Treatment - Process Engineering	42	2,758	779	100	3,637	788	-	17	2,896			59	3,761	7,398
e Maintenance Services	117	7,312	2,087	725	10,124	2,423	-	139	5,870			193	8,625	18,749
r Water Services	207	12,025	3,507	980	16,512	890	50	3,209	3,855	-	27,991	140	36,135	52,647
a Sewer Services	158	10,075	2,942	900	13,917	529	160	2,245	2,549	-	-	60	5,544	19,461
t Customer Service	125	7,716	2,266	240	10,222	117	-	1,086	3,923	-	-	48	5,174	15,396
i Water Sewer Pumping Maintenance	34	2,535	673	200	3,408	621	-	15	1,349	-	-	100	2,085	5,493
o Engineering and Tech. Services	166	13,491	3,961	780	18,232	99	-	271	1,613			29	2,011	20,244
n Clean Rivers	16	1,307	384	5	1,696	15	-	22	100			-	137	1,833
s Permit Operations	15	1,192	350	11	1,553	36	-	331	158			-	525	2,078
Subtotal Operations	998	66,733	19,308	5,049	91,091	6,238	23,788	28,970	26,468	15,760	27,991	684	129,900	220,990
A General Manager	11	1,105	325	10	1,440	13	-	26	1,190			-	1,229	2,669
d Office of the Board Secretary	2	202	59	4	265	18	-	7	330			1	355	620
m Internal Audit					-	-	-	8	822				830	830
i General Counsel	15	1,392	409	2	1,803	10	-	19	4,477			-	4,506	6,308
n External Affairs	12	1,103	324	4	1,431	15	-	40	745			3	803	2,234
i Information Technology	24	2,035	587	20	2,642	199	-	131	6,730			147	7,206	9,849
s Finance, Accounting and Budget	46	4,543	1,334	30	5,907	16	-	213	2,784			4	3,018	8,925
t Risk Management	4	328	96	1	425	6	-	5	4,599			-	4,609	5,034
r AGM - Support Services	2	242	71	1	314	1	-	5	21			-	27	341
a Human Capital Management	25	2,411	708	5	3,124	37	-	38	1,815			2	1,892	5,016
t Facilities Management and Security	67	4,208	1,216	200	5,624	468	-	109	6,360			57	6,993	12,618
i Procurement	38	2,794	821	30	3,645	39	-	63	387			-	489	4,134
o Occupational Safety and Health	10	1,002	294	2	1,298	50	-	25	541			10	626	1,924
n Fleet Management	6	583	171	1	755	12	-	1,057	3,016			85	4,169	4,924
Subtotal Administration	262	21,949	6,415	310	28,674	883	-	1,745	33,815	-	-	309	36,752	65,426
Subtotal O & M Expenditures	1,260	\$ 88,682	\$ 25,724	\$ 5,359	\$ 119,765	\$ 7,120	\$ 23,788	\$ 30,715	\$ 60,283	\$ 15,760	\$ 27,991	\$ 993	\$ 166,651	\$ 286,416
Debt Service														130,120
Payment in Lieu of Taxes														20,081
Right of Way														5,100
Total Operating Expenditures														441,717
Personnel Services charged to Capital Projects														(12,960)
Total Net Operating Expenditures														\$ 428,757

**Comparative Operating Expenditures by Department by Category
FY 2015 Proposed Budget
(\$000's)**

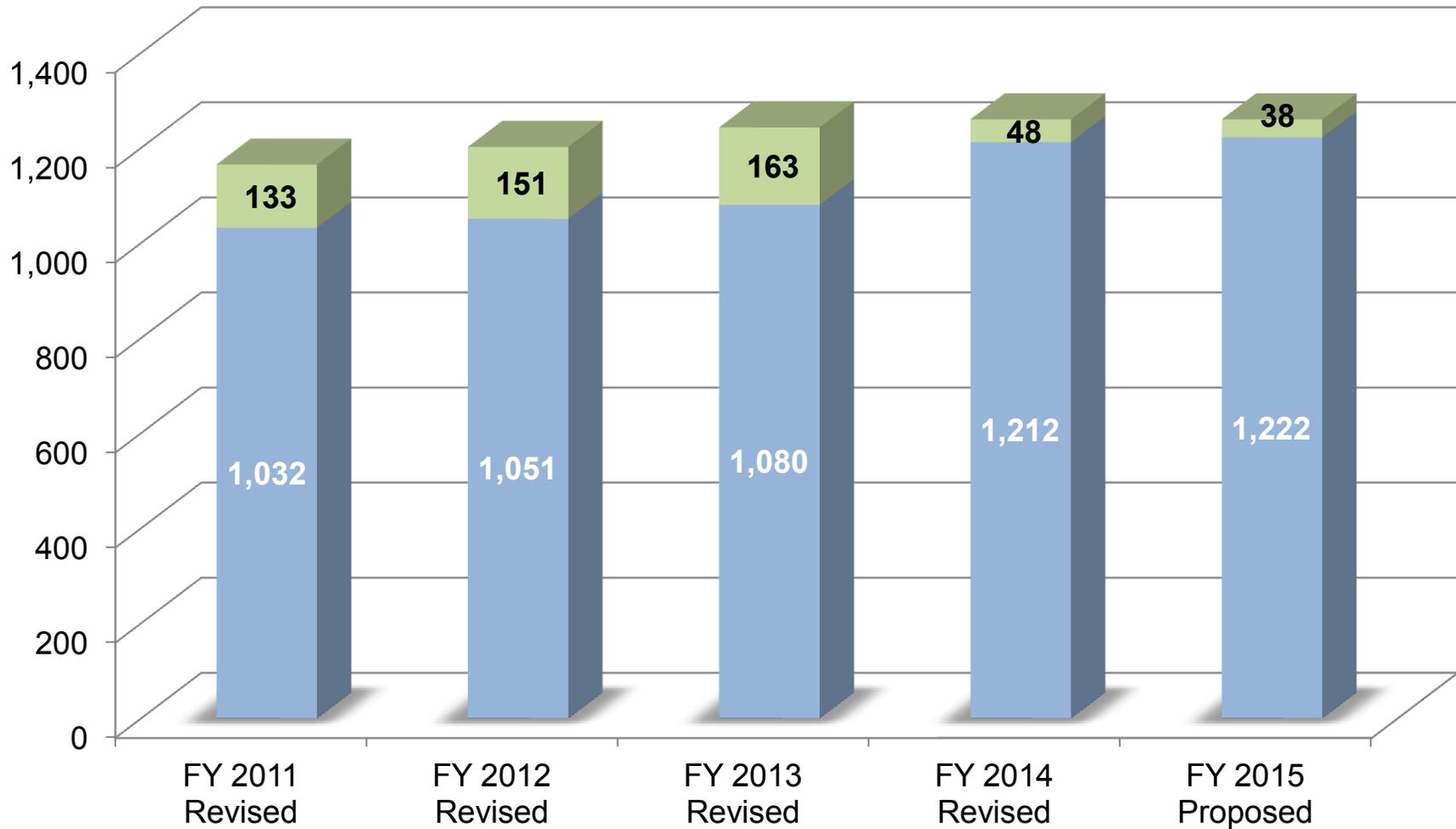
	Auth Pos	Pay	Fringe	Overtime	Total PS	Supplies	Chemicals	Utilities	Contract	Biosolids	Water Purchases	Small Equipment	Total NPS	TOTAL Dept.
O Wastewater Treatment - Operations	118	9,244	2,582	1,234	13,059	999	27,260	20,987	8,885	11,213		102	69,447	82,507
p Wastewater Treatment - Process Engineering	42	3,400	945	120	4,465	907	-	39	3,412			59	4,417	8,882
e Maintenance Services	117	8,564	2,401	725	11,690	3,664		134	6,138			196	10,132	21,822
r Water Services	207	13,407	3,842	980	18,229	878	60	3,139	3,863	-	28,831	140	36,911	55,140
a Sewer Services	158	11,286	3,238	900	15,425	548	135	2,522	2,574	-	-	60	5,839	21,264
t Customer Service	125	8,927	2,574	240	11,741	135	-	1,105	4,166	-	-	50	5,456	17,197
i Water Sewer Pumping Maintenance	34	2,898	757	200	3,855	553		17	1,565	-	-	95	2,230	6,085
o Engineering and Tech. Services	166	15,333	4,421	1,070	20,824	126		294	1,563			5	1,988	22,811
n Clean Rivers	16	1,760	508	7	2,274	14		80	111			-	206	2,480
s Permit Operations	15	1,343	387	11	1,742	30		327	151			-	509	2,251
Subtotal Operations	998	76,163	21,654	5,487	103,303	7,854	27,456	28,644	32,428	11,213	28,831	707	137,134	240,438
A General Manager	11	1,335	385	8	1,728	11		28	992			-	1,031	2,758
d Office of the Board Secretary	2	225	65	4	294	18		7	316			1	341	635
m Internal Audit	-				-	-		7	852				859	859
i General Counsel	15	1,487	429	2	1,918	10		19	4,078			-	4,107	6,024
n External Affairs	12	1,245	359	4	1,608	15		32	466			10	523	2,131
i Information Technology	24	2,334	663	20	3,017	199		109	6,811			164	7,283	10,300
s Finance, Accounting and Budget	46	5,041	1,454	30	6,525	31		200	3,093			4	3,328	9,853
t Risk Management	4	364	105	2	471	4		5	4,420			-	4,428	4,899
r AGM - Support Services	2	269	78	1	348	1		4	11			-	16	364
a Human Capital Management	25	2,680	773	5	3,458	38		35	1,828			2	1,904	5,362
t Facilities Management and Security	67	4,721	1,342	200	6,263	463		94	6,267			45	6,869	13,132
i Procurement	38	3,331	960	30	4,321	39		51	454			-	544	4,865
o Occupational Safety and Health	10	1,126	325	2	1,453	37		32	432			10	511	1,964
n Fleet Management	6	648	187	2	837	11		1,148	3,284			85	4,528	5,365
Subtotal Administration	262	24,808	7,124	310	32,241	877	-	1,771	33,302	-	-	321	36,271	68,512
Subtotal O & M Expenditures	1,260	\$ 100,971	\$ 28,778	\$ 5,796	\$ 135,544	\$ 8,731	\$ 27,456	\$ 30,416	\$ 65,731	\$ 11,213	\$ 28,831	\$ 1,028	\$ 173,406	\$ 308,950
Debt Service														160,264
Cash Financed Capital Improvements														20,058
Payment in Lieu of Taxes														21,587
Right of Way														5,100
Total Operating Expenditures														515,959
Personnel Services charged to Capital Projects														(17,266)
Total Net Operating Expenditures														\$ 498,693

Authorized Positions FY 2011 - FY 2015



DC Water increased hiring, beginning in FY 2011, in order to perform previously contracted services. This strategy is anticipated to decrease overall operating expenditures while enhancing organizational flexibility.

Filled and Vacant Positions FY 2011 - FY 2015



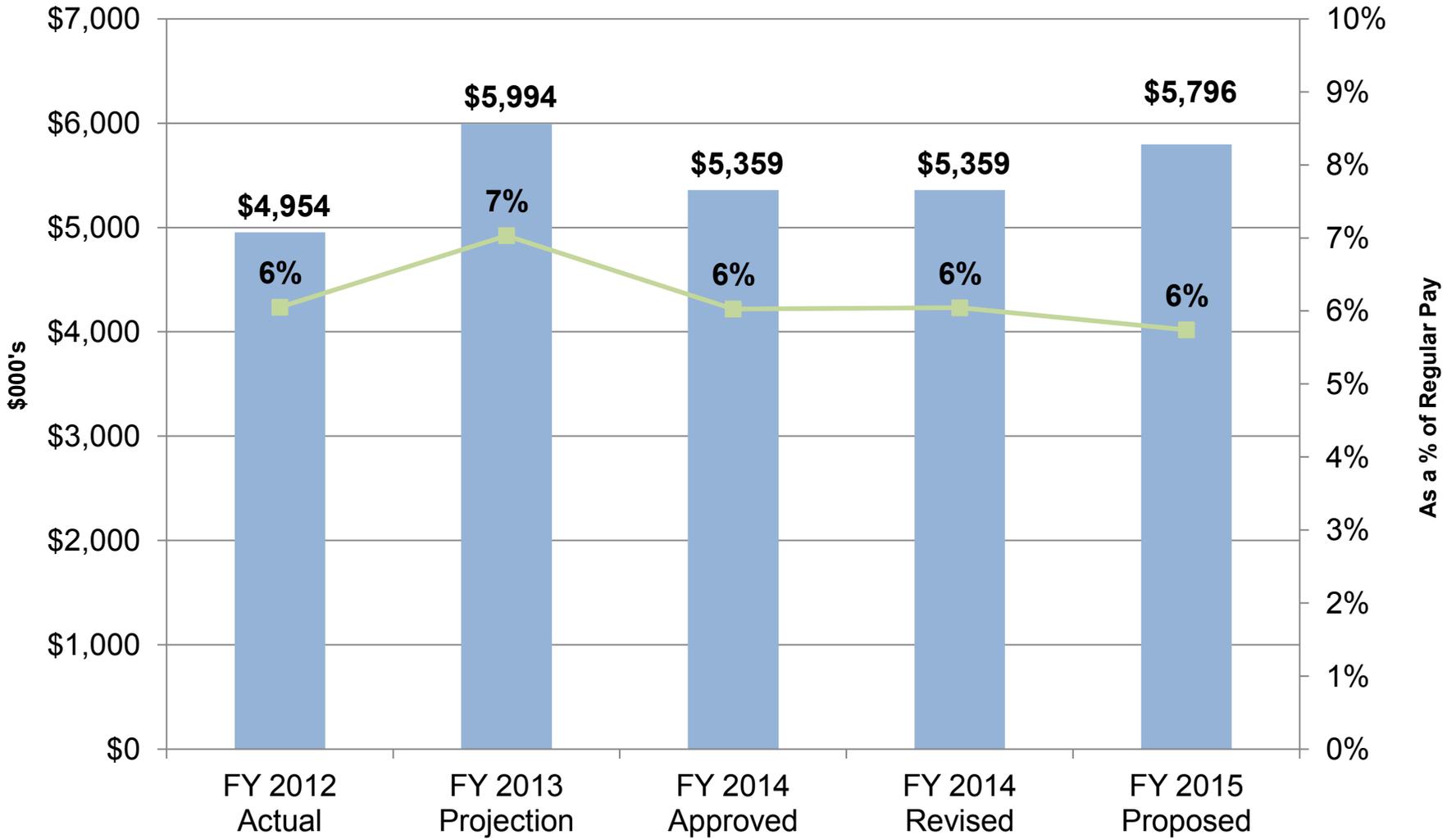
Filled represents year-end actual headcount except for FY 2014 and FY 2015 which are budgeted headcounts.

■ Filled ■ Vacant

Authorized Positions by Department FY 2012 - FY 2015

	FY 2012				FY 2013				FY 2014		FY 2015
	Authorized	Average Filled	Average Vacant	Year-End Filled	Authorized	Average Filled	Average Vacant	Year-End Filled	Approved	Revised	Proposed
O Wastewater Treatment - Operations	121	117	4	121	108	101	7	100	118	118	118
p Wastewater Treatment - Process Engineering	0	0	0	0	37	20	17	23	42	42	42
e Maintenance Services	139	105	34	97	115	98	17	99	117	117	117
r Water Services	184	159	25	158	207	162	45	169	207	207	207
a Sewer Services	159	151	8	153	158	153	5	152	159	158	158
t Customer Service	124	116	8	118	125	115	10	114	125	125	125
i Water Sewer Pumping Maintenance	33	30	3	30	34	31	3	33	33	34	34
o Engineering and Technical Services	156	124	32	135	166	140	26	140	171	166	166
n DC Clean Rivers	10	4	6	5	16	7	9	11	10	16	16
s Permit Operations	15	11	4	14	15	14	1	15	15	15	15
Subtotal	941	817	124	831	981	841	140	856	997	998	998
A General Manager	17	10	7	9	11	8	3	8	14	11	11
d Office of the Board Secretary	2	2	0	2	2	2	0	1	2	2	2
m Internal Audit	0	0	0	0	0	0	0	0	0	0	0
i General Counsel	14	11	3	11	15	11	4	12	15	15	15
n External Affairs	11	11	0	12	12	12	0	12	12	12	12
i Information Technology	24	12	13	11	24	13	11	16	24	24	24
s Finance, Accounting and Budget	46	41	5	42	46	43	3	43	46	46	46
t Risk Management	4	4	0	4	4	4	0	4	4	4	4
r Asst. Gen. Mgr. - Support Services	2	2	0	2	2	1	1	1	2	2	2
a Human Capital Management	23	22	1	23	25	24	1	25	23	25	25
t Facilities Management and Security	66	61	5	58	67	60	8	60	67	67	67
i Procurement	38	35	4	33	38	30	8	30	38	38	38
o Occupational Safety and Health	8	8	0	8	10	7	3	7	10	10	10
n Fleet Management	6	6	0	5	6	5	1	5	6	6	6
Subtotal	261	224	37	220	262	221	41	224	263	262	262
Total Positions	1,202	1,041	161	1,051	1,243	1,062	181	1,080	1,260	1,260	1,260

Annual Overtime Trend FY 2012 - FY 2015



Overtime By Department
 FY 2012 - FY 2015
 (\$000's)

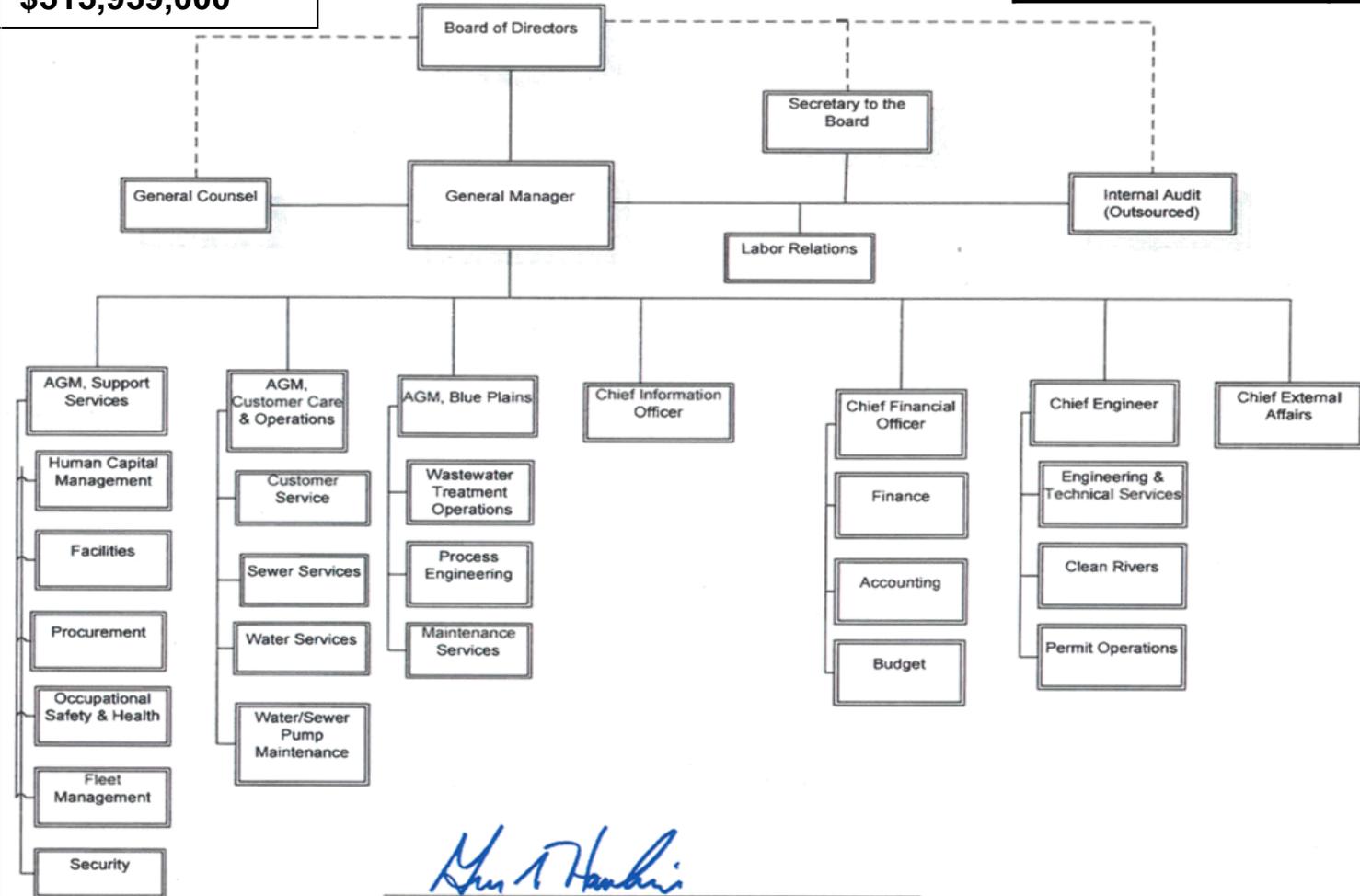
Department	FY 2012 Actual	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Wastewater Treatment - Operations	\$ 1,093	\$ 1,067	\$ 913	\$ 1,108	\$ 1,234
Wastewater Treatment - Process Engineering	-	71	270	100	120
Maintenance Services	718	873	750	725	725
Water Services	881	1,160	980	980	980
Sewer Services	875	1,327	900	900	900
Customer Service	178	217	240	240	240
Water/Sewer Pump Maintenance	142	145	200	200	200
Engineering and Technical Services	780	753	780	780	1,070
Clean Rivers	2	8	5	5	7
Permit Operations	2	4	11	11	11
General Manager	1	2	10	10	8
Office of the Board Secretary	3	2	4	4	4
Internal Audit	-	-	-	-	-
General Counsel	1	-	2	2	2
External Affairs	1	1	4	4	4
Information Technology	23	17	20	20	20
Finance, Accounting & Budget	19	34	30	30	30
Risk Management	0	0	1	1	2
Assistant General Manager - Support Services	1	1	1	1	1
Human Capital Management	26	4	5	5	5
Facilities Management and Security	190	246	200	200	200
Procurement	16	58	30	30	30
Occupational Safety and Health	1	0	2	2	2
Fleet Management	1	2	1	1	2
Total	\$ 4,954	\$ 5,994	\$ 5,359	\$ 5,359	\$ 5,796



D. C. Water & Sewer Authority
Organization Chart

**FY 2015
Operating Budget
\$515,959,000**

POSITIONS				
		FY 2013		
Authorized	Average Positions Filled	Year-End Positions Filled	FY 2014	FY 2015
1,243	1,062	1,080	1,260	1,260

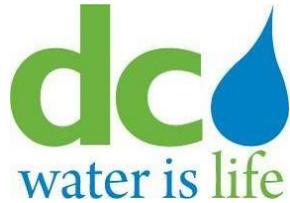


George S. Hawkins

George S. Hawkins, General Manager

Revised October 1, 2013

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**FY 2015 Budget
\$82,507,000**

**ASSISTANT GENERAL
MANAGER
Blue Plains**

POSITIONS				
Authorized	CURRENT		FY 2014	FY 2015
	Average Positions Filled	Year-End Positions Filled		
108	101	100	118	118

**WASTEWATER
TREATMENT -
OPERATIONS
1 - Position**

**Administrative
Support
3 - Positions**

**Wastewater
Treatment
Plant Operations
95 - Positions**

FUNCTIONS

- Treat influent wastewater to remove pollutants and meet National Pollutant Discharge Elimination System Permit (NPDES) requirements
- Condition, thicken, dewater and stabilize biosolids for beneficial use
- Manage 4 shift crews – round the clock
- Manage use of resources – chemicals, energy, and contract support

**Residuals Energy &
Nutrient Recycling
6 - Positions**

FUNCTIONS

- Biosolids storage, loading, hauling and utilization/beneficial use

**Clean Water Quality
& Technology
13 - Positions**

FUNCTIONS

- Physical, chemical and biological analysis of wastewater and biosolids used for process control and permit reporting
- Industrial discharge monitoring
- Treatment process R&D

WASTEWATER TREATMENT - OPERATIONS

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

BUDGET OVERVIEW: The revised FY 2014 operating budget decreased by \$7.2 million below the approved FY 2014 budget due to reductions in chemicals, utilities, and biosolids hauling costs from anticipated reduced flows and better hauling contract prices. The proposed FY 2015 budget increased by \$4.8 million compared to the revised FY 2014 budget due to anticipated increases in chemicals and contractual services costs, e.g., Combined Heat and Power component of the Digester Project, offset in part by anticipated savings in utilities and biosolids hauling costs.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	108	118	118	118
Average number of positions filled	101			
Operating Expenses				
Personnel Services including Overtime	12,114	11,668	11,789	13,060
Overtime	1,091	913	1,108	1,234
Non-Personnel Services:				
Supplies	1,159	721	721	999
Chemicals	21,782	25,578	23,578	27,260
Utilities	16,835	23,162	21,635	20,987
Contractual Services, etc.	3,644	4,363	4,155	8,885
Biosolids	14,936	19,352	15,760	11,213
Small Equipment	37	55	55	102
Total Non-Personnel Services	58,392	73,231	65,903	69,447
Total Operations	70,506	84,900	77,692	82,507
Capital Equipment	266	100	140	150

Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Achieve NACWA Award Status	Gold	Gold	Gold	Gold
Compliance with disposal of biosolids regulations (100%)	100% Compliance	100% Compliance	100% Compliance	100% Compliance
Inspection and Sampling of Pretreatment Permittees (100%)	100% Complete	100% Complete	100% Complete	100% Complete
Obtain 90% acceptable results on discharge monitoring report quality assurance samples	90% Acceptable results	90% Acceptable results	90% Acceptable results	90% Acceptable results
<p>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.</p>				

WASTEWATER TREATMENT OPERATIONS

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Maintain full compliance with the National Pollutant Discharge Elimination Systems (NPDES) permit
- Recruit and train 10 new operators to support the operations of new processes and assets at Blue Plains
- Continue to support implementation of CIP projects including Enhanced Nitrogen Removal Facility(ENRF), Biosolids Management Program (BMP), and Long Term Control Plan (LTCP)
- Complete startup/commissioning of ENR, Biosolids Main Process Train (MPT), Final Dewatering Facilities (FDF), and Filtration and Disinfection Facilities Phase III Projects
- Continue implementation of High Priority Rehabilitation Program to ensure availability of critical process equipment
- Continue implementation of Safety and Operator Cross Training and Incentive Programs
- Implement Goal #6 of the DC Water Board Strategic Plan (Establish a Safety Management System)
- Continue implementation of an Asset Management Program
- Continue to improve the structure and use of Maximo
- Continue to work with surrounding jurisdictions (Maryland and Virginia) on regulatory requirements for biosolids and land applications
- Continue to increase the use of biosolids products in the service area, for restoration projects, tree planting, and Low Impact Development (LID) projects
- Continue to improve biosolids product assurance to decrease the number of offsite odor complaints
- Continue to take a lead in conducting cutting-edge research in wastewater treatment and biosolids management, with R&D focus on Mainstream Deammonification for nitrogen removal and optimization of Thermal Hydrolysis process

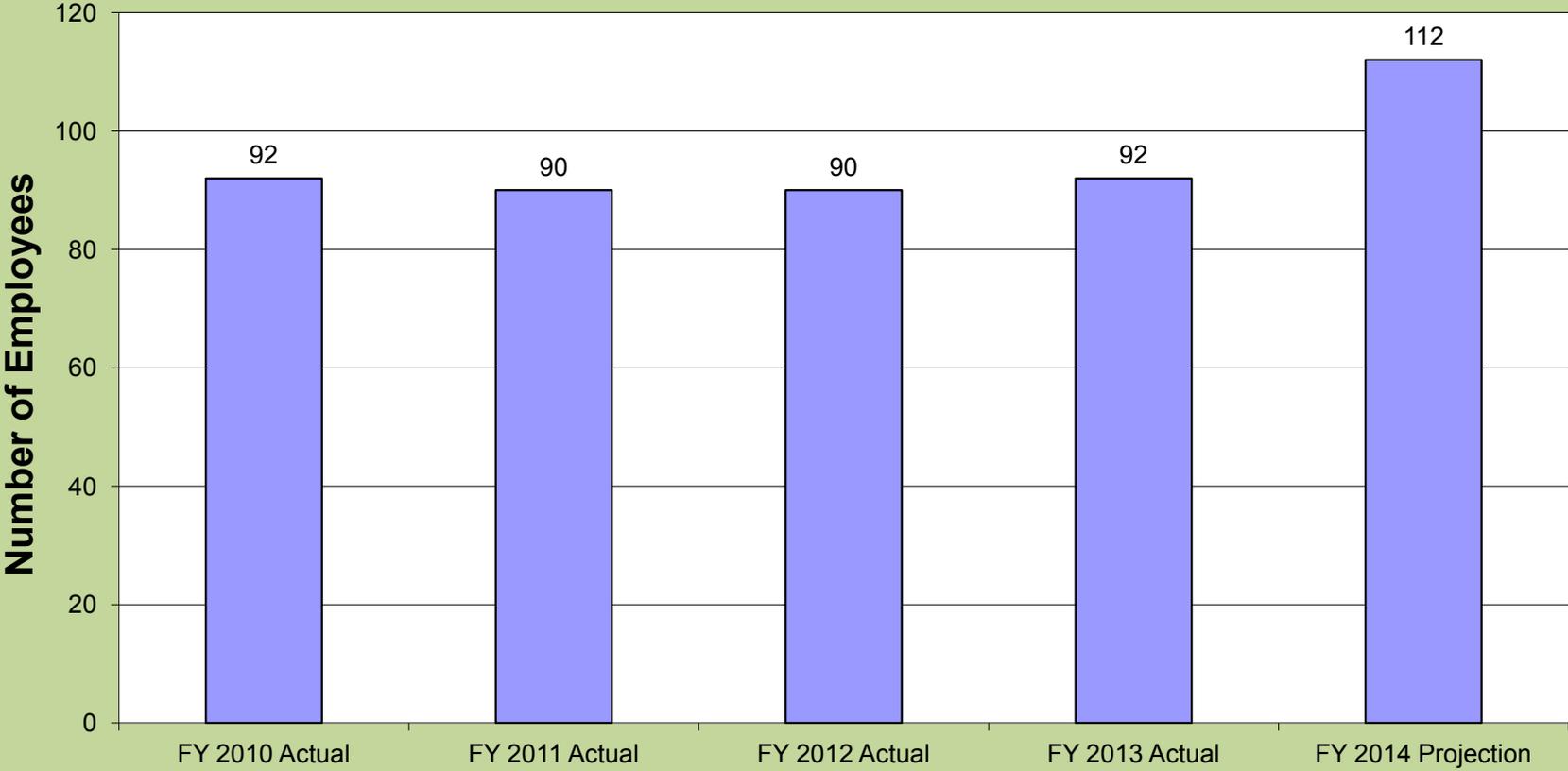
FY 2015 Major Recommended Activities and Changes

- Fully implement Biosolids Management Program with average Class A Biosolids production of 600 wet tons/day
- Implement operation and maintenance contract for Combined Heat and Power (CHP) Project
- Continue implementation of Goal 6 of the DC Water Board Strategic Plan

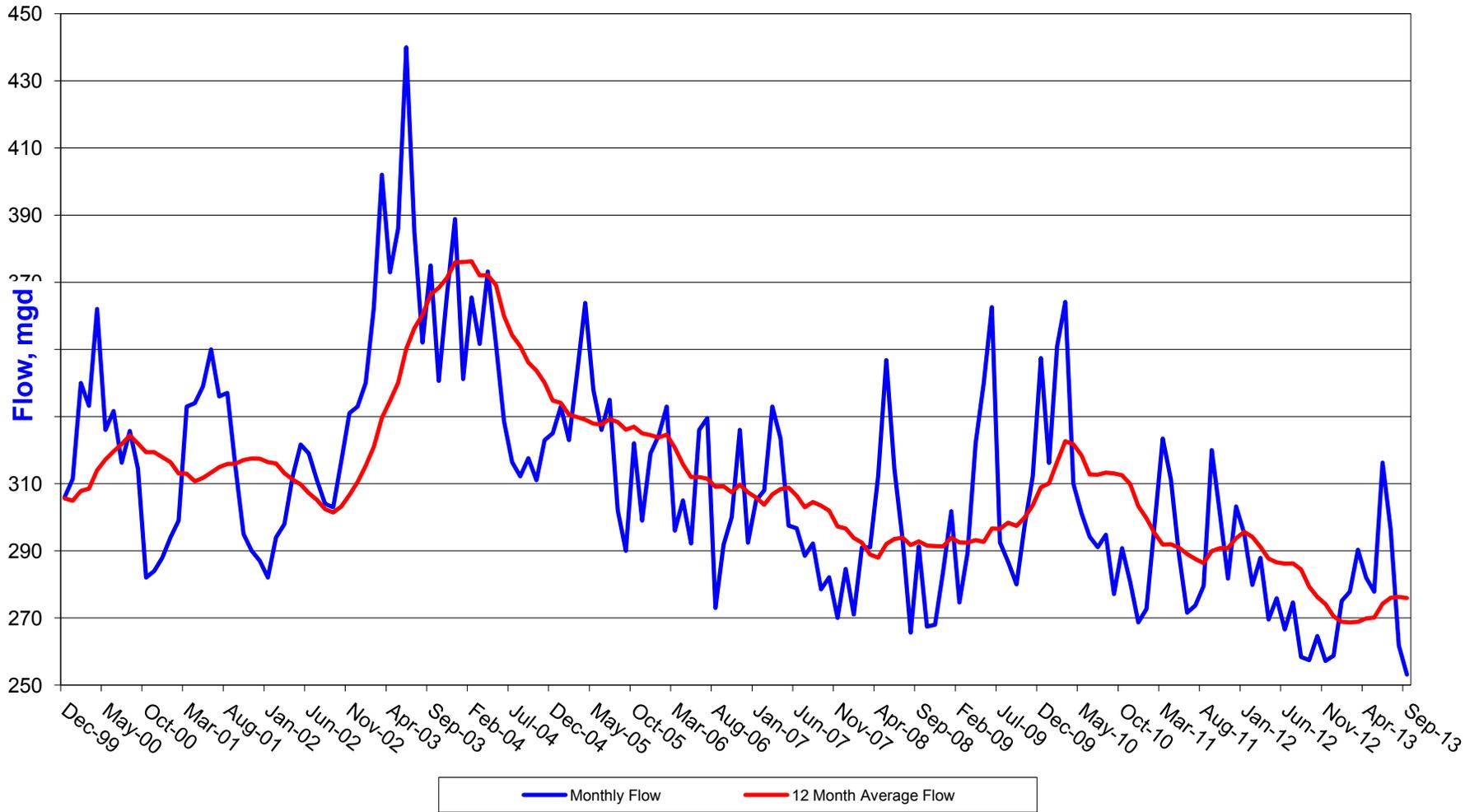
Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- The Digester Project, fully implemented in FY 2015, would reduce the quantity of biosolids production, which would reduce hauling costs
- Full implementation of the CHP component of the Digester Project in FY 2015 is anticipated to generate approximately 57,000,000 Kwh of renewable energy per year
- Operation of the Enhanced Nitrogen Removal Facility would increase chemicals costs due to additional chemicals (methanol and sodium hydroxide) needed to remove excess pounds of nitrogen and ammonium in the facility

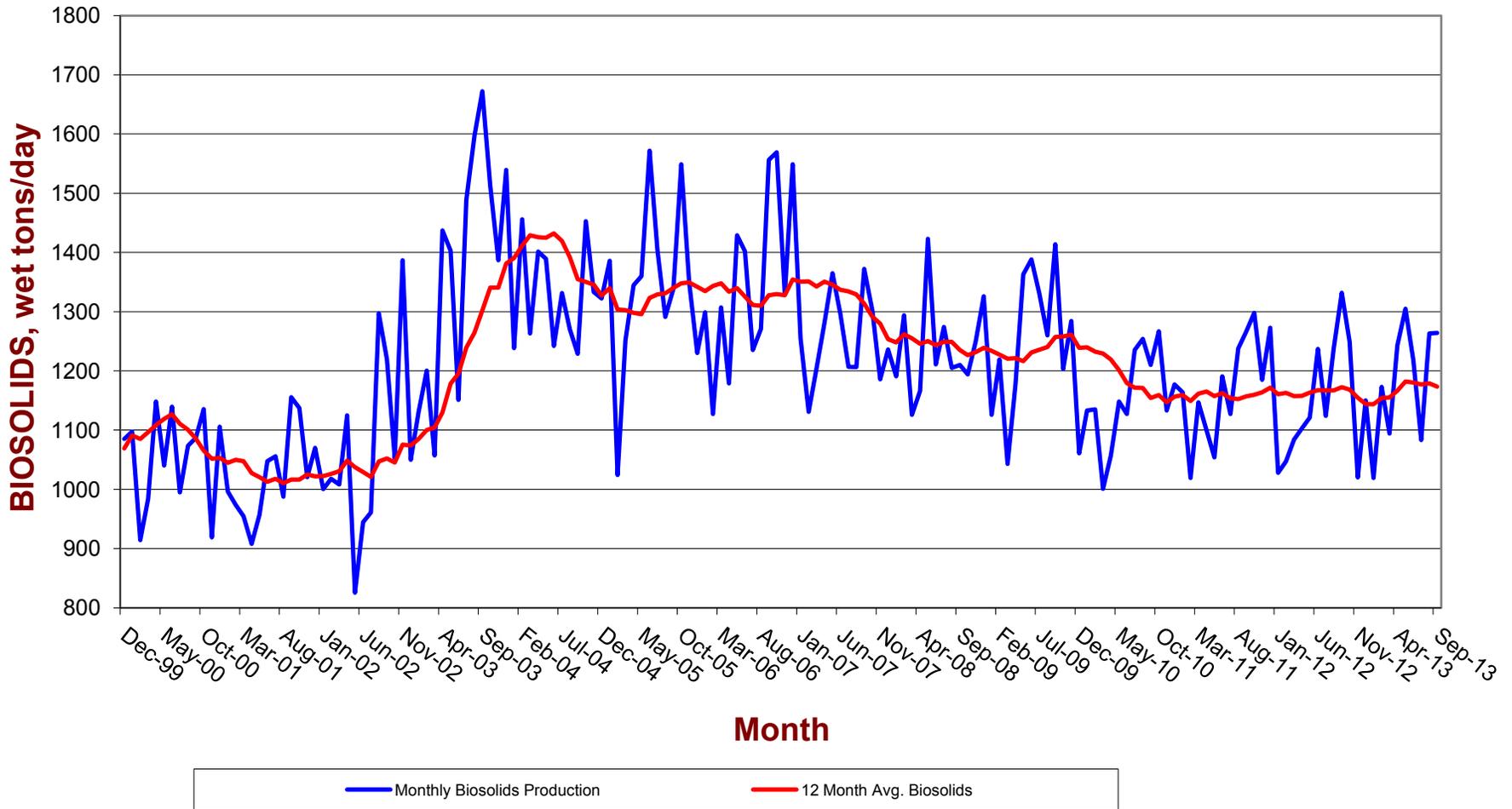
Wastewater Treatment Certified Operators FY 2010 - FY 2014



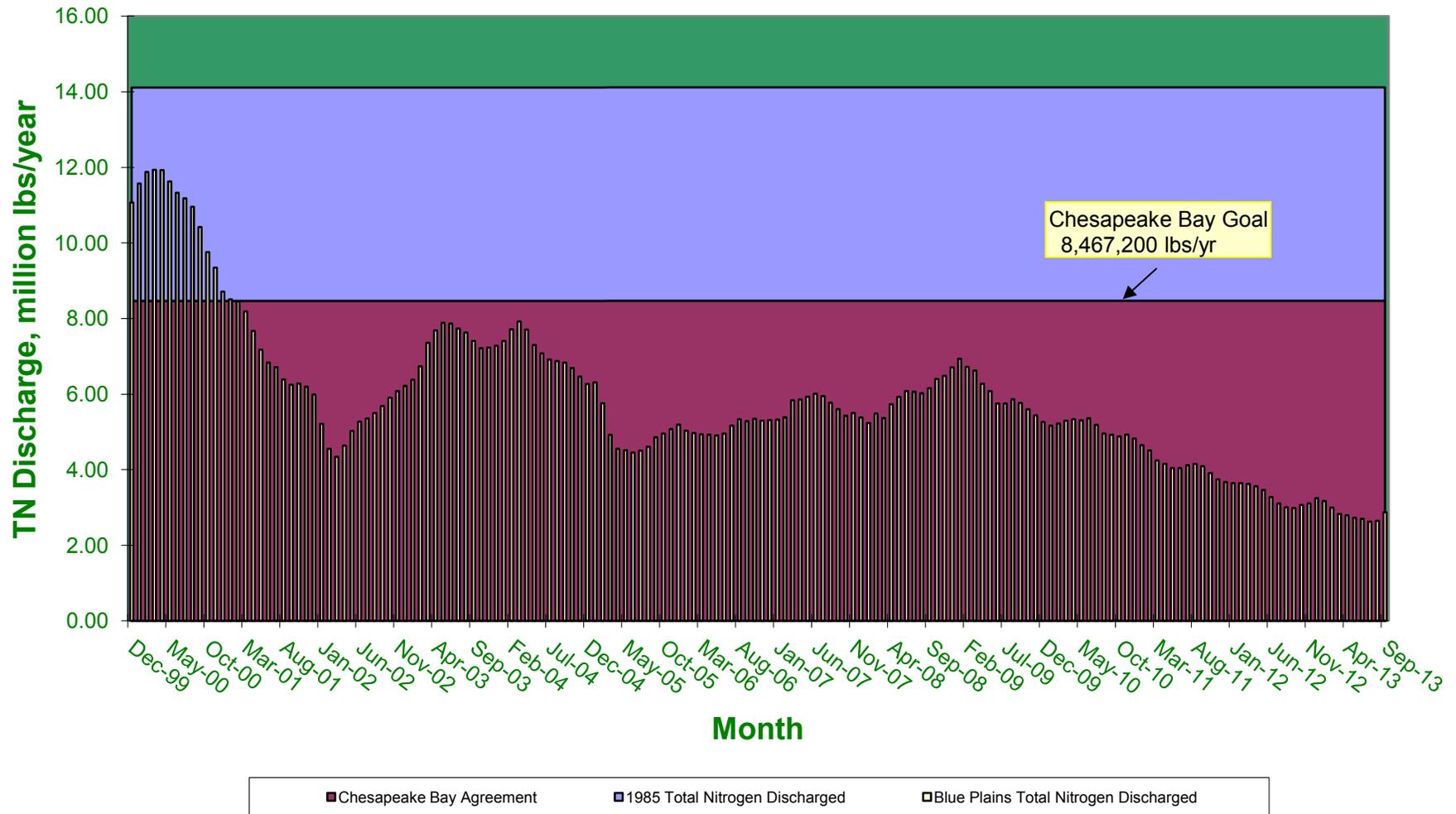
BLUE PLAINS WASTEWATER TREATMENT PLANT EFFLUENT FLOW DECEMBER 1999 - SEPTEMBER 2013



BLUE PLAINS WASTEWATER TREATMENT PLANT BIOSOLIDS PRODUCTION DECEMBER 1999 - SEPTEMBER 2013



BLUE PLAINS WASTEWATER TREATMENT PLANT ANNUAL TOTAL NITROGEN LOAD DECEMBER 1999 - SEPTEMBER 2013



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**ASSISTANT GENERAL
MANAGER
Blue Plains**

			POSITIONS	
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
37	20	23	42	42

**FY 2015 Budget
\$8,882,000**

**WASTEWATER
TREATMENT -
PROCESS
ENGINEERING
1 - Position**

**Process
Control
Systems
4 - Positions**

**Process
Engineering
9 - Positions**

**Process
Control
Maintenance
28 - Positions**

FUNCTIONS

- Maintain Process Control System (PCS) for Blue Plains Advanced Wastewater Treatment Plant
- Provide Design and Construction interface to PCS
- Manage PCS hardware, software, maintenance, and support services
- Troubleshoot PCS issues and train Process and Instrumentation staff

FUNCTIONS

- Establish Process Control operating targets for Blue Plains
- Optimize process, chemical, and power use at the Plant
- Provide design comments and support during construction of capital projects
- Troubleshoot process performance problems

FUNCTIONS

- Plan and coordinate all activities for corrective, preventive, and predictive maintenance
- Maintain electronic process control systems, flow measurement, metering and recording equipment for the Plant

WASTEWATER TREATMENT - PROCESS ENGINEERING

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.

BUDGET OVERVIEW: The revised FY 2014 budget decreased by approximately \$0.4 million below the approved FY 2014 budget due to projected personnel cost adjustments, including reduced overtime costs. The proposed FY 2015 budget increases by \$1.5 million over the revised FY 2014 budget due to projected increases in personnel services, coupled with additional increases in contractual services support to maintain the process control system.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	37	42	42	42
Average number of positions filled	23			
Operating Expenses				
Personnel Services including Overtime	2,252	4,055	3,637	4,465
Overtime	79	270	100	120
Non-Personnel Services:				
Supplies		788	788	907
Occupancy		17	17	39
Contractual		2,896	2,896	3,412
Equipment		59	59	59
Total Non-Personnel Services	-	3,761	3,761	4,417
Total Operations & Maintenance	2,252	7,816	7,398	8,882
Capital Equipment	29	1,616	1,616	1,072
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Critical Equipment Availability (97%)	97%	97%	97%	97%

WASTEWATER TREATMENT - PROCESS ENGINEERING

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Continue to build on planned activities of FY 2013
 - Provide guidance on set points and Plant operations
 - Provide Process Engineering reviews on new Capital Projects in Planning
 - Provide Process Engineering reviews on new Capital Projects in Design
 - Continue to assist with Construction Project Commissioning phases
 - Manage the Process Control System (PCS)
 - Continue the Equipment Reliability Program (predictive maintenance/condition monitoring)
 - Continue the Critical Spare Parts Inventory for process control equipment
 - Continue the major critical equipment maintenance initiative across the plant
 - Continue the Unit Shelf Replacement (spares) Program
- Startup and training for new capital projects – MPT (Main Process Train), ENRF (Enhanced Nitrogen Removal Facility), and FDF (Final Dewatering Facility, which is a part of the Digester Project)
- Develop and deploy key performance indicators in each group
- Reorganize Process Engineering roles, responsibilities, and reporting structure

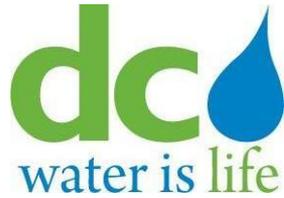
FY 2015 Major Recommended Activities and Changes

- Continue to build on planned activities of FY 2014
- Startup and training for new capital projects – FTF (Filtrate Treatment Facilities)
- Optimize recently commissioned capital projects - MPT, ENRF and FDF
- Conduct process design reviews for TDPS-ECF (Tunnel Dewater Pump Station and Enhanced Clarification Facilities)
- Fine tune and monitor key performance indicators in each group
- Complete reorganization of Process Engineering roles, responsibilities, and reporting structure
- Conduct aggressive training program to support reduction in contracted work force

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Increased preventive maintenance costs for new equipment and facilities
- Increased effort for training and commissioning of new facilities – ENRF, MPT, and FDF in FY 2014

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**ASSISTANT GENERAL
MANAGER
Blue Plains**

		POSITIONS		
		CURRENT		
Authorized	Average Positions Filled	Year-End Positions Filled	FY 2014	FY 2015
115	98	99	117	117

**FY 2015 Budget
\$21,822,000**

**MAINTENANCE
SERVICES**

**Electrical
Maintenance
39 - Positions**

**Mechanical
Maintenance
65 - Positions**

**Maintenance
Management
13 - Positions**

FUNCTIONS

- Maintain electrical process control systems, equipment, and components for the Blue Plains Advanced Wastewater Treatment Plant
- Operate and maintain electrical power distribution system from 69kv to 5kv, electrical control systems for all process equipment and all DC Water facilities
- Inspect and maintain cranes for all DC Water facilities

FUNCTIONS

- Maintain mechanical process systems and equipment for the Plant
- Plan, schedule, and perform condition monitoring for all process equipment at all DC Water facilities

FUNCTIONS

- Plan and coordinate all activities for corrective, preventive, and predictive maintenance
- Plan & operate support systems to manage maintenance by planning, estimating, inspecting, and scheduling maintenance activities
- Coordinate work through operations and engineering
- Provide administrative support

MAINTENANCE SERVICES

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.

BUDGET OVERVIEW: The revised FY 2014 budget decreased by approximately \$0.6 million below the approved FY 2014 budget due to projected personnel services costs adjustment (increased vacancy rate). The proposed FY 2015 budget is higher than the revised FY 2014 budget by \$3.1 million due to anticipated increases in personnel services, increased parts purchase for preventive maintenance, and maintenance costs for new equipment and facilities.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	115	117	117	117
Average number of positions filled	99			
Operating Expenses				
Personnel Services including Overtime	10,095	10,687	10,124	11,690
Overtime	909	750	725	725
Non-Personnel Services:				
Supplies	1,845	2,423	2,423	3,664
Utilities	95	139	139	134
Contractual Services, etc.	4,817	5,870	5,870	6,138
Small Equipment	441	193	193	196
Total Non-Personnel Services	7,197	8,625	8,625	10,132
Total Operations & Maintenance	17,292	19,312	18,749	21,822
Capital Equipment	3,364	3,146	3,146	4,196
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Critical Equipment Availability (97%)	98%	98%	98%	98%

MAINTENANCE SERVICES

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Continue to perform preventive, corrective and predictive maintenance services in all treatment process area equipment to improve reliability, reduce down time and maximize asset life
- Continue critical equipment scoring and implementation in Maximo
- Continue critical spare parts inventory evaluation process and develop the part “Item Master” in Maximo
- Capture and record all material purchases from both Lawson and P-Cards on Maximo work orders written against assets
- Track, report, and analyze asset failures by cost to identify “poor performers”
- Continue Preventive Maintenance Validation Team’s improvement program
- Continue Diver Services Program, as needed
- Continue the High Priority Rehabilitation Program
- Continue to support the new Process Computer Control System (PCCS) group
- Continue to build equipment reliability program (predictive maintenance/condition monitoring)
- Continue Unit Shelf Replacement (spares) Program
- Continue lubrication technician program within the equipment reliability group
- Continue to provide high voltage, predictive maintenance, and crane maintenance support for Water & Sewer Pumping Maintenance (Customer Care and Operations outside Blue Plains)
- Continue to increase safety awareness by enhancing equipment LOTO (lockout/tag-out) procedure
- Develop and deploy new key performance indicators to measure maintenance efficiency and productivity
- Increase level of work order planning and reduce level of reactive maintenance
- Train staff on all new process equipment

FY 2015 Major Recommended Activities and Changes

- Continue building upon the planned activities of FY 2014
- Optimize Preventive Maintenance Program
- Reorganize maintenance rolls, responsibilities and reporting structure

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Increased maintenance support for various facilities as they come online within the next year: (1) New Main Process Plant including Cambi Thermal Hydrolysis and Digester Process; (2) Enhanced Nitrogen Removal Facility; and (3) the Methanol Facility commissioned

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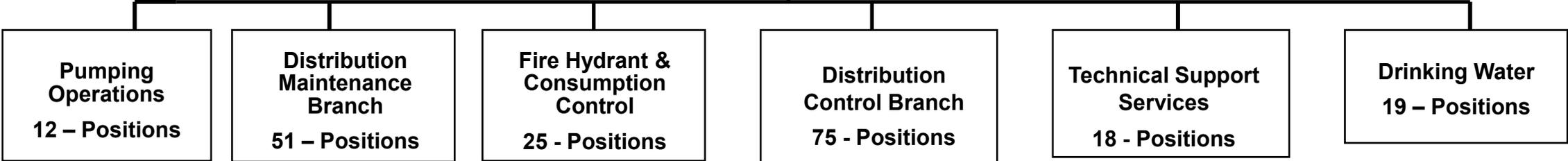


**ASSISTANT GENERAL
MANAGER
CUSTOMER CARE &
OPERATIONS**

POSITIONS				
Authorized	CURRENT		FY 2014	FY 2015
	Average Positions Filled	Year-End Positions Filled		
207	169	169	207	207

**FY 2015 Budget
\$55,140,000**

**WATER
SERVICES
7 - Positions**



**Pumping
Operations
12 – Positions**

**Distribution
Maintenance
Branch
51 – Positions**

**Fire Hydrant &
Consumption
Control
25 - Positions**

**Distribution
Control Branch
75 - Positions**

**Technical Support
Services
18 - Positions**

**Drinking Water
19 – Positions**

- FUNCTIONS**
- Operate and maintain pumping stations & water storage facilities
 - Monitor and maintain appropriate pressure in the distribution system
 - Operate control valves in the pumping stations and storage facilities
 - Operate the Supervisory Control and Data Acquisition (SCADA) system
 - Coordinate pumping operations with the Washington Aqueduct Treatment Plants
 - Perform preventive maintenance on pumping operations assets
 - Perform field sampling of water storage facilities
 - Support departmental safety efforts

- FUNCTIONS**
- Repair and replace water main service lines
 - Replace valves and hydrants
 - Support lead replacement program
 - Lead Leak Detection efforts for the Authority.
 - Assist Investigation as first responder during emergencies
 - Manage ordering of materials and inventory
 - Support departmental safety efforts

- FUNCTIONS**
- Develop and administer comprehensive fire hydrant program
 - Manage fire hydrant contracts
 - Inspect, exercise and perform preventive maintenance on all the hydrants in the system
 - Replace at least 400 hydrants per year
 - Monitor and track inventory level of fire hydrants and fire hydrant parts
 - Respond to all fire hydrant inquiries
 - Establish/maintain interaction & communications with DC FEMS
 - Respond to all fires equal to or greater than a 2 Alarm fire
 - Support departmental safety efforts

- FUNCTIONS**
- Inspect, exercise and perform preventative maintenance on the 40,000 system valves
 - Perform minor valve leak repairs
 - Administer the Flushing Program
 - Provide support for CIP projects
 - Respond to and perform investigations of customer complaints
 - Manage the Valve Coordination Control program
 - Manage valve Identification Program
 - Test valve shutdown plans for construction of CIP projects
 - Perform scheduled and emergency shuts
 - Support departmental safety efforts

- FUNCTIONS**
- Establish and administer a comprehensive asset management program for both water and sewer systems
 - Maintain quality control of Maximo data
 - Inspect construction projects
 - Update asset inventory data & perform QA/QC analysis
 - Manage and direct Operating and CIP Budgets
 - Administer Public Space Restoration Program and associated contracts
 - Support departmental safety efforts
 - Provide business process evaluation and direct process improvement across departments

- FUNCTIONS**
- Monitor the Environmental Protection Agency (EPA) compliance
 - Control and monitor corrosion in the water distribution system
 - Monitor chlorination treatment
 - Administer lead and copper program
 - Direct flushing activities
 - Administer an effective cross connection program
 - Respond to customer complaints and resolve water quality issues
 - Conduct routine water quality analysis
 - Issue public notifications when necessary
 - Prepare and publish Annual Consumer Confidence report
 - Manage Lead Service Program and associated contracts
 - Support departmental safety efforts

WATER SERVICES

MISSION: To operate and maintain a potable water transmission and distribution system, which delivers safe drinking water to DC Water's customers. Water Services will ensure that water distribution meets or exceeds the applicable water quality regulations promulgated by the Safe Drinking Water Act and is provided in a reliable manner.

BUDGET OVERVIEW: The revised FY 2014 operating budget is approximately \$5.0 million lower compared to the approved FY 2014 operating budget. This is primarily due to decreased funding in contractual services, and water purchases. The \$2.5 million increase in the proposed FY 2015 budget reflects increased personnel cost due to salary adjustments.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	184	207	207	207
Average number of positions filled	159			
Operating Expenses				
Personnel Services including Overtime	15,695	16,555	16,512	18,229
Overtime	1,200	980	980	980
Non-personnel Services:				
Supplies	600	890	890	878
Chemicals	70	50	50	60
Utilities	2,349	4,100	3,209	3,139
Contractual Services, etc.	3,429	4,355	3,855	3,863
Water Purchases	26,900	31,513	27,991	28,831
Small Equipment	135	140	140	140
Total Non-Personnel Services	33,482	41,048	36,135	36,911
Total Operations & Maintenance	49,177	57,603	52,647	55,140
Capital Equipment	363	485	485	535
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Maintain full compliance with Safe Drinking Water Act standards for positive coliform results (less than 5%)	<5%	<5%	<5%	<5%
Flush at least 50% of the 1,300 miles of pipe in the distribution system annually	50%	50%	50%	50%
Exercise 18,000 - 23,000 valves annually	25,000	25,000	25,000	25,000
Maintain a 99% fire hydrant operational rate	99%	99%	99%	99%
Respond to 95% of all emergency service orders in less than 45 minutes	97%	97%	97%	97%
Repair 90% of reported main leaks within 10 days	90%	90%	90%	90%

WATER SERVICES

OVERVIEW

FY 2014 Planned Activities and Changes

- Continue with strategic fire hydrant upgrade and replacement plans, replacing at least 400 fire hydrants in FY 2014 and beyond
- Continue our target to inspect all public fire hydrants at least once a year and perform required repairs in a timely fashion
- Continue with our target to flow test 1,500 hydrants per year. Flow tests are performed to meet the requirements of the MOU with DC Fire and EMS, as well as respond to new service connection requests from developers, while meeting operational needs
- Exercise critical valves every year and non-critical valves are scheduled to be exercised every two years
- Improve our inventory control and asset management systems
- Accelerate quality control/quality assurance measures for critical programs and assets (pump stations, valves, hydrants, mains and service lines)
- Continue employee certification program for all the personnel in the Pumping Division
- Continue the development of requirements for Asset Management Program in Water Services
- Implement critical guidelines and control operating procedures for all facilities
- Continue recommended improvements to those reservoirs and tanks identified within EPA's Sanitary Survey
- Establish and administer a comprehensive project management program for restoration of public space
- Establish an Enforcement Task Force Team to protect the Water and Sewer Distribution system from illegal activities such as Cross Connection contamination, unlawful dumping of Fats, Oils, and Grease (F.O.G), unauthorized fire hydrant use, and illegal connections into the water and sewer system

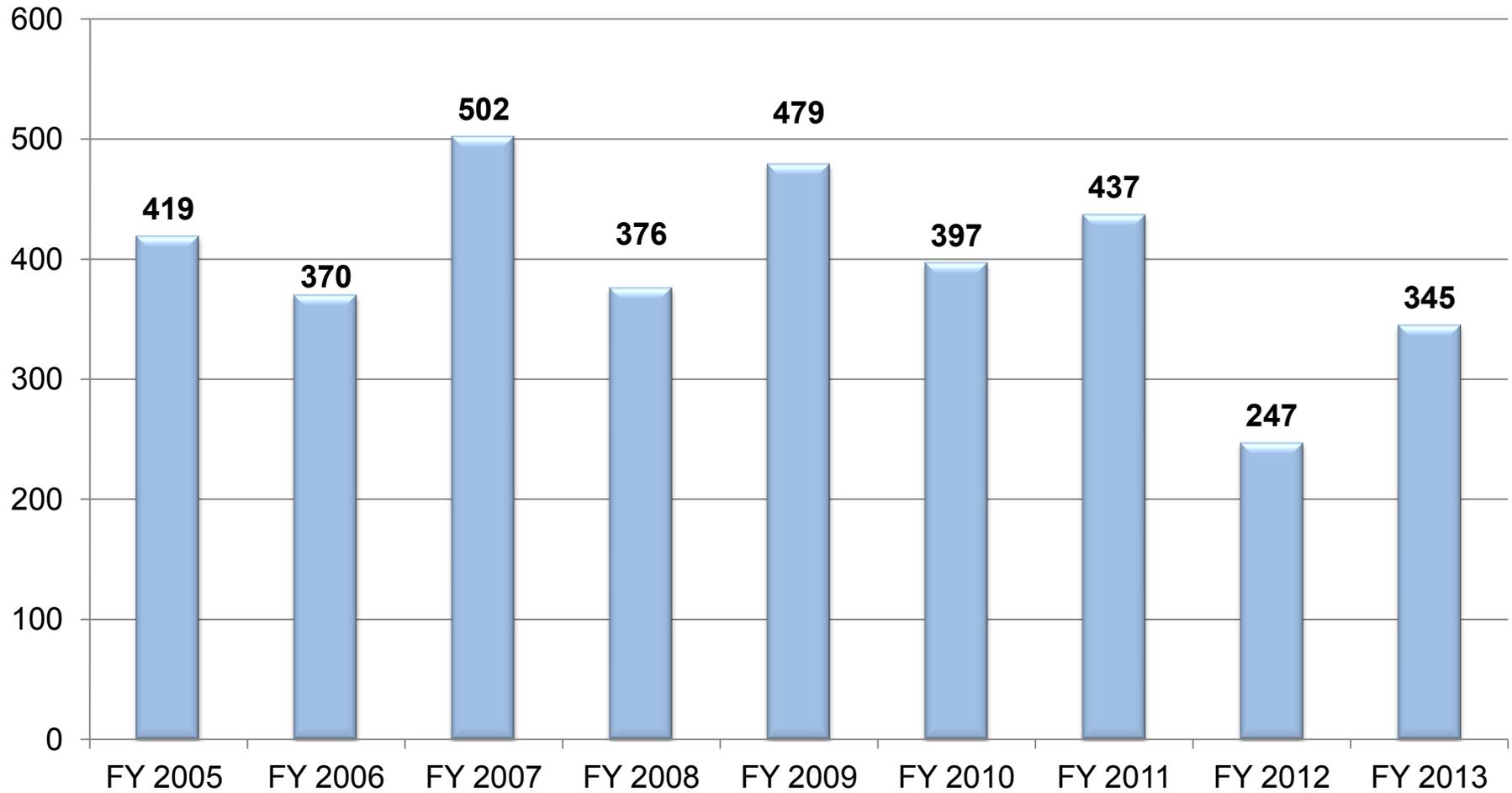
FY 2015 Major Recommended Activities and Changes

- Continue FY 2014 planned activities and changes
- Maintain critical guidelines and control operating procedures for all facilities
- Continue recommended improvements to those reservoirs and tanks identified within EPA's Sanitary Survey

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

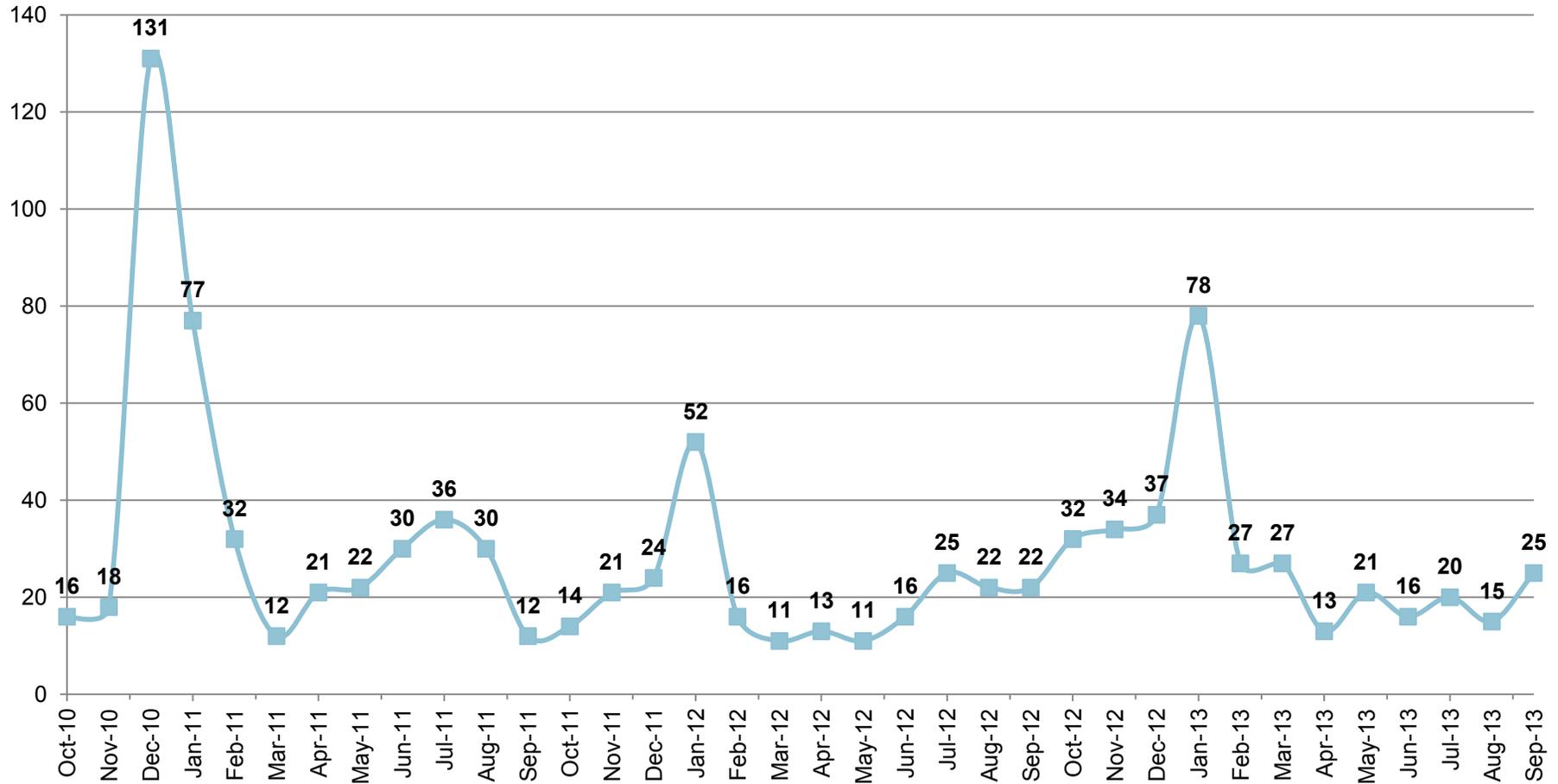
- No major items identified

Historical Annual Water Main Breaks FY 2005 - FY 2013



HISTORICAL MONTHLY WATER MAIN BREAKS

October 2010 thru September 2013



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**ASSISTANT GENERAL
MANAGER
CUSTOMER CARE &
OPERATIONS**

			POSITIONS	
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
159	153	152	158	158

**FY 2015 Budget
\$21,264,000**

**SEWER SERVICES
2 - Positions**

**Sewage Pumping
34 - Positions**

**Inspection & Maintenance
66 - Positions**

**Construction & Repair
52 - Positions**

**Potomac Interceptor
4 - Positions**

FUNCTIONS

- Operate Sanitary and Stormwater Pumping Stations
- Operate Combined Sewer System Controls
 - Swirl Concentrator
 - Fabridams

FUNCTIONS

- Inspect public sewers
- Inspect sewer laterals
- Clean sewers and inlet /outlet structures
- Operate and maintain sewer regulator structures
- Clean catch basins
- Remove floatable debris
- Monitor & Control Operations
- Enforcement of Fat, Oil, and Grease abatement in the sewer system

FUNCTIONS

- Install and repair sewer mains
- Replace and repair sewer laterals
- Manage construction contracts
- Install and repair catch basins
- Manage CIP projects
- Manage and inspect in-house projects
- Coordinate work orders

FUNCTIONS

- Operate & Maintain Potomac Interceptor (PI) Sewer
- Operate and maintain PI Flow Meters
- Perform Manhole Inspection
- Operate and Maintain related Odor control facilities and manholes
- Right-of-Way maintenance and Surveillance

SEWER SERVICES

MISSION: To provide for the operation and maintenance of the sewer system which collects and transports wastewater and stormwater flows to treatment and authorized discharge points.

BUDGET OVERVIEW: The revised FY 2014 budget decreased by \$1.7 million compared to the approved FY 2014 primarily due to projected decreases in electricity and contractual services costs. The proposed FY 2015 budget is higher than the revised FY 2014 budget by \$1.8 million due to projected personnel services cost adjustments.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	159	159	158	158
Average number of positions filled	151			
Operating Expenses				
Personnel Services including Overtime	14,654	14,239	13,917	15,425
Overtime	1,306	900	900	900
Non-Personnel Services:				
Supplies	444	529	529	548
Chemicals	188	160	160	135
Utilities	2,753	3,122	2,245	2,522
Contractual Services, etc.	2,688	3,049	2,549	2,574
Small Equipment	70	60	60	60
Total Non-Personnel Services	6,143	6,921	5,544	5,839
Total Operations & Maintenance	20,798	21,160	19,461	21,264
Capital Equipment/Projects:	253	775	940	610

Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Catch basins cleaned annually	27,500	27,500	27,500	27,500
Laterals investigated/relieved annually	2,000	2,000	2,000	2,000
Floatable debris tonnage removed from rivers	400	400	400	400
Sewer laterals repaired/replaced annually	350	350	350	350
Sewer main and lining footage repaired/replaced annually	1,000	1,000	1,000	1,000
Number of inspections completed on Potomac Interceptor meters	400	400	400	400

SEWER SERVICES

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Begin construction improvements at Poplar Point, Main, O Street, and Potomac Pumping Stations
- Integrate rainfall prediction into SCADA
- Continue to coordinate efforts with DC Clean Rivers Program and Pumping Operations for construction activities
- Continue working with DETS to rehabilitate deficient areas on the Potomac Interceptor Sewer
- Continue Implementation of Potomac Interceptor Long-Term Odor Abatement Program (Operation Clean Air) for the Virginia facilities
- Continue replacement of sewer laterals using trenchless technologies

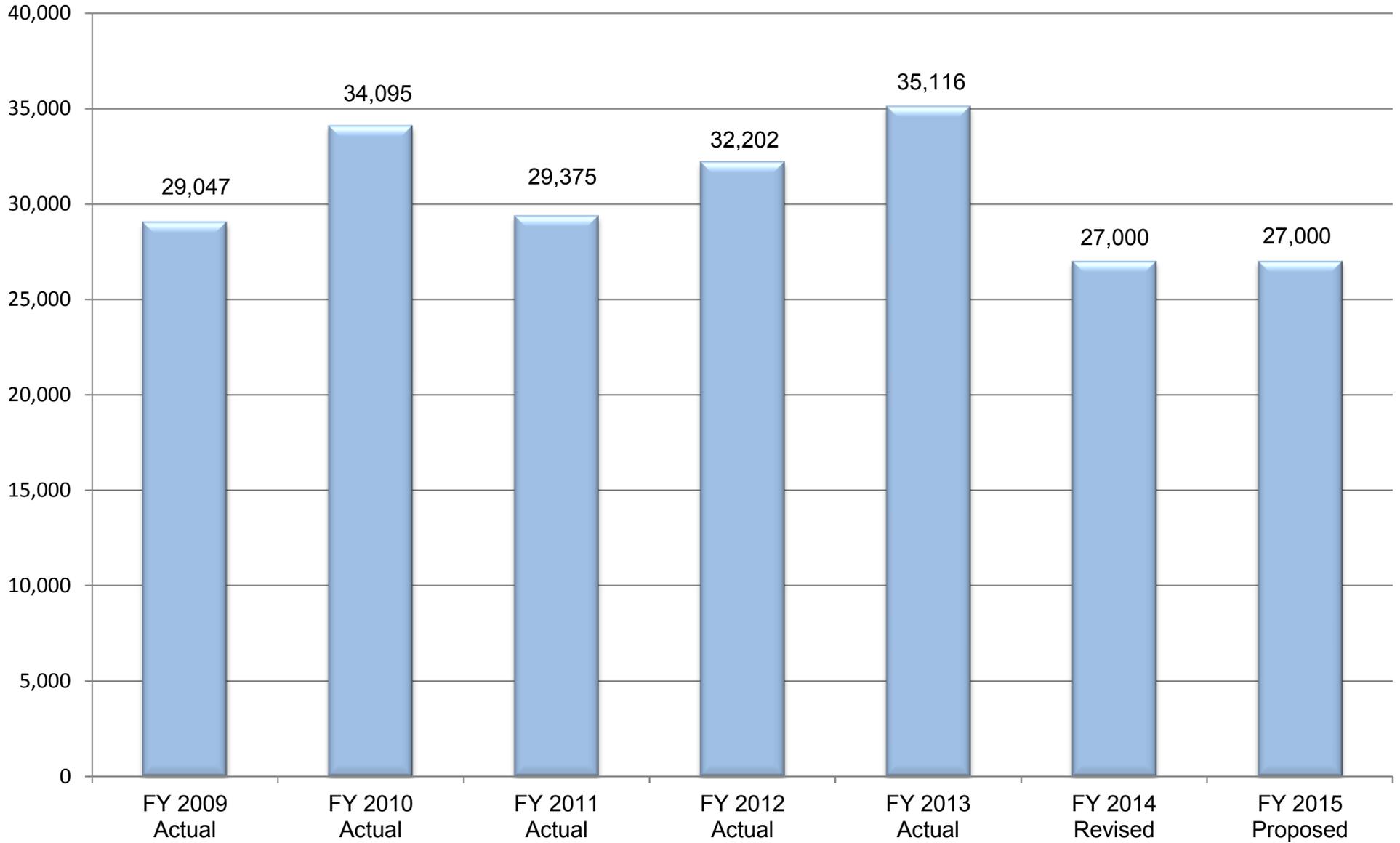
FY 2015 Major Recommended Activities and Changes

- Continue FY 2014 Major Planned Activities

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- No major impacts identified

FY 2009 - FY 2015 Catch Basins Cleaned





**ASSISTANT GENERAL
MANAGER
CUSTOMER CARE &
OPERATIONS**

POSITIONS				
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
125	115	114	125	125

**FY 2015 Budget
\$17,197,000**

**CUSTOMER
SERVICE
Office of the
Director
8 - Positions**

**Customer Care
44 - Positions**

FUNCTIONS

- Respond to customer calls, correspondence and internet requests
- Assist customers in Business Office

**Credit and
Collections
11 - Positions**

FUNCTIONS

- Manage receivables and collections process on delinquent accounts, including multi-family service termination, property lien filing, dunning process and receivership
- Manage Customer Assistance Program

**Billing Services
and Control
19 - Positions**

FUNCTIONS

- Manage billing process and improvement of customer information and billing system
- Monitor and assist large accounts
- Provide planning and project management for future systems implementations

**Meter and Field
Services
43 - Positions**

FUNCTIONS

- Maintain, install, test, repair and replace meters
- Manage meter replacement/automated meter reading project
- Perform interior inspections
- Perform terminations of service for non-payment of bills

CUSTOMER SERVICE

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

BUDGET OVERVIEW: The revised FY 2014 operating budget decreased by approximately \$0.6 million compared to the approved FY 2014 budget due to projected personnel cost adjustments. The proposed FY 2015 budget is higher than the revised FY 2014 budget by \$1.8 million due primarily to personnel salary adjustments and increased contractual services expenditures.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	125	125	125	125
Average number of positions filled	115			
Operating Expenses				
Personnel Services including Overtime	10,171	10,821	10,222	11,741
Overtime	240	240	240	240
Non-personnel Services:				
Supplies	133	117	117	135
Utilities	1,449	1,086	1,086	1,105
Contractual Services, etc.	3,876	3,923	3,923	4,166
Small Equipment	62	48	48	50
Total Non-Personnel Services	5,520	5,174	5,174	5,456
Total Operations & Maintenance	15,690	15,994	15,396	17,197
Capital Equipment	1			

Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Calls answered within 40 seconds	86%	85%	85%	85%
Percentage of AMR Meters Read	92%	95%	95%	95%
Sustained Retail 90-day receivable balance (not including IAC)	\$5.5 Million	\$5.7 Million	\$5.8 Million	\$5.7 Million
Top 100 Accounts Billed as Scheduled	98%	98%	98%	98%

CUSTOMER SERVICE

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Complete funding and feasibility review for new Customer Information System (CIS)
- Accelerate Automatic Meter Reading (AMR) Replacements
- Work with Information Technology and External Affairs departments to redesign current bill and customer self-service options concurrent with CIS changes
- Work on Strategic Plan Goal #4 including customer and stakeholder satisfaction surveys

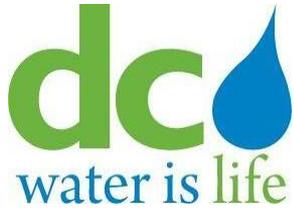
FY 2015 Major Recommended Activities and Changes

- Implement change in CIS and related interfaces
- Continue work on the Strategic Plan Goal #4 satisfaction surveys
- Continue AMR and meter replacements
- Update Geographical Information System (GIS) data for impervious area billing using 2013 DC GIS data

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Anticipating higher staffing costs and lower contractual costs to accompany investments in technology

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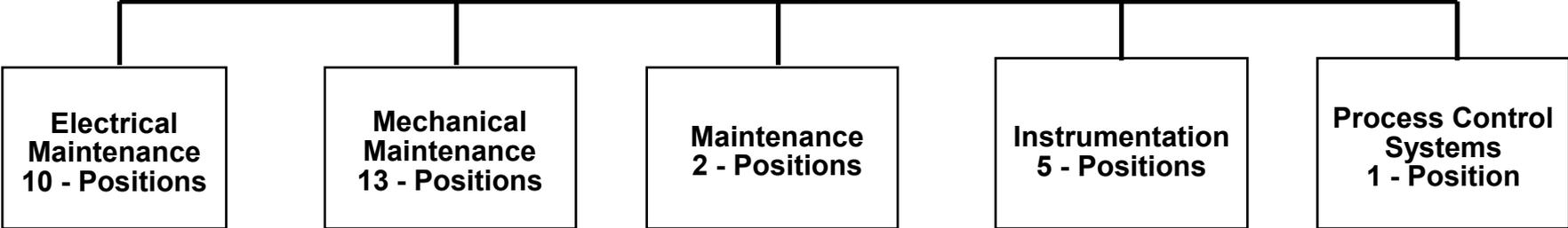


**ASSISTANT
GENERAL
MANAGER
CUSTOMER CARE &
OPERATIONS**

			POSITIONS	
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
34	31	33	34	34

**FY 2015 Budget
\$6,085,000**

**WATER/SEWER
PUMPING
MAINTENANCE
3 - Positions**



FUNCTIONS

- Maintain electrical process control systems, equipment, and components for the Water and Sewer Services Departments
- Operate and maintain electrical power distribution system from 69kv to 5kv, electrical control systems for process equipment and facilities

FUNCTIONS

- Maintain mechanical process systems and equipment for the Water and Sewer Services Departments

FUNCTIONS

- Plan and coordinate all activities for corrective, preventive, and predictive maintenance
- Plan & operate support systems to manage maintenance by planning, estimating, inspecting, and scheduling maintenance activities
- Coordinate work through operations and engineering
- Plan, schedule, and perform condition monitoring for process equipment

FUNCTIONS

- Maintain electronic process control systems, flow measurement, metering and recording equipment for the Water and Sewer Services departments

FUNCTIONS

- Maintain automated process control networking systems, flow, measurement, metering and recording equipment for the Water and Sewer Services departments

WATER/SEWER PUMPING MAINTENANCE

MISSION: To economically maintain DC Water's process equipment and facilities external to Blue Plains, ensuring that the operational and customer service objectives of the Authority are achieved.

BUDGET OVERVIEW: The revised FY 2014 operating budget is higher than the approved FY 2014 budget by \$0.4 million due to revised vacancy assumptions for personnel services. The proposed FY 2015 operating budget increases by \$0.6 million due to salary adjustments for personnel and increased contractual services cost.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	34	33	34	34
Average number of positions filled	31			
Operating Expenses				
Personnel Services including Overtime	3,142	3,051	3,408	3,855
Overtime	155	200	200	200
Non-Personnel Services:				
Supplies	410	621	621	553
Utilities	17	15	15	17
Contractual Services, etc.	1,290	1,349	1,349	1,565
Small Equipment	130	100	100	95
Total Non-Personnel Services	1,847	2,085	2,085	2,230
Total Operations & Maintenance	4,988	5,136	5,493	6,085
Capital Equipment		100	71	101
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Critical Equipment Availability (98%)	98%	98%	98%	98%

WATER/SEWER PUMPING MAINTENANCE

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Increase the department's approved FTE's through the proposed reorganization of Water Pumping and Sewer Pumping Operations
- Establish 2nd shift within WSPM to improve service level while reducing potential for unscheduled overtime
- Support compliance with the Municipal Separate Storm Sewer System (MS4) Permit through the funded rehabilitation of storm water facilities
- Provide centralized oversight of mobile emergency pump procurement and deployment for water and sewer pumping
- Continue support of maintenance associated with SCADA for storm, sanitary, and potable water pumping stations

FY 2015 Major Recommended Activities and Changes

- Continue FY 2014 Major Planned Activities

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Minimal impact to overtime and part/materials budgets (in the event emergency repair is required for major pumps and mechanical climber screens associated with critical capital equipment).

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CHIEF ENGINEER

**ENGINEERING and TECHNICAL SERVICES
6 - Positions**

POSITIONS				
Authorized	CURRENT		FY 2014	FY 2015
	Average Positions Filled	Year-End Positions Filled		
166	140	140	166	166

**FY 2015 Budget
\$22,811,000**

**Program Management Branch
5 - Positions**

FUNCTIONS

- Develop and maintain long-term facility planning process
- Generate bid documents for construction and rehabilitation projects
- Provide engineering data for production of the Capital Improvement Plan (CIP)
- Provide staff support for environmental policy issues affecting DC Water
- Technical and policy coordination with other jurisdictions and federal agencies
- Manage outside professional engineering firms
- Provide coordination and other related services in support of the District of Columbia's storm water permit and in conjunction with the Departments of Health, Public Works, and Transportation

**Design Branch
53 - Positions**

FUNCTIONS

- Review, create and maintain standards to ensure technical adequacy
- Accomplish water and sewer pipeline design and facility design
- Maintain engineering records of the water and sewer system and provide for customer access
- Review and issue permits for all new sewer and water connections and other construction affecting DC Water facilities
- Provide technical engineering expertise to support operating departments
- Perform sewer and water system capacity and conditional assessments and manage resultant CIP projects

**Engineering Management Services Branch
20 - Positions**

FUNCTIONS

- Develop and maintain contract specifications and solicitations
- Ensure DETS contract documents comply with DC Water and EPA Procurement Regulations
- Recommend all contract awards
- Ensure DC Water design consultants and construction contractors comply with LSDBE and MBE/WBE requirements
- Manage and track the CIP
- Manage and track EPA Grants
- Develop, prepare and coordinate DETS operating budget
- Manage DETS engineering systems hardware/software

**Planning Branch
14 - Positions**

FUNCTIONS

- Perform system planning and facilitate planning for the water, sewer, and stormwater systems

**Water and Sewer Construction Branch
60 - Positions**

FUNCTIONS

- Administer contracts for new construction, major repairs, and modifications to water and sewer systems
- Inspect construction of DC Water facilities by contractors, other District agencies and private developers

**Blue Plains Project Branch
8 - Positions**

FUNCTIONS

- Administer contracts for construction management, new construction, major repairs, modifications and start-up to the Blue Plains Advanced Wastewater Treatment Plant
- Perform design reviews and coordinate construction work with other departments at Blue Plains

ENGINEERING AND TECHNICAL SERVICES

MISSION: To perform engineering planning, design, and construction management necessary to execute the DC Water's capital improvement program (CIP); to provide assistance and advice to operating departments and management on engineering aspects of the Authority's operation and facilities. To develop and maintain engineering documentation of the Authority's facilities and systems; and to assist the Authority with environmental policy.

BUDGET OVERVIEW: The revised FY 2014 budget increased by approximately \$0.7 million above the approved FY 2014 budget due to a lower projected vacancy rate. The proposed FY 2015 budget is higher than the revised FY 2014 budget by \$2.6 million due primarily to personnel service cost adjustments, including overtime costs to support on-going capital projects.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	166	171	166	166
Average number of positions filled	140			
Operating Expenses				
Personnel Services including Overtime	18,690	17,554	18,233	20,824
Overtime	1,009	780	780	1,070
Non-Personnel Services:				
Supplies	112	99	99	126
Utilities	218	271	271	294
Contractual Services, etc.	1,196	1,613	1,613	1,563
Small Equipment	6	29	29	5
Total Non-Personnel Services	1,532	2,011	2,011	1,988
Total Operations & Maintenance	20,221	19,566	20,244	22,811
Capital Equipment	3			
Targeted Performance Measures				
	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Percentage of KPI's Completed	80%	80%	80%	80%
Use 100% of Clean Water Act grant funds	100%	100%	100%	100%
Use 100% of Safe Drinking Water Act grant funds	100%	100%	100%	100%

ENGINEERING & TECHNICAL SERVICES

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Lead, manage timely, and ensure in-budget implementation of the Capital Improvement Program (CIP)
- Maintain Geographic Information System (GIS) with in-house staff, develop GIS applications
- Continue implementation of the projects resulting from the sewer system condition assessment program
- Continue implementation of the Enhanced Nitrogen Removal (ENR) Project at Blue Plains
- Ensure EPA Fair Share Objectives are met or exceeded
- Continue implementation of Biosolids Management Plan projects
- Ensure all grant funding is obligated in accordance with grant requirements
- Continue to develop in-house survey capability
- Continue to grow in-house design capability
- Continue to grow increased in-house construction management capability

FY 2015 Major Recommended Activities and Changes

- Continue to lead, manage timely, and ensure in-budget implementation of the Capital Improvement Program (CIP)
- Maintain GIS with in-house staff, develop GIS applications
- Continue implementation of the projects resulting from the sewer system condition assessment program
- Continue implementation of Biosolids Management Plan projects
- Continue to grow in-house design capability
- Continue to grow increased in-house construction management capability

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Additional staffing to support implementation of the \$3.8 billion CIP for FY 2014 - 2023

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CHIEF ENGINEER

			POSITIONS	
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
16	7	11	16	16

**DC CLEAN RIVERS
(CSO - LTCP)
2 - Positions**

**FY 2015 Budget
\$2,480,000**

**DCCR Planning and Design Branch
5 - Positions**

**DCCR Construction Branch
5 - Positions**

**DCCR Green District
4 - Positions**

FUNCTIONS

- Manage and oversee the planning and design phase of the \$2.6 billion, 20 year Clean Rivers Project
- Oversee the program consultants' management of design contracts, consent decree driven schedules, budgets and program planning
- Ensure adherence to all design related consent decree milestones
- Oversee and guide value engineering efforts to improve the quality and cost effectiveness of designs
- Coordinate the interaction between the DCCR Department and other departments within DC Water
- Review, oversee and ensure compliance with quality assurance/quality control procedures
- Develop risk mitigation strategies for all Clean Rivers projects, with emphasis on bringing quality projects online, on time and within budget

FUNCTIONS

- Manage and oversee the construction phase of the 20 year Clean Rivers Project
- Ensure adherence to all construction related consent decree requirements
- Guide constructability review efforts
- Identify and mitigate potential sources of project delay and scope growth
- Develop risk mitigation strategies for all Clean Rivers Projects
- Inspect tunnel construction and other CSO abatement facilities
- Review, oversee and ensure compliance with quality assurance/quality control procedures

FUNCTIONS

- Manage and oversee the Green Infrastructure Program
- Siting and Planning for Green projects
- Manage construction of Green Infrastructure
- Manage DC Water initiative for Potomac and Rock Creek watersheds
- Manage the design and construction of demonstration project

DC CLEAN RIVERS (CSO LTCP)

MISSION: To develop, design, construct and implement the Authority's 20-year DC Clean Rivers Project (aka Combined Sewer Overflow Long Term Control Plan) that includes federally enforceable consent decree driven milestones.

BUDGET OVERVIEW: The revised FY 2014 budget increased slightly over the approved FY 2014 budget by \$0.2 million due to the projected personnel services cost adjustments for increased FTE's (6) for the Green Infrastructure. The proposed FY 2015 budget is higher than the revised FY 2014 budget by \$0.6 million primarily due to anticipated personnel services costs adjustments and telecommunications costs.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	16	10	16	16
Average number of positions filled	9			
Operating Expenses				
Personnel Services including Overtime	1,347	1,508	1,696	2,274
Overtime	-	5	5	7
Non-Personnel Services:				
Supplies	6	15	15	14
Utilities	-	22	22	80
Contractual Services, etc.	52	100	100	111
Small Equipment	-	-	-	-
Total Non-Personnel Services	58	137	137	206
Total Operations & Maintenance	1,405	1,645	1,833	2,480

Capital Equipment				
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Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Meet all CSO LTCP consent decree milestones	100%	100%	100%	100%
Meet Mayor's Task Force commitments to Northeast Boundary neighborhoods	100%	100%	100%	100%

DC CLEAN RIVERS (CSO LTCP)

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Continue design and implementation of the 20-year DC Clean Rivers Project
- Complete construction of Combined Sewer Overflow (CSO) diversions at M Street and Tingey Street
- Begin construction of Joint Base Anacostia-Bolling (JBAB) Overflow facilities
- Begin construction of Poplar Point Pumping Station Replacement
- Begin construction of Main Pumping Station Diversions
- Begin construction of First Street Tunnel
- Begin construction of Soldiers Home/NRH Sewer Separation
- Continue construction of Anacostia River Tunnel
- Continue construction of Blue Plains Tunnel
- Procure contractor for Green Infrastructure Demonstration Project
- Continue design of Northeast Boundary Tunnel
- Continue monitoring of Low Impact Development Retrofit at DC Water Facilities

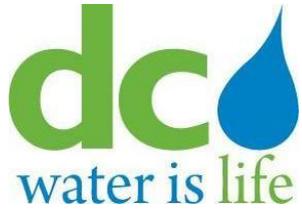
FY 2015 Major Recommended Activities and Changes

- Continue design and implementation of the 20-year DC Clean Rivers Project
- Complete construction of Soldiers Home/NRH Sewer Separation
- Complete construction of First Street Tunnel
- Complete construction of Blue Plains Tunnel
- Continue construction of Joint Base Anacostia-Bolling (JBAB) Overflow facilities
- Continue construction of Poplar Point Pumping Station Replacement
- Continue construction of Main Pumping Station Diversions
- Continue construction of Anacostia River Tunnel
- Continue construction of Green Infrastructure Demonstration Project
- Continue design of Northeast Boundary Tunnel
- Continue monitoring of Low Impact Development Retrofit at DC Water Facilities
- Begin planning for Potomac Tunnel

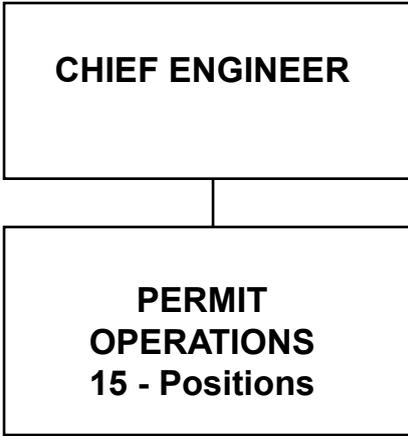
Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Ramp up of capital program and implementation of Green District initiative requires an increase in operating expenditures as positions are filled

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**FY 2015 Budget
\$2,251,000**



			POSITIONS	
Authorized	CURRENT		FY 2014	FY 2015
	Average Positions Filled	Year-End Positions Filled		
15	14	15	15	15

FUNCTIONS

- Review and approve permit applications
- Issue approvals to connect to the public water and sewer system
- Ensure development community compliance with DC Water design standards, criteria and specifications
- 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
- 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
- Assess and collect fees for permit review, fixed fee services, and inspection services
- Initiate Maximo records and inspection work orders
- Forward as-designed plans to GIS updating system
- Provide copies of approved plans in-house as required for inspection and record keeping
- Develop, review and record easements and covenants

PERMIT OPERATIONS

MISSION: To manage DC Water's development and permit services.

BUDGET OVERVIEW: The revised FY 2014 budget is relatively flat compared to the approved FY 2014 budget. The approved FY 2015 budget is higher than the revised FY 2014 budget by \$0.2 million primarily due to anticipated personnel services cost adjustments.

	FY2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	15	15	15	15
Average number of positions filled	14			
Operating Expenses				
Personnel Services including Overtime	1,561	1,490	1,553	1,742
Overtime	2	11	11	11
Non-Personnel Services:				
Supplies	7	36	36	30
Utilities	207	331	331	327
Contractual Services, etc.	22	158	158	151
Small Equipment	-	-	-	-
Total Non-Personnel Services	236	525	525	509
Total Operations & Maintenance	1,796	2,015	2,078	2,251
Capital Equipment				-
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Process all permit applications in accordance with the service level agreement timeframe (85%)	95%	85%	85%	85%

PERMIT OPERATIONS

OVERVIEW

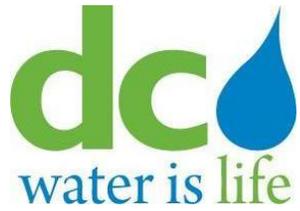
FY 2014 Major Recommended Activities and Changes

- Maximo integration of project status with sister agency programs (Project Dox, Transportation Online Permitting System (TOPS), and Accela)
- Develop an easement/covenant tracking/research tool that integrates available data from the District's databases in Surveyor's Office, Recorder of Deeds and Office of Tax and Revenue
- Scan and catalogue historic developer design drawings that are currently stored in Technical Information Center (TIC). This accounts for approximately 30,000 plan sheets which will reduce the storage in TIC and make document retrieval easier. Documents will be stored in Livelink and accesable by address

FY 2015 Major Recommended Activities and Changes

- Develop a program to educate and assist individual district home owners and small business owners in the preparation of documents for permit applications, specifically as they relate to DC Water requirements
- Evaluate the current permit classification structure, particularly those associated with large developments/redevelopments, to insure that the fee schedule properly reflects the level of effort required to review large, multi-connection projects

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**BOARD
OF
DIRECTORS**

**OFFICE of the
GENERAL
MANAGER
11 - Positions**

**FY 2015 Budget
\$2,758,000**

POSITIONS				
Authorized	CURRENT		FY 2014	FY 2015
	Average Positions Filled	Year-End Positions Filled		
11	8	8	11	11

FUNCTIONS

The General Manager's Office provides 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

GENERAL MANAGER

MISSION: The General Manager's Office administers, plans, organizes and directs the operations of DC Water.

BUDGET OVERVIEW: The revised FY 2014 budget is lower than the approved FY 2014 budget by approximately \$1.3 million primarily due to personnel service cost adjustments including the transfer of 3 FTE's to HCM (2) and DETS (1), coupled with other reductions in contractual services. The proposed FY 2015 budget is relatively flat compared to the revised FY 2014 budget with projected increases in personnel services offset by lower anticipated contractual services costs.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	11	14	11	11
Average number of positions filled	8			
Operating Expenses				
Personnel Services including Overtime	1,727	2,250	1,440	1,728
Overtime	2	10	10	8
Non-Personnel Services:				
Supplies	3	13	13	11
Utilities	19	26	26	28
Contractual Services, etc.	756	1,690	1,190	992
Small Equipment	-	-	-	
Total Non-Personnel Services	779	1,729	1,229	1,031
Total Operations & Maintenance	2,505	3,979	2,669	2,758
Capital Equipment		375	375	100
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Implement all policies and directives of the Board of Directors.				

GENERAL MANAGER

OVERVIEW

FY 2014 Major Planned Activities and Changes

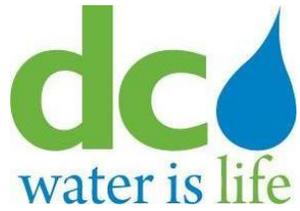
Continue:

- Implementation and oversight of the DC Water Strategic Plan, Blue Horizon 2020
- Develop a comprehensive program to advance local hiring initiatives and manage the employment requirements of contractors
- Support the Team Blue effort to create the best utility in the world in service excellence, technology and environmental sustainability
- Develop and implement an innovation program in support of the Authority's mission to be a world-class utility
- Conduct a careful study of the potential approach and the cost and benefits of taking direct responsibility for drinking water treatment

FY 2015 Major Recommended Activities and Changes

- Continue the major planned activities listed above

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**BOARD
OF
DIRECTORS**

			POSITIONS	
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
2	2	2	2	2

**FY 2015 Budget
\$635,000**

**OFFICE OF
THE
SECRETARY (BOARD)
2 - Positions**

**GENERAL
MANAGER**

FUNCTIONS

- Manage logistics for Board of Directors and Committee meetings, Public Hearings, Workshops, Strategic Planning Process and all other business activities of the Board
- Manage and oversee the day-to-day operations of the Board of Directors
- Coordinate logistics for Board’s strategic planning process
- Maintain custodian of all books, records and official documents of the Board
- Administer the subpoena process for the Authority
- Provide Notary Service for the Authority

OFFICE OF THE SECRETARY (BOARD)

MISSION: To support the Board of Directors in developing and reviewing the DC Water's strategic goals, providing executive level assistance in planning, coordinating and executing assignments, and ensuring that the Board's business and activities are effectively managed.

BUDGET OVERVIEW: The revised and approved FY 2014 operating budgets, are the same. The proposed FY 2015 operating budget is slightly higher than the revised FY 2014 by approximately \$0.015 million primarily due to increases in personnel costs offset by reductions in contractual services.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	2	2	2	2
Average number of positions filled	2			
Operating Expenses				
Personnel Services including Overtime	209	264	264	294
Overtime	3	4	4	4
Non-Personnel Services:				
Chemicals and Supplies	3	18	18	18
Utilities	4	7	7	7
Contractual Services, etc.	145	330	331	316
Small Equipment	-	1	1	1
Total Non-Personnel Services	152	355	356	341
Total Operations & Maintenance	361	619	620	635
Capital Equipment	-	-	-	-
Targeted Performance Measures				
	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Provide timely and accurate Board and Committee agendas, reports and minutes	100%	100%	100%	100%
Follow-up and complete Board actions	100%	100%	100%	100%

OFFICE OF THE SECRETARY (BOARD)

OVERVIEW

FY 2014 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 DC Register as required by the Open Meetings Act of 2010
- Continue to publish all Board and Committee meeting agendas, meeting material 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
- Continue to coordinate the process to fill the expired and/or vacant Board appointments
- Continue to effectively monitor follow-up requests from the Board and Committees to ensure timely responses
- Continue to enhance data dissemination process for the Board, DC Water employees, the general public, and stakeholders by use of state-of-the-art technology that supports the Board's strategic plan

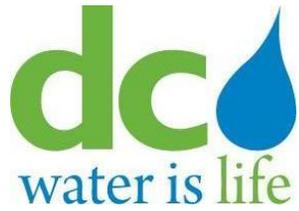
FY 2015 Major Recommended Activities and Changes

- No major activities and/or changes expected in FY 2015

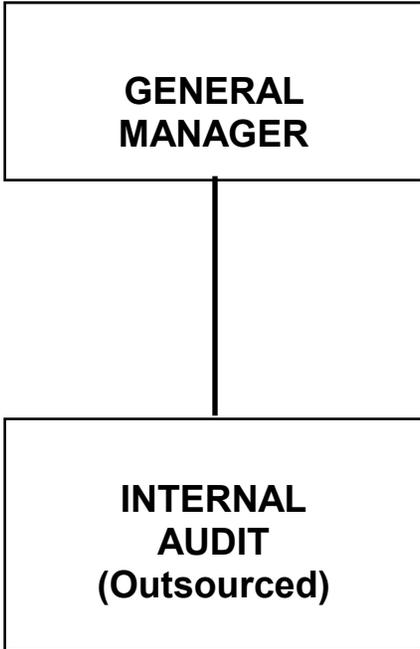
Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- No direct impact envisaged at this time

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**FY 2015 Budget
\$859,000**



			POSITIONS	
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
0	0	0	0	0

FUNCTIONS

Oversight:

- Conduct periodical audits
- Conduct audits requested by the Board of Directors and/or the General Manager
- Review of corporate governance

FUNCTIONS

Insight:

- Assess programs and policies
- Share best practices and benchmarking information
- Provide ongoing feedback for re-engineering management practices and policies

FUNCTIONS

Foresight:

- Identify trends and challenges before they become crises
- Identify risks and opportunities
- Risk-based auditing

INTERNAL AUDIT

MISSION: The mission of Internal Audit is to provide independent, objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of DC Water. It assists the organization 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.

BUDGET OVERVIEW: There is no change between the approved and revised FY 2014 budgets. The proposed FY 2015 budget is higher than the revised FY 2014 budget by \$0.03 million due to higher anticipated contract cost for the Internal Audit outsourced contractual agreement.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	-	-	-	-
Average number of positions filled				
Operating Expenses				
Personnel Services including Overtime	-	-	-	-
Overtime	-	-	-	-
Non-Personnel Services:				
Supplies	-			
Utilities	6	8	8	7
Contractual Services, etc.	742	822	822	852
Small Equipment	-	-	-	
Total Non-Personnel Services	748	830	830	859
Total Operations & Maintenance	748	830	830	859
Capital Equipment				
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Internal Audit Work Planned	14	14	14	14

INTERNAL AUDIT

OVERVIEW

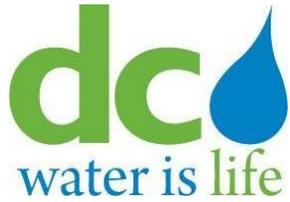
FY 2014 Major Planned Activities and Changes

- Implement Board approved audit plan

FY 2015 Major Recommended Activities and Changes

- No major changes anticipated

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**GENERAL
MANAGER**

**GENERAL
COUNSEL
15 - Positions**

**FY 2015 Budget
\$6,024,000**

			POSITIONS	
Authorized	CURRENT		FY 2014	FY 2015
	Average Positions Filled	Year-End Positions Filled		
15	11	13	15	15

Litigation

**Administrative
Law**

FUNCTIONS

- Appellate
- Bankruptcy
- Contract
- Construction
- Environmental
- Procurement
- Tort
- Receivership
- Employment
- Foreclosure

FUNCTIONS

- Board of Directors support
- Contract review and advise
- Clean Water Act compliance
- Clean Air Act compliance
- Construction claims
- Safe Drinking Water Act compliance
- Employment law matters
- Intra-governmental and Inter-jurisdictional agreements
- Legislation review and support
- Municipal law matters
- Pretreatment enforcement support
- Procurement protests, claims and internal appeals
- Real property matters
- Regulatory compliance support
- Draft and review Authority Policies

GENERAL COUNSEL

MISSION: To support DC Water's mission by providing legal advice and services to the Board of Directors, the General Manager and the DC Water's departments.

BUDGET OVERVIEW: The revised FY 2014 budget decreased by approximately \$1.0 million below the approved FY 2014 budget due to reduction in contractual services. The proposed FY 2015 operating budget is lower than the revised FY 2014 budget by \$0.3 million primarily due to lower anticipated legal costs, slightly offset by higher projected personnel costs.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	15	15	15	15
Average number of positions filled	11			
Operating Expenses				
Personnel Services including Overtime	1,450	1,810	1,803	1,918
Overtime		2	2	2
Non-personnel Services:				
Supplies	3	10	10	10
Utilities	14	19	19	19
Contractual Services, etc.	3,849	5,477	4,477	4,078
Small Equipment	-	-	-	-
Total Non-Personnel Services	3,866	5,506	4,506	4,107
Total Operations & Maintenance	5,316	7,316	6,308	6,024
Capital Equipment	273			
Targeted Performance Measures				
	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Hours of employee time spent on direct work	1,400	1,400	1,400	1,400

GENERAL COUNSEL

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Increased compliance monitoring
- Provide assistance in obtaining environmental operating permits
- Increased assistance in contract review and analysis
- Increase in-house litigation
- Management of major litigation
- Provide support in management of consent decrees, Clean Rivers project, Biosolids project, and Green Initiative efforts
- Increase support of collection activities

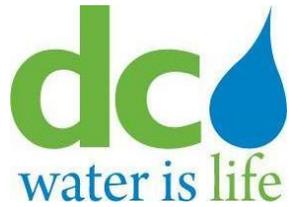
FY 2015 Major Recommended Activities and Changes

- Management of major litigation
- Provide assistance in renewing of construction/operating permits under Clean Air Act
- Continue to provide support in management of consent decrees, Clean River project, Biosolids project, and green initiative efforts
- Continue to provide support in reviewing design build contracts, bid protests and other contracts
- Maintain accounts receivables low through increased collection activities
- Continue to increase in-house litigation
- Continue to management of major litigation

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Continue providing support in construction management of Biosolids Project and Clean Rivers Project
- Provide assistance in obtaining appropriate environmental construction and operating permits
- Increased assistance in contract review and compliance

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**GENERAL
MANAGER**

**EXTERNAL
AFFAIRS
Office of the Chief
2 - Positions**

POSITIONS				
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
12	12	12	12	12

**FY 2015 Budget
\$2,131,000**

**Communications
3 - Positions**

**Production
3 - Positions**

**Community
Outreach
3 - Positions**

**Government
Relations
1 - Position**

FUNCTIONS

- Prepare speeches, editorials, special reports and stakeholder presentations
- Produce articles for community and weekly newspapers
- Produce press releases
- Produce newsletters and brochures materials, DC Water exhibits, etc.
- Provide editing/design support for other departmental communications projects
- Produce special high-profile project communications materials and exhibits
- Respond to local/national media inquiries
- Manage website content
- Produce live and archived webcasts of Board meetings

FUNCTIONS

- Facilitate communications training for employees (e.g. media, speakers bureau, focus group)
- Manage the production of the Annual Report, Water Quality Report and marketing materials
- Produce Public Service Announcements, Commercials and Videos
- Manage Speakers Bureau
- Manage department's budget

FUNCTIONS

- Partner on specific project/programs with neighborhood commissions, business, civic and environmental groups and organizations, and schools
- Prepare exhibits
- Develop and coordinate community service and customer outreach activities
- Coordinate stakeholder presentations and community Plant tours
- Conduct Sewer Science and other public school programs

FUNCTIONS

- Track and strategically influence relevant policy proposals
- Pursue state and federal government funding opportunities
- Establish and enhance working relationship with elected and appointed officials

EXTERNAL AFFAIRS

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.

BUDGET OVERVIEW: There is relatively no change between the approved FY 2014 and revised FY 2014 budgets. The proposed FY 2015 budget is lower than the revised FY 2014 budget by \$0.1 million primarily due to decreases in contractual services offset by adjustments for personnel services cost.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	12	12	12	12
Average number of positions filled	12			
Operating Expenses				
Personnel Services including Overtime	1,406	1,399	1,431	1,608
Overtime	1	4	4	4
Non-Personnel Services:				
Chemical and Supplies	13	15	15	15
Utilities	19	40	40	32
Contractual Services, etc.	346	745	745	466
Small Equipment	2	3	3	10
Total Non-Personnel Services	380	803	803	523
Total Operations & Maintenance	1,786	2,202	2,234	2,131
Capital Equipment	-	-	-	-
Targeted Performance Measures				
	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Publication of DC Water's Annual Report	1	1	1	1
Publication of Customer Newsletter	10	10	10	10
Publication of Clean River's Update	2	2	2	2
Publication of Employee Newsletter	12	12	12	12
Publication of Water Quality Report	1	1	1	1
Senior speech and presentation development	10	10	10	10
Community meetings/outreach re: lead, rates, CSO/CIP projects, etc	100	100	100	100

EXTERNAL AFFAIRS

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Expand communications and marketing around tap water, with emphasis on partnerships with the business community, universities and civic/neighborhood groups
- Ongoing tap water promotion and distribution at large festivals - H Street Festival; DC Vegetable Fest; and Pride Festival
- Expand DC Water's internal (employee) outreach, working closely with Human Capital Management, the Office of the General Manager and other departments
- Ramp up Clean Rivers outreach with a sustained public education campaign to inform all stakeholders about the benefits of the program
- Enhance our social media strategies
- Ongoing rebranding efforts
- Continuing to expand and enhance our relationships with local media, community bloggers and trade press

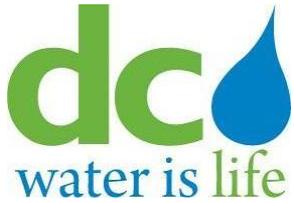
FY 2015 Major Recommended Activities and Changes

- No major changes anticipated

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- No direct impact

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**GENERAL
MANAGER**

**INFORMATION
TECHNOLOGY
Office of the
Chief Information Officer
3 - Positions**

**Deputy CIO/System
Operations
Administration
1- Position**

CURRENT			POSITIONS	
Authorized	Average Positions Filled	Year-End Positions Filled	FY 2014	FY 2015
24	13	16	24	24

**FY 2015 Budget
\$10,300,000**

**Telecom
4 - Positions**

**Enterprise Applications
5 - Positions**

**Helpdesk
5 - Positions**

**Infrastructure
6 - Positions**

FUNCTIONS

- Install, operate and maintain audio/video systems and equipment
- Implement & support radio systems/phone

FUNCTIONS

- Integrate and provide product support for the financial, payroll, maintenance and customer information and billing, AMR, IVR, AM systems
- Design and maintain DC Water's website to allow customer e-business access
- Database administration
- Develop and support DC Water's intranet
- Ensure successful project implementations
- Manage project prioritization process

FUNCTIONS

- Support project planning, management, and implementation
- Business Process Improvement
- Develop and provide standards for System Architecture/Integration
- Independent Verification and Validation (IVAV)
- Provide and enterprise content, document & record management system support
- Business process integration
- Application Development
- System administration
- Provide GIS/IAB support

FUNCTIONS

- Maintain DC Water's technology standards
- Manage the Solution Center (Help Desk)

FUNCTIONS

- Provide technical support for applications, E-Business and other functional teams
- Technical resource PCS and SCADA security architecture
- Manage and maintain processes, procedures, and supplementary safeguards to mitigate risk and ensure operations data integrity, throughout organization's IT infrastructure
- Maintenance of the enterprise continuity of operations (COOP) capabilities

INFORMATION TECHNOLOGY

MISSION: To ensure that the Authority's mission is supported by state-of-the-art technology with an infrastructure capable of accommodating all traffic and connectivity demands, and a computing environment that encourages development of efficient business.

BUDGET OVERVIEW: The revised FY 2014 budget decreased by approximately \$0.40 million below the approved FY 2014 budget due to reduction in contractual services slightly offset by higher projected personnel services cost adjustments. The proposed FY 2015 operating budget is higher than the revised FY 2014 budget by \$0.5 million primarily due to higher projected personnel services cost adjustments and telecommunication costs.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	24	24	24	24
Average number of positions filled	13			
Operating Expenses				
Personnel Services including Overtime	1,665	2,273	2,642	3,017
Overtime	21	20	20	20
Non-Personnel Services:				
Supplies	102	199	199	199
Utilities	77	131	131	109
Contractual Services, etc.	7,023	7,480	6,730	6,811
Small Equipment	97	147	147	164
Total Non-Personnel Services	7,299	7,956	7,206	7,283
Total Operations & Maintenance	8,965	10,229	9,849	10,300
Capital Equipment	4,281	3,586	3,450	3,810
Targeted Performance Measures				
	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
98% Network uptime during peak hours	99.2%	99.8%	99.8%	99.4%
95% Network uptime during non-peak hours	98.3%	99.8%	99.8%	97.0%
96% of all high priority tickets completed within 4 hours	100.0%	96.0%	96.0%	98.0%

INFORMATION TECHNOLOGY

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Continue with system support & implementation of Asset Management system
- Increase support of Lawson Financial system
- Increase support of Geographic Information System (GIS) application and Field Service Management systems
- Continue with new Customer Information System (CIS) selection, development, and implementation strategy with Customer Service Department
- Improve Internal DC Water Communication Avenues
- Continue to ensure IT infrastructure reliability and upgrades consistent with Authority Technology Life-cycle:
 - Network infrastructure
 - Telephone system
 - Personal computers, laptops, cell phones, and tablet devices
- Continue with upgrade selections, development, and implementation strategy of the Radio System (city-wide and plant wide)
- Begin analysis of redundant/disaster recovery facility
- Wireless implementation to the authority
- Move email and SharePoint to the cloud for high availability and efficiencies

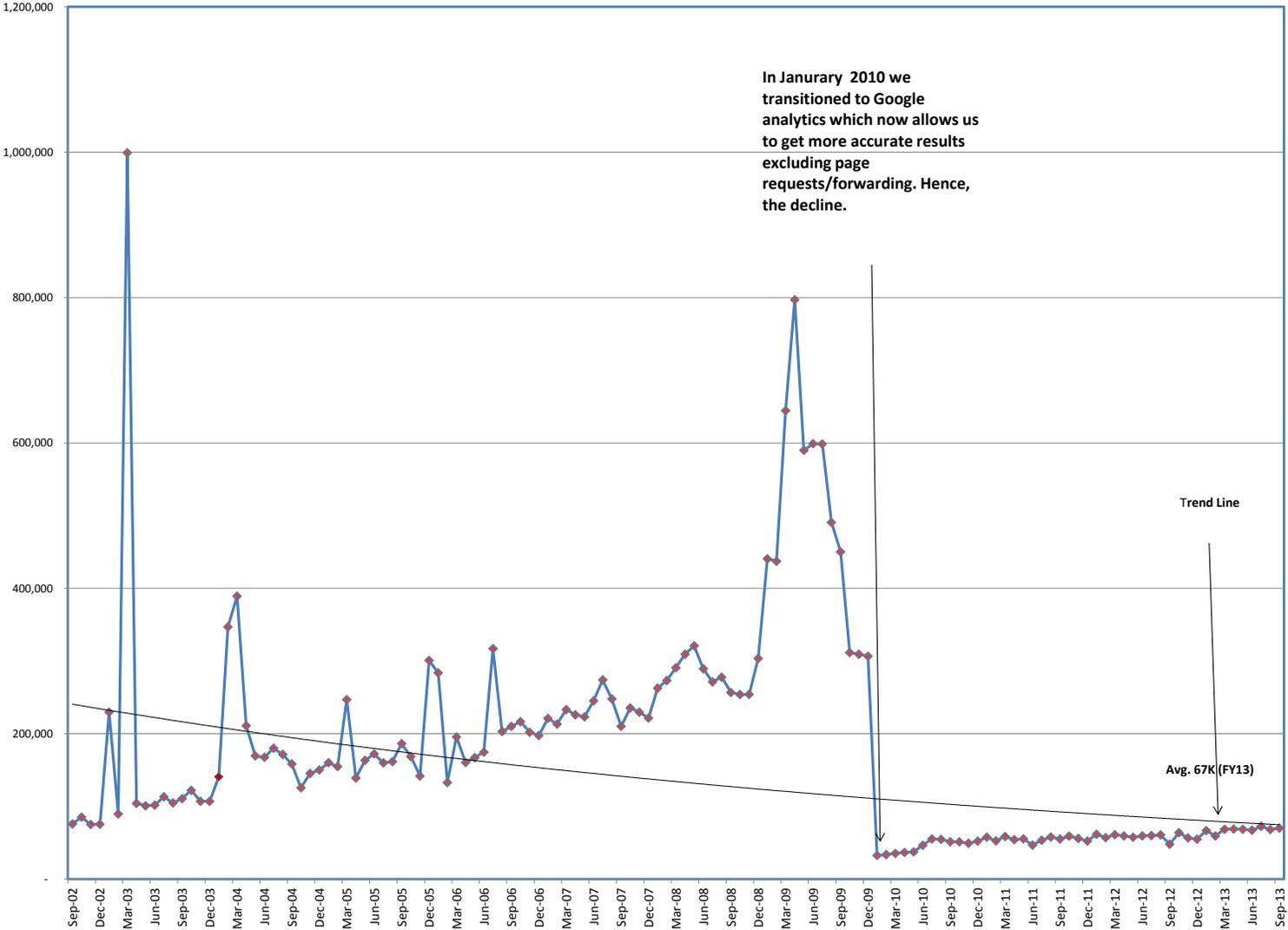
FY 2015 Major Recommended Activities and Changes

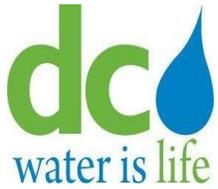
- Implementation of new CIS system
- New redundant/disaster recovery facility
- Transfer of SCADA support from IT to operations department
- Network equipment refresh of devices (campus wide)

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- CIS implementation support will increase head count in operating costs
- Operating costs of software licenses

**VISITORS TO DC WATER'S WEBSITE (WWW.DCWATER.COM)
OCTOBER 2003 - SEPTEMBER 2013**





CHIEF FINANCIAL OFFICER

**FINANCE ACCOUNTING AND BUDGET
2 - Positions**

			POSITIONS	
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
46	41	42	46	46

**FY 2015 Budget
\$9,853,000**

Finance

12 - Positions

FUNCTIONS

Manage and oversee Treasury and Debt function of the organization to include:

- Debt portfolio
- Investment portfolio
- Banking services operations
- Short and long-range financial planning
- Revenue forecasting and monitoring process
- Rate-setting processes
- Financial security and risk assessment
- Liquidity risks
- Business Office – Cashiering operations
- Administer all aspects of insurance and risk management
- Ensure compliance with legislation, industry practice and market requirements

Accounting

22 - Positions

FUNCTIONS

Manage accounting and financial reporting functions of the organization to include:

- Prepare Comprehensive Annual Financial Report (CAFR)
 - Record and report financial transactions
 - Maintain financial records and an effective internal control structure
 - Establish accounting and reporting policies
- Vendor payment operations
- Payroll operations
- Grants and county billing operations
- Financial aspects of Inter-Municipal Agreement (IMA)
- Asset management finance and accountability

Budget

10 - Positions

FUNCTIONS

Manage the budget and financial planning activities of the organization to include:

- Prepare and monitor operating and capital budgets
- Board Committees' reporting process
- Financial relationship with the Washington Aqueduct
- Assistance on special project

FINANCE, ACCOUNTING AND BUDGET

MISSION: Manage all of DC Water's financial activities to maintain sound financial condition; and, to ensure performance that meets the expectations of the Board, stakeholders and the broader financial community.

BUDGET OVERVIEW: The revised FY 2014 operating budget is relatively flat compared to the approved FY 2014 operating budget. The proposed FY 2015 budget is higher than the revised FY 2014 budget by \$0.9 million due to anticipated personnel service cost adjustments and contractual services funding.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	46	46	46	46
Average number of positions filled	41			
Operating Expenses				
Personnel Services including Overtime	5,413	5,801	5,907	6,525
Overtime	35	30	30	30
Non-Personnel Services:				
Chemical and Supplies	15	16	16	31
Utilities	57	213	213	200
Contractual Services, etc.	2,310	2,784	2,784	3,093
Small Equipment	1	4	4	4
Total Non-Personnel Services	2,383	3,018	3,018	3,328
Total Operations & Maintenance	7,797	8,819	8,925	9,853
Capital Equipment	84	435	784	810

Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Manage DC Water's financial operations to ensure revenue is within 99% of projections and expenditures are within budget	Revenue - 103% Expenditures - 90%	Revenue - 99% Expenditures - 93%	Revenue - 99% Expenditures - 93%	Revenue - 99% Expenditures - 93%
Comply with the Board's investment policy and strategy				
Benchmarks: Short-Term Funds - ML 3 months US T-Bill Index and Core Funds - ML 1 - 3 year	35 basis points 58 basis points	25 basis points 65 basis points	15 basis points 50 basis points	25 basis points 60 basis points
Manage DC Water's financial operations to ensure 140% senior debt service coverage	427%	253%	398%	305%
Meet or exceed the 120 day operating and maintenance expense with the objective of maintaining at least \$125.5 million in operating reserves as set by Board policy	141.5 million	125.5 million	125.5 million	125.5 million
Issue Comprehensive Annual Financial Report (CAFR) in February	February	February	February	February
Pay 97% of all undisputed invoices within 30 days	96%	97%	97%	97%

FINANCE, ACCOUNTING and BUDGET

OVERVIEW

FY 2014 Major Planned Activities and Changes

Finance:

- Continue Water Balance monitoring
- Develop Clean Rivers and Impervious Area Charge (IAC) incentive program
- Review revenues and rate structure for opportunities to improve rates:
 - Complete FY 2013 Cost of Service Study
 - Continue to monitor economic conditions and affordability
- Monitoring of consumption trends and regional economic indicators
- Review process of PILOT with DCFO, if appropriate
- Aggressively pursue billing dispute with Soldier's Home
- Introduce E-Payables solution for Accounts Payable
- Analyze and evaluate operating reserve level
- Administer post compliance program for all outstanding debt including Build America Bonds (BABS)
- Continue to evaluate investment portfolio strategy, performance and reporting
- Issue new bonds / commercial paper in support of capital improvement program (Est. \$300M, June 2014)

Accounting:

- Internal Control Improvements
 - Control Activities Documentation for Business Improvement Accounts
 - Internal Control and Assessment Monitoring Program
 - Develop procedure for CIS, Revenue Refund payment process
 - Continue Fraud Awareness Training
 - Overhead Rate Review Program
- Study/develop efficiencies of paperless environment in Accounts Payable
- Revise procedure for Permit Department payments processing
- Payroll
 - Implement employee pay card program
 - Time & Attendance Implementation
- Ensure a clean external audit opinion
- Grants/IMA
 - Complete FY 2013 operating settlement for wholesale customer cost
 - Complete implementation of automated Grants Management System
- 2011-2012 WSSC Audit of IMA Billing Settlement

FINANCE, ACCOUNTING and BUDGET

Budget:

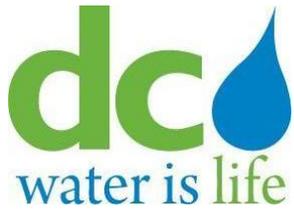
- Ensure operational efficiency
- Ongoing financial management of critical programs
 - Continue monitoring of key financial performance targets
 - Document business procedures for new budget processes
- Revamp Budget planning process
- Develop team work for CIP line items

FY 2015 Major Recommended Activities and Changes

- Revise and update reporting and budgeting process
- Explore revenue generating activities
- New bond issuance
- Continue with FY 2014 major activities

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- There is \$784,000 in the FY 2014 operating budget for Financial Management (Finance Procurement System, Time and Attendance and Payroll H/R System). This involves updates and enhancements to the systems that would result in operating efficiencies and overall costs savings
- Additionally, there are other miscellaneous IT projects that would either directly or indirectly impact this department's operating expenditures



**FY 2015 Budget
\$4,899,000**

**CHIEF FINANCIAL
OFFICER**



**RISK
MANAGEMENT
4 - Positions**

POSITIONS				
Authorized	CURRENT		FY 2014	FY 2015
	Average Positions Filled	Year-End Positions Filled		
4	4	4	4	4

Risk Management

- Administer all aspects of insurance and risk management, including: securing company wide insurance policies, managing insurance claims and loss control, maintaining databases of loses/claims and insurance procedures, and assisting senior management with enterprise risk management
- Ensure compliance with legislation, industry practice and market requirements
- Monitor the receipt of insurance binders, policies and endorsements. Manage the safekeeping of original insurance policies
- Organize underwriting data requests, complete insurance applications and create underwriting submissions for all major DC Water insurance renewals

Claims Management

- Manage all claims, including workers compensation and tort claims for DC Water’s Operations
- Manage all claims, including workers compensation and tort claims for DC Water’s Rolling Owner Controlled Insurance Program (ROCIP)
- Ensure adequate insurance reserve levels
- Coordinate communication and investigation activities between various departments and the insurance administrator
- Manage subrogation and negotiate settlements
- Conduct internal investigations for general liability claims

Loss Prevention/Risk Mitigation

- Identify and evaluate risks
- Perform ongoing risk assessments of operations
- Assist with the coordination and facilitation of addressing loss prevention recommendations from DC Water’s insurance carrier
- Perform loss analysis and issue reports to management
- Identify trends and work with our third party administrator, DC Water’s Safety Department and others to create solutions for improvement on a consistent basis

RISK MANAGEMENT

MISSION: To manage and coordinate all risk management programs to reduce and cost effectively transfer DC Water's financial risk, protect its assets and reduce financial loss.

BUDGET OVERVIEW: The revised FY 2014 budget is \$1 million below the approved FY 2014 budget, attributable to anticipated reductions in claims cost. The proposed FY 2015 budget is lower than the revised FY 2014 budget by \$0.1 million due primarily to reductions in contractual costs.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	4	4	4	4
Average number of positions filled	4			
Operating Expenses				
Personnel Services including Overtime	418	424	424	471
Overtime	0	1	1	2
Non-personnel Services:				
Chemicals and Supplies	4	6	6	4
Utilities	4	5	5	5
Contractual Services, etc.	3,977	5,599	4,599	4,420
Small Equipment		-	-	-
Total Non-Personnel Services	3,985	5,609	4,610	4,428
Total Operations & Maintenance	4,403	6,033	5,034	4,899
Capital Equipment	-	-	-	-
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Reduction of workers compensation costs	5%	5%	5%	5%
Meet workers compensation filing requirements within 14 days	14	14	14	14

RISK MANAGEMENT

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Expand utilization of the Risk and Safety Management Information System for the purpose of capturing operational safety, claims, litigation, fleet and property data to allow trending of data by exposure bases and help facilitate insurance renewal data-gathering
- Continued management of Rolling Owner Controlled Insurance Program (ROCIP) II and III programs for capital projects

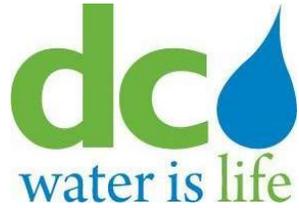
FY 2015 Major Recommended Activities and Changes

- Implement ROCIP IV program with continued management of ROCIP II and III programs for capital projects
- Continue to expand utilization of the Risk and Safety Management Information System (SRS) for the purpose of capturing operational safety, claims, litigation, fleet and property data to allow trending of data by exposure bases and help facilitate insurance renewal data-gathering

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Increased Risk Management staff resources for management and oversight of the ROCIP II, III and IV claims and safety programs.
- ROCIP – Increased construction activity impacts the Authority's insurance exposures

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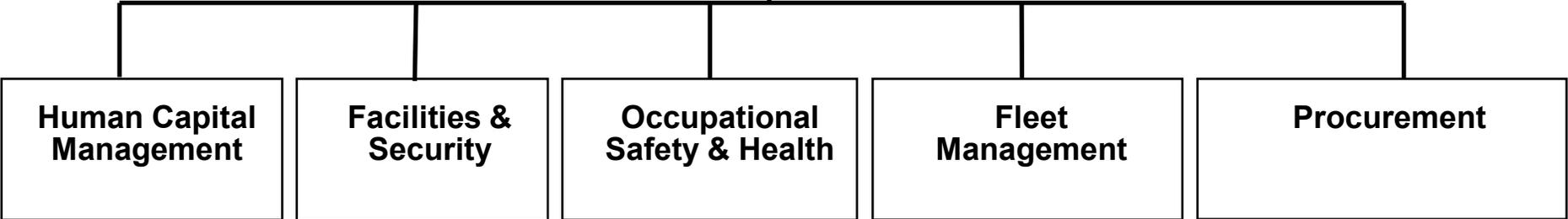


**FY 2015 Budget
\$364,000**

**GENERAL
MANAGER**

**ASSISTANT
GENERAL
MANAGER
SUPPORT SERVICES
2 - Positions**

POSITIONS				
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
2	2	2	2	2



FUNCTIONS

- Develop and direct the strategic objectives of the Authority’s support services divisions
- Oversee and direct the administrative services functions that support the achievement of the Enterprise’s goals.

ASSISTANT GENERAL MANAGER - SUPPORT SERVICES

MISSION: To oversee and direct the administrative services functions that support the achievement of DC Water's goals.

BUDGET OVERVIEW: The revised FY 2014 operating budget is relatively flat in comparison to the approved FY 2014 budget. The proposed FY 2015 budget is also relatively flat compared to the revised FY 2014 operating budget.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	2	2	2	2
Average number of positions filled	2			
Operating Expenses				
Personnel Services including Overtime	284	313	314	348
Overtime	1	1	1	1
Non-Personnel Services:				
Supplies	-	1	1	1
Utilities	3	5	5	4
Contractual Services, etc.	14	21	21	11
Small Equipment	-	-	-	
Total Non-Personnel Services	18	27	27	16
Total Operations & Maintenance	302	340	341	364
Capital Equipment				
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Planning Meetings with directors of supporting departments:				
Facilities & Security	4	4	4	4
Fleet Management	4	4	4	4
Human Capital Management	4	4	4	4
Procurement Services	4	4	4	4
Occupational Safety & Health	4	4	4	4

ASSISTANT GENERAL MANAGER – SUPPORT SERVICES

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Develop and implement a skills-based compensation system
- Rollout managers and supervisors training of the changes with the new collective bargaining agreements, negotiated in FY 2013
- Implement a voluntary benefits program that will allow employees to choose from a wide variety of benefits supported by a comprehensive service platform
- Continue to enhance the safety training program for all DC Water employees

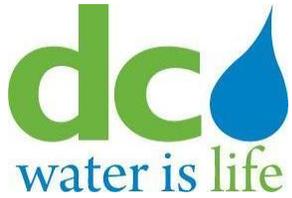
FY 2015 Major Recommended Activities and Changes

- Achieve 100% of employees with required certifications and/or licenses by 2015
- Continue support of the Rolling Owner Controlled Insurance Program (ROCIP) capital construction program
- Successfully implement appropriate recommendations of the Vulnerability Assessment
- Continue to enhance operating excellence through innovation, sustainability, and adoption of best practices in safety, procurement, human capital management, security, facilities and fleet

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Support Human Capital Management initiatives to provide Asset Management Training throughout the Enterprise, which will impact the FY 2014 and FY 2015 Capital Budgets
- Support DC Water Strategic Plan with purchase of a new On-boarding/Recruitment System for HCM Talent Management in FY 2014 to support Goal #1; and a new Performance Management System for both union and non-union employees in FY 2015

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**ASSISTANT
GENERAL
MANAGER
Support Services**

POSITIONS				
Authorized	CURRENT		FY 2014	FY 2015
	Average Positions Filled	Year-End Positions Filled		
25	24	25	25	25

**FY 2015 Budget
\$5,362,000**

**HUMAN CAPITAL
MANAGEMENT
2 - Positions**



FUNCTIONS

- Recruitment and hiring
- Employment forecasting and planning
- Skills assessment and testing for new hires
- Employee Referral Program
- On-boarding

FUNCTIONS

- Compensation Program
- Job Evaluation Program
- Pay Incentive Program
- Performance Management
- Market Analysis
- Position Control

FUNCTIONS

- Health and Welfare Benefits Administration
- Pension Benefits Administration
- Employee Assistance Program
- Wellness Program

FUNCTIONS

- Labor Relations
- Employee counseling
- Employee grievances and complaints
- Employee Relations
- Affirmative Action Program
- EEO complaint investigation and responses
- Disciplinary actions
- Arbitration
- Drug & Alcohol Testing
- Fit for Duty
- Americans with Disabilities (ADA)
- Leave Administration

FUNCTIONS

- Management training
- Employee training
- Internship Program
- Education assistance & reimbursement
- Succession Planning and Knowledge Capture
- Employee Recognition Awards
- Employee Leadership Skills Assessment
- HCM required training

FUNCTIONS

- Data Integrity in all HCM systems
- Records management
- Coordination of security & configuration changes to all HCM systems
- Primary liaison between HCM and IT
- Conducts needs assessments & analysis for all of HCM branches.
- Employment Verifications

HUMAN CAPITAL MANAGEMENT

MISSION: To deliver high quality, innovative, valued and timely human capital management services 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.

BUDGET OVERVIEW: The revised FY 2014 operating budget is slightly higher than the approved FY 2014 budget by \$0.4 million primarily due to adjustments in personnel services costs (including 2 FTE transfers from the General Manager's Office). The proposed FY 2015 budget is also higher than the revised FY 2014 budget by approximately \$0.3 million due to anticipated increases in personnel services costs.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	25	23	25	25
Average number of positions filled	25			
Operating Expenses				
Personnel Services including Overtime	3,013	2,738	3,124	3,458
Overtime	4	5	5	5
Non-personnel Services:				
Supplies	18	37	37	38
Utilities	28	38	38	35
Contractual Services, etc.	1,568	1,815	1,815	1,828
Small Equipment	-	2	2	2
Total Non-Personnel Services	1,613	1,892	1,892	1,904
Total Operations & Maintenance	4,626	4,630	5,016	5,362
Capital Equipment	-	-	-	300

Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
120 days from job posting to hire	120	120	120	120
10 days to initiate disciplinary action	7	7	7	7
14-days, new hire benefit set-up	14	14	14	14
22.5 Average number training hours per FTE	22.5	22.5	22.5	22.5
Comparison DC Water Employees Compensation (100%)	100%	100%	100%	100%

HUMAN CAPITAL MANAGEMENT

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Implement a voluntary benefits program that would allow employees to choose from a wide variety of benefits supported by a comprehensive delivery service platform
- Rollout managers and supervisors training of the changes with the new collective bargaining agreements, negotiated in FY 2013
- Develop a comprehensive skills assessment plan for the organization
- Develop and implement a comprehensive leadership development program
- Implement new Recruitment/Applicant Tracking Solution
- Establish baseline data for employee satisfaction and conduct periodic progress surveys of employee satisfaction
- Determine and define a composite measure for workforce productivity

FY 2015 Major Recommended Activities and Changes

- Implement new Succession Planning System
- Implement new Career Development System
- Implement new Performance Management System
- Assess and determine the current succession needs for the organization
- Enhance process by which DC Water evaluates union and non-union employee performance and establish individual performance measures
- Enhance the Ceridian Latitude (HR/Payroll) system to the more robust Ceridian Dayforce system

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Providing Asset Management Training throughout the Enterprise will impact the FY 2014 and FY 2015 Capital Budgets
- Implementation of new systems for succession planning, career development, performance management and recruitment/applicant tracking will enhance the impact of HCM throughout DC Water

FY 2014 AND FY 2015 LEARNING AND DEVELOPMENT PLAN

LEARNING AND DEVELOPMENT OVERVIEW

Learning involves acquiring new skills and knowledge in relation to current roles. Development relates to a person's potential to acquire wider capabilities. DC Water uses both to support its mission and to benefit the Authority, its team members, and customers. By positing ourselves to take a more strategic approach to developing employees through using formalized job roles with core competencies as the map, we purposely create a well-trained **world class** workforce. An added byproduct is a robust long-term succession plan to develop the future leaders of DC Water. Our leadership team, present and future, need to be able to demonstrate a wide range of behaviors and technical skills. They are responsible for:

- Leadership – leading their teams at each level
- Celebrating achievements and managing under-performance, supporting improvement where needed
- Setting goals and priorities by responding to change and spotting opportunities
- Coaching and mentoring team members

In FY 2013, Learning and Development has continued to support the efforts in FY 2012 through a more systematic method of assessments, blended learning, and effective evaluations against core competencies. This provides a strong foundation to meet the Authority's current and future training needs. The Authority has moved away from one-size-fit-all training to developing programs that support the individual needs of employees. By promoting and supporting learning at all levels and offering various channels to cultivate development, team members are empowered to focus on "being their best" and growing with the Authority. In this way, everyone in DC Water has the opportunity to deliver the highest standards of service to meet the Authority's mission and reach its strategic goals.

During FY 2013, the budgeted amount for training was \$1,423,700 or an average of approximately \$1,318 per employee. This training included regulatory, safety, technical, information technology, interpersonal skills, and literacy classes. All training supported Goal #1 in DC Water's strategic plan, which is to "develop, maintain, and recruit a high performance workforce."

Learning and Development Overview, Cont.

Categories of training classes offered at DC Water are as follows:

Contractual Training – primarily technical classes that support our performance improvement program. This training also includes classes on occupational safety and security and the installation, operation of new equipment and processes and general instruction on standard software applications.

In-House Training – classes and courses designed and implemented by DC Water’s training personnel and periodic outsourced support. In-house training focuses on providing non-technical mandatory courses, basic skills development, skill enhancement courses and literacy. These courses involve all or a large number of our employees.

Outside Training – classes and programs that support individual employee training and development needs and requirements, not implemented by DC Water’s training personnel. 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 reimbursement program is included in this category.

On-Line Training - web-based courses offered by colleges, universities and professional organizations.

FY 2013 ACCOMPLISHMENTS

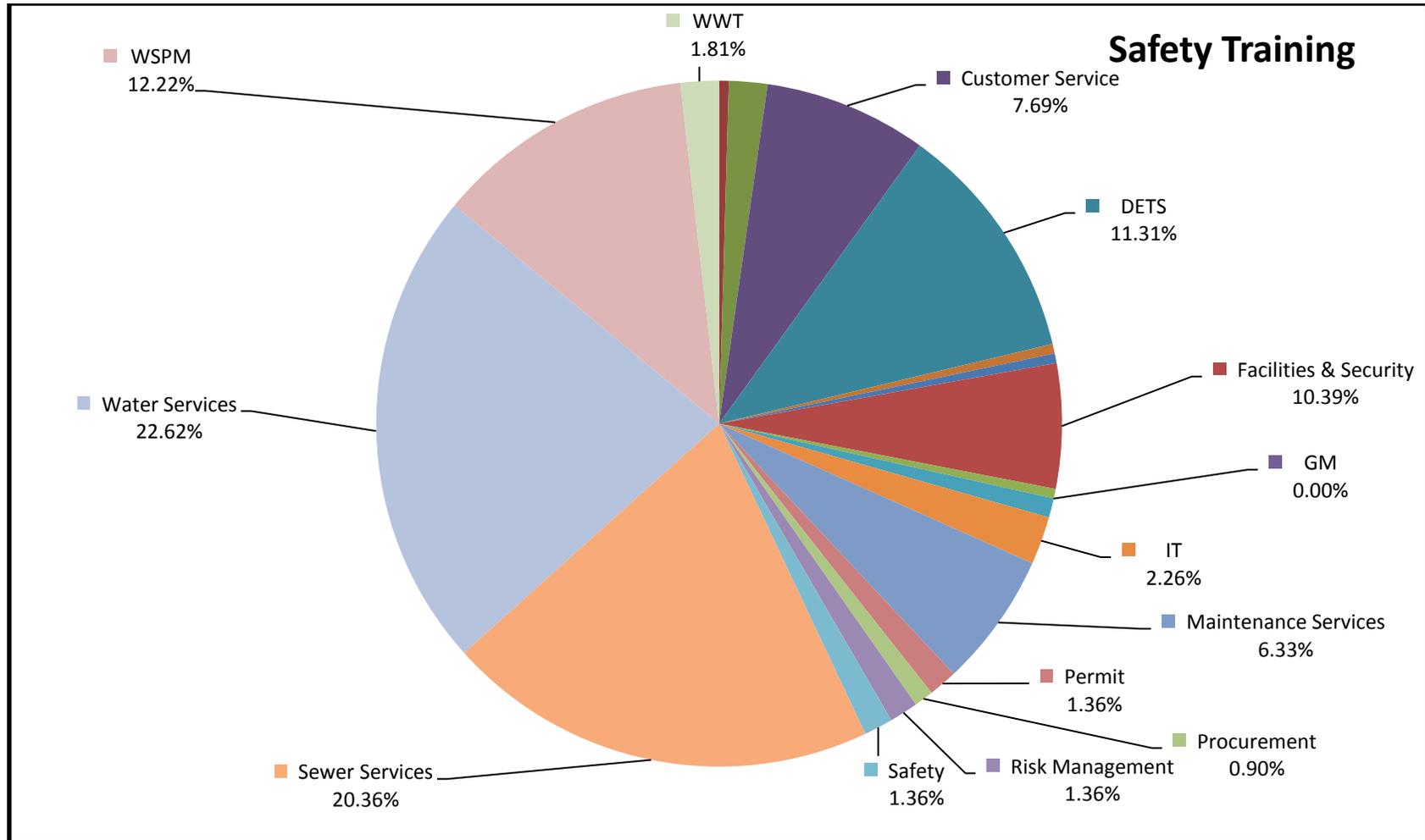
In FY 2013 the Board of Directors approved the strategic plan for DC Water, "Blue Horizon 2020." While the function of Learning & Development supports all of the strategic goals, in FY 2013, Learning and Development was specifically tied to Goals #1 and #6, which is to "assure safety and security." This translated into model best practices for leadership and safety. DC Water has partnered with renowned organizations such as Franklin Covey, Personify Leadership, Kirkpatrick Partners, Partners in Leadership, National Seminars, and Chesapeake Region Safety Council. All of these companies are proven in the field of leadership development and safety training, to bring relevant well-rounded programs that make a significant impact towards sustainable change.

During FY 2013, our Executive Team and Human Capital Management, in collaboration with Learning and Development, continued to drive the importance of properly training and developing our team members. To that end, the services of Cornerstone on Demand were procured to support a Learning Management System (LMS) which helped to ensure the investment DC Water made in learning and development was realized through sustained Return on Investment (ROI). In April 2013, Cornerstone on Demand went live with phase one of the implementation cycle. This allowed team members to have real time electronic access to learning event information, register for classes, and view and print their training histories. Additionally, managers were able to assign training as well as view specific training information for their team members. This positioned them to be more proactive and strategic in the full development of team members based on prescribed competencies and relevant compliance trainings. Furthermore, the LMS has created a different sense of awareness for team members and managers about the available learning events offered at DC Water. As an immediate Return on Learning (ROL), these programs can be extended to meet employee needs without regard to timing or physical location. Another important long-term benefit of the LMS is that it supports the process of moving HCM to formalize job roles with core competencies. This data will tieback to relevant training options and forecasting for recruiting, performance, and succession planning. The final two phases of Cornerstone on Demand are planned for rollout in early FY 2014.

Learning and Development continued its collaboration with the Department of Occupational Safety and Health to begin to close the gap that was identified by the FY 2012 Safety Gap Analysis. As a result, 30 different targeted training topics were offered to meet regulatory and job-specific needs. During FY 2013 a total of \$67,000 was spent on this training. Utilizing both internal and external training resources, significant efforts were made to provide safety classes such as Confined Space, HazCom, CPR/First Aid, Forklift, Overhead Crane, Excavation and Trenching, Scaffolding, Operating a Bucket Truck, and Work Zone Safety. The Occupational Safety and Health Department added "Safety Trained Supervisor" to the safety program. This program is required for all managers and supervisors and includes the critical

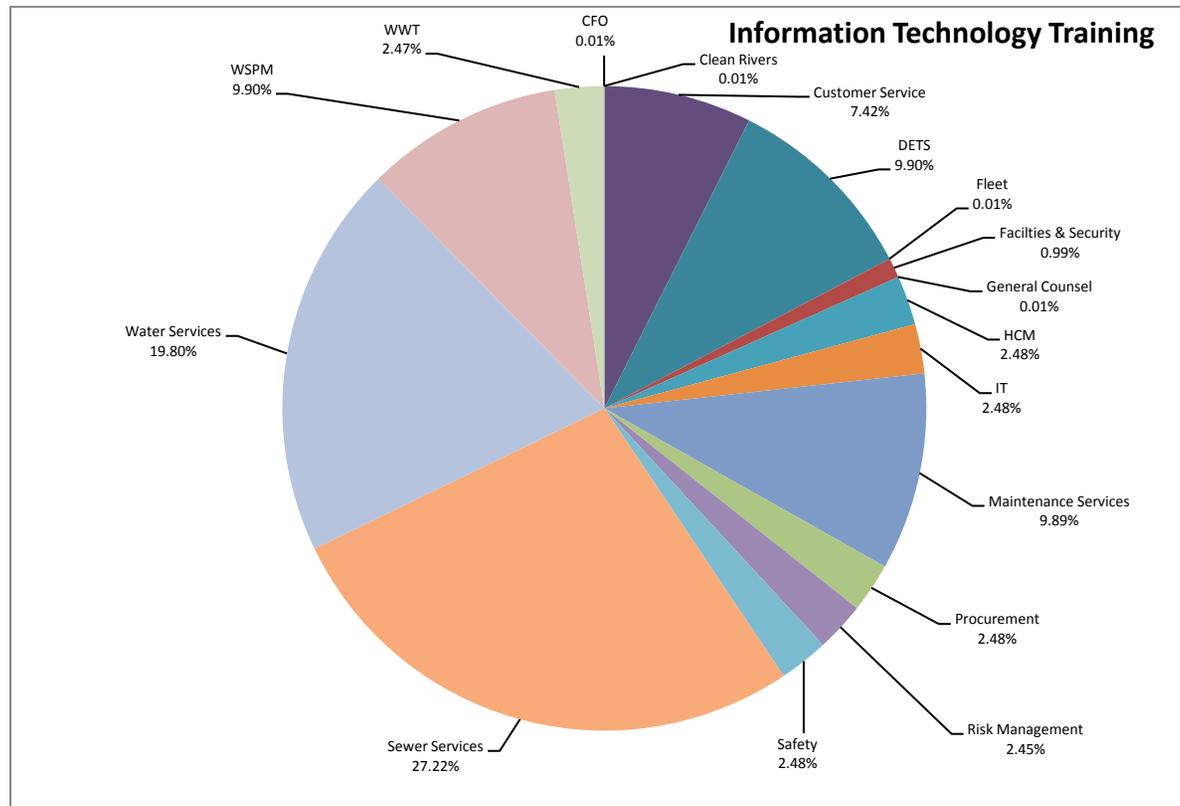
FY 2013 Accomplishments, Cont.

information managers/supervisors need to ensure team members work safely. The below graph provides a breakdown of safety training taken through Learning and Development per department in FY 2013.



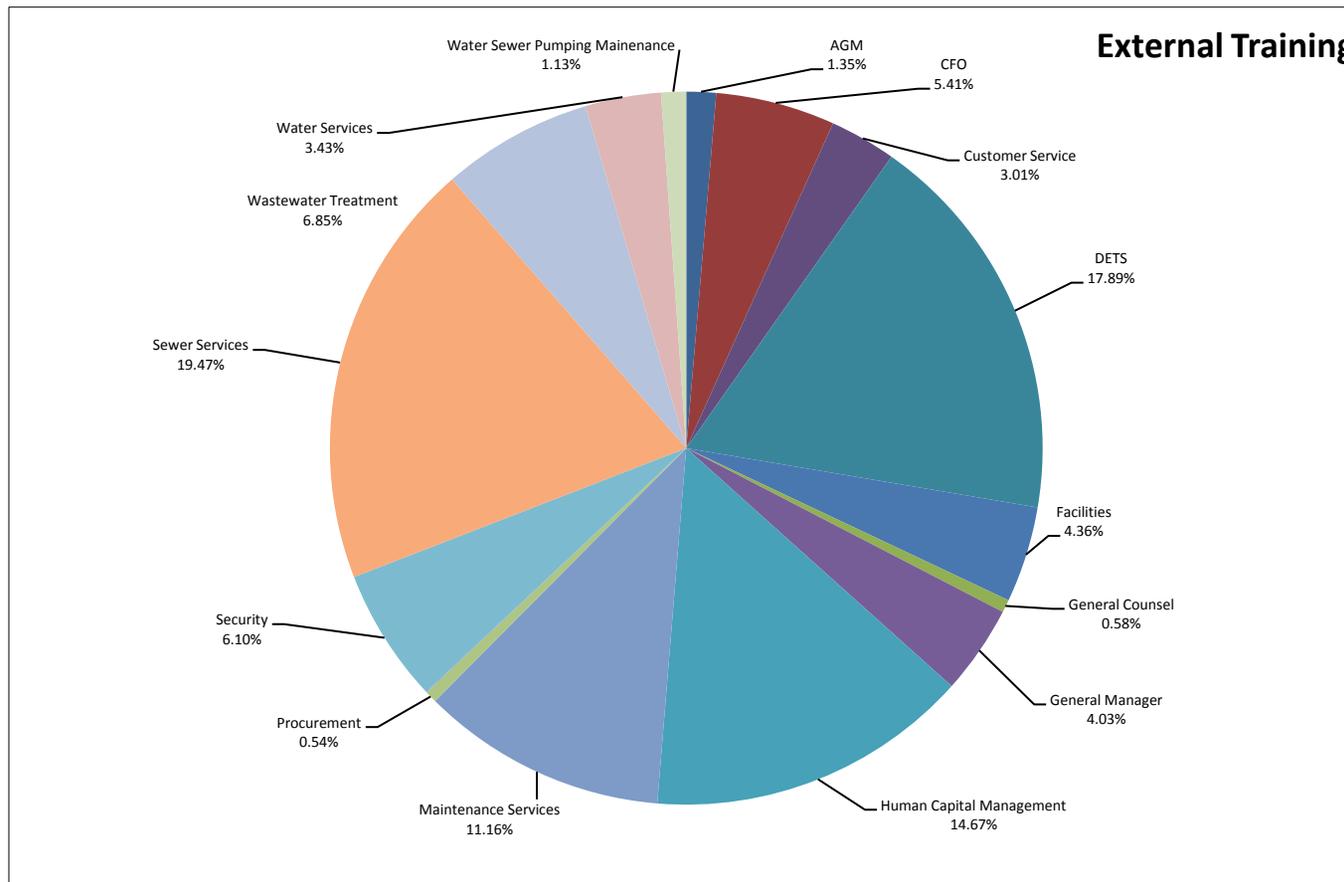
FY 2013 Accomplishments, Cont.

A total of \$6,130 was spent on IT training for DC Water team members. By leveraging partnerships with the Information Technology (IT) Department and external vendors, courses were offered in Windows, Microsoft Office, and Navigating DC Water Information Technology. Intact classes were facilitated for employees representing the Department of Water Services (DWS), Water Sewer Pumping Maintenance, and Customer Service’s (CS)-Meter Operations. This training was created to enhance the computer skill set of employees required to work on laptops installed in service vehicles. Employees also learned how to “Navigate DC Water Technology”, an in-house learning and development class designed to ensure that all employees understood they have immediate access to information via the intranet, Cornerstone on Demand, Ceridian self-service, electronic paystub, and remote email access. Standard course offerings continued for Excel, Access, Word, and PowerPoint. The below graph provides a breakdown of IT training taken through Learning and Development per department.



FY 2013 Accomplishments, Cont.

DC Water sees external training as an opportunity to keep employees on the cutting edge of knowledge and practice for unique skill sets within the organization. In FY 2013, approximately \$200,000 was spent for 221 employees to attend outside training at an average cost of \$995 per employee. Examples of classes attended by employees include: Situational Leadership, Surveying, AutoCAD, De-Energized Motor & Motor Circuit Analysis, Work Life Balance, 30 Series Screw & Scroll Chiller, and Pump Fundamentals & Hydrants. The graph below provides a breakdown of external training by department.



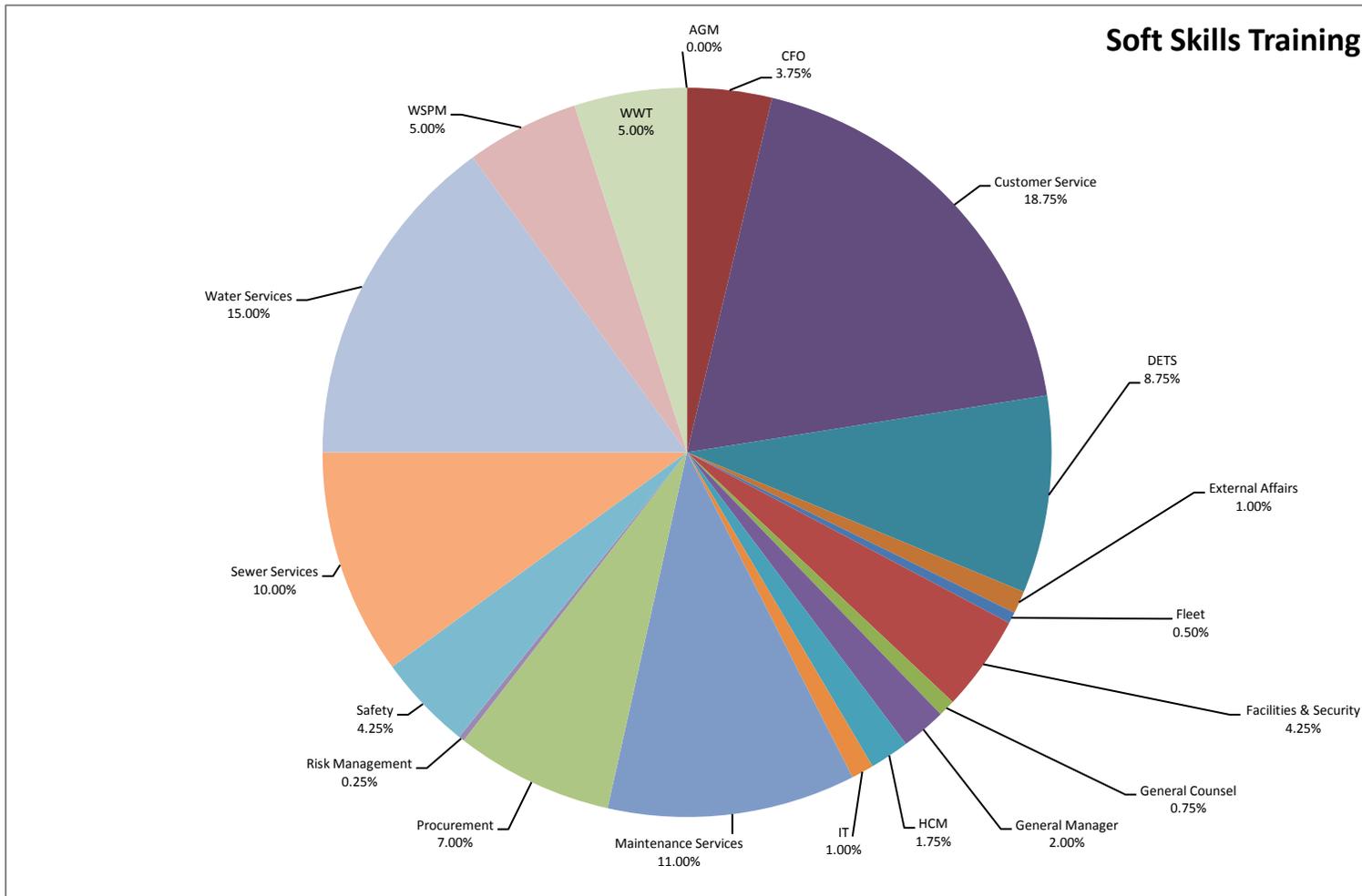
FY 2013 Accomplishments, Cont.

DC Water understands technical skills are vital to the day-to-day operations of the Authority. That said, attention is also given to the importance of developing people or “*success*” skills for the efficient and effective function of the organization. Work ethic, attitude, communication skills, emotional intelligence and a host of other interpersonal attributes are essential skills for workplace success. Problem solving, delegating, coaching, and team building are all much easier when employees possess these skills. During FY 2013, DC Water invested approximately \$80,000 in “*success*” skill training programs. Professional development training classes such as grammar and business writing, effective time management, and project management were also offered.

Based on the feedback from team members and the union presidents, Learning and Development invited Talent Management to partner in the fall of 2012 to offer Interviewing Skills and Resume Writing classes. The purpose of this collaboration was to enhance interviewing skills of internal candidates, re-enforce DC Water’s commitment to promote its employees, capitalize on the institutional knowledge of internal applicants, and improve interview results of employees. The classroom dynamics are Instructor led ½ day sessions – 3 hours each, focus on industry best practices, role play, and Q&A, and a commitment to have an HCM presence in each class. A total of 44 team members attended the training of which, 31 applied for jobs at DC Water. Of the 31 applicants, 8 team members were promoted/hired during this time period.

The following graph provides a breakdown of internal soft skills training by department.

FY 2013 Accomplishments, Cont.



In October 2012, the Office of the General Manager, Office of the Chief Financial Officer, and Human Capital Management collaborated to enhance the Education Reimbursement Program; significant upgrades were made. First, the annual benefit for all permanent full-time employees, with at least one year of service, increased to \$5,000 annually.

FY 2013 Accomplishments, Cont.

This amount covered not only the cost of tuition and books for undergraduate coursework, but also included graduate level and coursework associated with licensure and/or certifications. Second, in an effort to help mitigate the upfront out-of-pocket cost to team members, an assistance option was included to the benefit. This meant that once the necessary paperwork was submitted and processed, team members could request to have payment for classes issued directly to the institution of their choice prior to the start of the semester.

Team members are also able to take advantage of tuition cost savings, waived application fees and other benefits based on Memorandums of Understanding (MOUs) that have been put in place with colleges and universities in the area. Learning and Development is pleased to have great partnerships with Catholic University, DeVry University, University of Maryland University College, Strayer University, and University of Phoenix. In order to educate team members on the myriad of benefits that are available, the Learning and Development team hosted the first annual College fair in September 2013. A total of 77 team members were present along with 15 local colleges and universities.

As a result of the enhanced program now renamed the Education Assistance and Reimbursement Program, in FY 2013 DC Water provided \$136,064.69, in education reimbursement/assistance. This is an approximate 43% increase over FY 2012 amount of \$58,054.04. A significant number of employees are pursuing advanced degrees as part of their career development efforts.

Learning and Development continues to manage a robust and competitive summer internship program that has been in existence for 11 years. The FY 2013 Summer Internship Program consisted of 68 interns from 25 different colleges and universities. The diverse group of students was from local areas such as Maryland, Virginia, and the District of Columbia and as far away as Texas, Alabama, California, Pennsylvania, Thailand, Nigeria, China, and Russia. Successful proven elements such as the sponsor workshop, which engages sponsoring departments prior to the arrival of the interns to discuss program logistics and expectations of accountability and engagement, were continued. Additionally, the interns completed specialized projects that related to their academic choices and participated in professional development classes on resume writing and interviewing skills and techniques and how to work in teams. They took field trips that focused on team building, the richness of the Anacostia, and topics of ecology and water chemistry. The interns participated in a tree maintenance community service event in partnership with the Anacostia Watershed Society. This year the interns were treated to a Washington Nationals baseball game as part of a new activity, "intern's night out". A total of 18 students continued in the year-round program. These students will conduct independent research and are expected to work on complex technical projects within the Wastewater Treatment, Sewer Service, Information Technology, and External Affairs departments.

FY 2013 Accomplishments, Cont.

The Safe Driving Program continues as an effort to reduce DC Water's liability for preventable accidents and to ensure that employees who drive vehicles as a primary job responsibility learn best practices. Learning and Development in conjunction with Chesapeake Region Safety council partnered to offer Defensive and Attitudinal Dynamics Driving courses. Learning and Development also sought and secured the services of a new vendor, A1- CDL Driving School to provide CDL training for team members. This training has proven beneficial as 95% of the students have successfully completed the course and passed both their CDL learners and license exams.

Mandatory training on DC Water policy topics such as Drug and Alcohol Prevention and Managing Leave continued to be offered. In addition to the traditional courses, Learning and Development partnered with the Finance, Accounting & Budget and the Internal Auditor's office to facilitate Ethics and Fraud Mitigation courses to both union and non union team members. This course ensured that all team members fully understood key terms related to fraud and ethics and introduced them to the new Fraud Hotline. Other Human Capital Management specific courses were offered for Sexual Harassment, Effective Two-Way Communication (supervisors and employees), Collective Bargaining Agreements, Performance Management, and Managing Discipline of Union Employees.

FY 2014 and FY 2015 Training Budgets

The revised FY 2014 and proposed FY 2015 training budgets are summarized in the table below:

Training Type	FY 2014		FY 2015	
	Budget (\$000's)	Percent of Total Budget	Budget (\$000's)	Percent of Total Budget
In-house	\$554	36%	\$519	33%
Contractual training – <i>by department</i>	881	57	976	61
Safety Training	100	7	100	6
Total	\$1,535	100%	\$1,595	100%

A concerted effort continues to be made to create synergy between Human Capital Management and the various departments within the Authority for a more structured approach at universal training resources. The purpose is to ensure that all resources are being maximized to deliver quantifiable ROI. Evaluation of training programs will be structured with the learner in mind; keeping stakeholder expectations around desired results which impact critical behaviors at the forefront of all curriculum design.

In FY 2014, Learning and Development will continue to focus on the need to train beyond the initial job qualifications. Attention will be given to professional and trade certifications. This effort will specifically support the second objective under Goal 1, which is to have 100% team members with the appropriate license or certification by 2015. Additionally, development plans will be created to focus on 4 core areas of development: technical, safety, professional development, and information technology. More specialized small group intact learning and development programs will occur as proactive measures are taken to address identified areas of opportunity within workgroups.

Learning and Development is poised to be a strategic internal business partner in the planning, rollout, management, and support of the various training initiatives that are in queue for the Authority over the next 3 – 5 years. These initiatives span areas to cover Procurement, Wastewater Treatment, Maintenance Services, Clean Rivers, and Customer Service. It is through these partnerships that Learning and Development will be able to assist team members in meeting strategic goals outlined in Blue Horizon 2020; thus helping DC Water achieve the organization's vision of becoming a "World Class Water Utility."



**ASSISTANT
GENERAL
MANAGER
Support Services**

**FACILITIES
MANAGEMENT &
SECURITY
5 - Positions**

POSITIONS				
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
67	60	59	67	67

**FY 2015 Budget
\$13,132,000**

**Security
6 - Positions**

**Office Services
6 - Positions**

**Facilities
Operations
39 - Positions**

**Mechanical
Services
11 - Positions**

FUNCTIONS

- Provide physical security for DC Water employees and property
- Respond to safety and security emergency situations
- Investigate theft, incidents, illegal entries and other security concerns
- Oversee contract guard services
- Parking and Key Control
- DC Emergency Management Agency (EMA) Liaison

FUNCTIONS

- Mail, courier and freight services
- Motor pool services
- Manage DC Water's recycling program (paper, cans, bottles)
- Facilities work order requests and surveys
- Vendor Management
- Manage DC Water's copy services

FUNCTIONS

- Building operations/maintenance
- Coordinate workspace assignments and moves
- Janitorial Service
- Landscaping
- Trash removal
- Procure and assign furniture
- Adequate ground direction and building signage
- Manage cafeteria operations
- Pest control
- Repair fences and rollup doors

FUNCTIONS

- Predictive/preventive maintenance
- Adequate indoor air quality
- Elevator maintenance
- Engage in major construction and renovation projects
- HVAC systems maintenance
- Fire suppression and detection
- Project management

FACILITIES MANAGEMENT & SECURITY

MISSION: Support the operations of the Authority through routine maintenance, custodial services, repair and improvement of its facilities, buildings, grounds and roadways for DC Water's operations. Provide security services and management throughout DC Water.

BUDGET OVERVIEW: The revised FY 2014 is approximately \$0.3 million below the approved FY 2014 budget, due to projected personnel cost adjustments. The proposed FY 2015 budget is higher than the revised FY 2014 budget by approximately \$0.5 million primarily due to increases in personnel costs, offset by decreases in contractual services costs.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	67	67	67	67
Average number of positions filled	60			
Operating Expenses				
Personnel Services including Overtime	5,473	5,886	5,624	6,263
Overtime	250	468	468	200
Non-Personnel Services:				
Supplies	454	468	468	463
Utilities	85	109	109	94
Contractual Services, etc.	5,471	6,360	6,360	6,267
Small Equipment	51	57	57	45
Total Non-Personnel Services	6,061	6,993	6,994	6,869
Total Operations & Maintenance	11,534	12,879	12,618	13,132
Capital Equipment	1,705	1,500	1,510	1,410
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Annual work orders closed	3,000	3,000	3,000	3,000

FACILITIES MANAGEMENT & SECURITY

OVERVIEW

FY 2014 Major Recommended Activities and Changes

- Complete Bryant Street Pumping Station Gutter/Roof Repairs
- Complete 125 O St Complex, Fleet Building Electrical Upgrades
- Complete 125 O St Complex, Fleet Building HVAC Upgrades
- Continue Security Enhancements DC Water-wide
- Continue Building Information Management Preventive Maintenance (PM) program
- Continue office renovations in the Central Maintenance Facility (CMF) and Central Operations Facility (COF) buildings

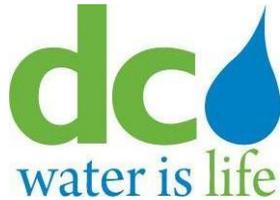
FY 2015 Major Recommended Activities and Changes

- Continue Security Enhancements DC Water-wide
- Continue Building Information Management PM program

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Increased follow-up maintenance during construction, primarily cleaning of streets, roads, interiors will increase some maintenance costs
- Continued improvement of CMF systems and building will reduce overall maintenance efforts, improve space usage and public image
- Continued improvement of 125 O St. systems and buildings will reduce overall maintenance, improve space usage, improve public image
- Mega-projects require significant security upgrades and enhancements which will require increased manning to fully support

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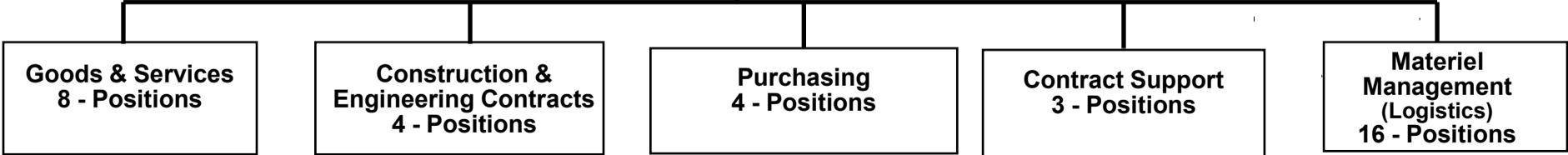


**ASSISTANT
GENERAL
MANAGER
Support Services**

			POSITIONS	
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
38	30	30	38	38

**FY 2015 Budget
\$4,865,000**

**PROCUREMENT
Office of the Director
3 - Positions**



FUNCTIONS

- Manage DC Water's procurement process for large purchases
- Manage DC Water's Cooperative Program contracts
- Manage the post-awards administration of contracts
- Provide administrative support for goods and services procurements
- Provide direction and guidance on procurement policies and procedures

FUNCTIONS

- Manage DC Water's procurement process for large purchases
- Manage DC Water's Cooperative Program contracts
- Manage the post-award administration of contracts
- Provide administrative support for construction and engineering contract services
- Provide direction and guidance on procurement policies and procedures

FUNCTIONS

- Manage DC Water's procurement process for small purchases
- Process all requisitions for large procurements
- Prepare small purchase statistical reports
- Liaison with Finance and IT for improvements to the Lawson Financial Management System

FUNCTIONS

- Manage DC Water's business development program
- Manage the contract compliance program
- Maintain the department's web page
- Maintain Procurement Manual
- Manage DC Water's purchase and travel card programs
- Provide direction and guidance on compliance policies and procedures

FUNCTIONS

- Manage the warehouse and associated functions
- Administer the material control system and associated functions
- Provide direction and guidance on inventory policies and procedures
- Conduct spot, cycle and annual physical inventory
- Manage disposal of excess and obsolete inventory
- Manage Fixed Asset Program

PROCUREMENT

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 LSDBE contracting participation.

BUDGET OVERVIEW: The revised FY 2014 budget is relatively flat compared to the approved FY 2014 budget. The proposed FY 2015 budget is higher than the revised FY 2014 budget by \$0.7 million due to anticipated increases in personnel and contractual services cost.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	32	38	38	38
Average number of positions filled	30			
Operating Expenses				
Personnel Services including Overtime	3,374	3,651	3,645	4,321
Overtime	57	30	30	30
Non-Personnel Services:				
Supplies	18	39	39	39
Utilities	50	63	63	51
Contractual Services, etc.	280	387	387	454
Small Equipment	1	-	-	-
Total Non-Personnel Services	350	489	489	544
Total Operations & Maintenance	3,724	4,140	4,134	4,865
Capital Equipment	1,654		400	
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Timely processing small purchases within 10 working days	95%	95%	95%	95%
Issue Invitation for Bid (IFB) and award contracts within 90 calendar days	95%	95%	95%	95%
Issue Requests for Proposal (RFP) and award contracts within 120 calendar days	95%	95%	95%	95%
Complete Purchase Card authorization process within 30 working days	95%	95%	95%	95%
Ensure applicable contractors submit the EPA monthly reports by the 25th of the month	80%	80%	80%	80%
Issue Procurement request for inventory restock within one (1) business day of approval	95%	95%	95%	95%
System review of warehouse stock deliveries within one (1) business day of truck delivery	95%	95%	95%	95%
System and physical issue of all stock request within same day of authorized request	95%	95%	95%	95%

PROCUREMENT

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Complete automation of compliance monitoring and reporting (implementation)
- Complete automation of Procurement business processes
- Reorganize Procurement staff
- Train procurement staff and end users in new business processes and procedures

FY 2015 Major Recommended Activities and Changes

- Complete reorganization of Procurement staff
- Continue training staff and end users in new business processes and procedures
- Refine and document business processes and procedures

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Reduces personnel costs in procurement and materiel management

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**ASSISTANT
GENERAL
MANAGER**

POSITIONS				
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
10	7	7	10	10

**FY 2015 Budget
\$1,964,000**

**OCCUPATIONAL SAFETY
AND HEALTH**

**Emergency Response
and Planning Program
1 - Position**

**Occupational Safety and
Health Program
8 - Positions**

**Environmental Safety
Program
1 - Position**

Functions

- Coordinate the emergency response and planning activities for all DC Water operations
- Coordinate implementation of the National Incident Management System (NIMS)
- Coordinate DC Water response activities with the District and Regional Authorities
- Develop guidelines for training, conducting drills and updating emergency response plans

Functions

- Maintain an effective Accident Prevention Safety Awareness Program
- Conduct safety inspections of all DC Water facilities
- Develop and analyze safety statistics
- Investigate, evaluate and review all accident, injuries and incidents for effective preventive measures
- Maintain effective safety training guidelines and assistance to ensure DC Water compliance with mandated safety requirements
- Provide safety oversight of the Comprehensive Construction Safety Program and the Rolling Owner Controlled Insurance Program (ROCIP)

Functions

- Ensure DC Water's compliance with environmental safety regulations
- Provide oversight and guidance of DC Water's Hazardous Waste Program
- Generate and provide required safety reports to regulatory agencies
- Provide oversight and management of aboveground and underground storage tanks

OCCUPATIONAL SAFETY AND HEALTH

MISSION: To provide technical services and support that ensures a safe and healthy work environment for all DC Water employees.

BUDGET OVERVIEW: The revised FY 2014 budget increased slightly by approximately \$0.03 million above the approved FY 2014 budget due to personnel services cost adjustments. The proposed FY 2015 budget is lower than the revised FY 2014 budget by \$0.04 million due to reductions in contractual services costs, offset in part by projected increases in personnel services costs.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	10	10	10	10
Average number of positions filled	7			
Operating Expenses				
Personnel Services including Overtime	997	1,268	1,298	1,453
Overtime	0	2	2	2
Non-Personnel Services:				
Supplies	25	50	50	37
Utilities	21	25	25	32
Contractual Services, etc.	311	541	541	432
Small Equipment	43	10	10	10
Total Non-Personnel Services	399	626	626	511
Total Operations & Maintenance	1,396	1,894	1,924	1,964
Capital Equipment				
Targeted Performance Measures	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Reportable accidents per hours worked (Reduce 10%) Target = 9.0	6.6	6.6	6.6	6.6
Lost time due to non-fatal accidents. Target = 2.7	2.7	2.7	2.7	2.7
No of time work stopped due to unplanned unsafe conditions. Target = 0	0.0	0.0	0.0	0.0
No of formally raised safety related employee concerns (reduce 20%)	9	9	9	9
No. of Workplace Violence Incidents	0	0	0	0
% of investigations closed out in 45 days. Target = 100%	100%	100%	100%	100%
No. of Vehicle Accidents (Prev). Target = 15	15	15	15	15

OCCUPATIONAL SAFETY AND HEALTH

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Work in partnership with the operating departments to address the vulnerability assessments conducted in FY 2012 and FY 2013
- Provide program intended to improve core body strength, flexibility, and coordination of employees in an effort to reduce the number of slips, trips, falls, strains, and sprains
- Broaden the use of the Safety Risk System (SRS) based upon the implementation plan developed in FY 2013
- Augment emergency response programs
- Enhance the support to the in-house construction program
- Continue the Automated External Defibrillator (AED) program, including maintenance, installation of new units, monitoring, and registration with DC government
- Create stronger outreach/communication presence to inform and remind employees, contractors and guests about expectations and safe behaviors

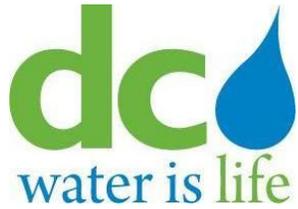
FY 2015 Major Recommended Activities and Changes

- Continue to provide support to the Office of Risk Management in the oversight of the Rolling Owner Controlled Insurance Program for DC Water Contractors
- Continue the AED program, including maintenance, installation of new units, monitoring, and registration with DC government
- Implement a new SRS contract by December 1, 2014 and train needed employees on system use by May 2015

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Two additional positions were approved in FY 2013 to enhance the Rolling Owner Controlled Insurance Program (ROCIP) through increased safety monitoring and oversight of multiple construction projects initiated DC Water-wide

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**ASSISTANT
GENERAL
MANAGER
Support Services**

POSITIONS				
CURRENT			FY 2014	FY 2015
Authorized	Average Positions Filled	Year-End Positions Filled		
6	5	5	6	6

**FY 2015 Budget
\$5,365,000**

**FLEET
MANAGEMENT**

**Maintenance
2 - Positions**

**Administrative
3 - Positions**

**Acquisition
1 - Position**

FUNCTIONS

- Preventive and repair maintenance
- Management of vehicles, equipment and parts
- Manage fleet maintenance contractor and vendors
- Manage the DC Water loaner pool program

FUNCTIONS

- Fleet Rightsizing – Process Improvements
- Contract monitoring
- Budget Management
- Performance Measurements - percent of uptime/availability
- Monitor fuel usage

FUNCTIONS

- Acquisition/Disposition of vehicles/equipment
- Inventory control
- Integration and retrofitting of vehicles

FLEET MANAGEMENT

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

BUDGET OVERVIEW: The revised FY 2014 budget is relatively flat compared to the approved FY 2014 budget. The proposed FY 2015 budget increase of \$0.4 million above the revised FY 2014 budget is primarily due to projected vehicle maintenance and repairs costs under contractual services.

	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Positions: (FTE's)				
Number of authorized positions	6	6	6	6
Average number of positions filled	5			
Operating Expenses				
Personnel Services including Overtime	628	749	755	837
Overtime	2	1	1	2
Non-personnel Services:				
Supplies	10	12	12	11
Utilities	1,015	1,057	1,057	1,148
Contractual Services, etc.	2,719	3,016	3,016	3,284
Small Equipment	36	85	85	85
Total Non-Personnel Services	3,781	4,169	4,169	4,528
Total Operations & Maintenance	4,408	4,918	4,924	5,365
Capital Equipment	3,837	1,150	3,611	3,897
Targeted Performance Measures				
	FY 2013 Projection	FY 2014 Approved	FY 2014 Revised	FY 2015 Proposed
Preventive maintenance completed on schedule	97%	96%	96%	97%
Vehicles available for use	96%	96%	97%	97%
DC Water Priority vehicle in-service	96%	96%	96%	96%

FLEET MANAGEMENT

OVERVIEW

FY 2014 Major Planned Activities and Changes

- Continue to purchase electric vehicles
- Continue to purchase fuel efficient vehicle/equipment
- Continue purchasing hybrid vehicles
- Continue to review DC Water vehicle operators driving records' "W" Endorsement program
- Complete implementation of the Fleet Management Information System (FMIS) for capturing and reporting of vehicle related information
- Continue the Vehicle Appearance Program
- Reduce fuel consumption
- Continue the "Right Sizing" program

FY 2015 Major Recommended Activities and Changes

- Continue the "Right Sizing" program
- Continue purchasing fuel efficient vehicles
- Replace gasoline vehicles with electric where possible and practical
- Continue purchasing hybrid vehicles
- Continue the Vehicle Appearance Program

Impact of Capital Projects on FY 2014 and FY 2015 Operating Expenditures

- Increase in replacement of aging fleet inventory with fuel efficient vehicles/equipment
- Reduce vehicle downtime
- Reduce fuel usage
- Improve customer services/satisfaction



Vehicle In-Service Percentage

