



Washington Suburban Sanitary Commission

*Fiscal Year 2019
Preliminary
Proposed Budget*

July 1, 2018 to June 30, 2019



***Fiscal Year 2019
Preliminary Proposed Budget***

Thomasina V. Rogers, Chair

T. Eloise Foster, Vice Chair

Fausto R. Bayonet, Commissioner

Omar M. Boulware, Commissioner

Howard A. Denis, Commissioner

Chris Lawson, Commissioner

Carla A. Reid, General Manager/CEO

ATTEST: Sheila R. Finlayson, Esq., Corporate Secretary

BUDGET - LEGAL STATUS

Section 17-202 of the Public Utilities Article, Annotated Code of Maryland: "The Commission: (1) before January 15 of each year, shall prepare capital and operating budgets for the next fiscal year that shall include projects and contracts authorized under SS17-204 and 17-205 of this subtitle; (2) shall make available to the public, on request, copies of the budgets described in item (1) of this subsection; (3) before February 15 of each year, shall hold a public hearing on the proposed capital and operating budgets after giving at least 21 days' notice of the hearing by publication in at least two newspapers of general circulation in Montgomery County and two newspapers of general circulation in Prince George's County."

NOTICE OF PUBLIC HEARINGS

The Washington Suburban Sanitary Commission will hold public hearings on its Capital and Operating Budget for Fiscal Year 2019 at the following times and locations:

Monday, February 5, 2018
7:30 p.m.
Montgomery County
Stella B. Werner Building
3rd Floor Hearing Room
100 Maryland Avenue
Rockville, MD 20850

Thursday, February 8, 2018
7:30 p.m.
Prince George's County
Prince George's Community College
Largo Student Center Community Room A
301 Largo Road
Largo, MD 20774

Customers, bond holders, and other interested persons are invited. Persons desiring to speak at any of the hearings should contact the WSSC's Budget Division at 301-206-8110 to be placed on the list of speakers in advance of the hearings. ***(PLEASE NOTE: IF EITHER OF THE ABOVE PUBLIC HEARINGS IS CANCELLED DUE TO INCLEMENT WEATHER, AN ADDITIONAL PUBLIC HEARING IS SCHEDULED FOR FEBRUARY 14, 2018, AT 7:30 P.M., AT WSSC'S RICHARD G. HOCEVAR BUILDING, 14501 SWEITZER LANE, LAUREL, MARYLAND, 20707).***

TIME SCHEDULE FOR THE FISCAL YEAR 2019 BUDGET

Public Hearings by the Commission	February 5 and 8, 2018
Submission to County Executives	March 1, 2018
Approval by the County Councils	June 1, 2018
Budget Effective Date	July 1, 2018

THIS BUDGET WILL NOT BE ADOPTED BY THE COMMISSIONERS UNTIL ALL HEARINGS HAVE BEEN COMPLETED.



OUR MISSION:

We are entrusted by our community to provide safe and reliable water, life's most precious resource, and return clean water to our environment, all in an ethical, sustainable, and financially responsible manner.

**WASHINGTON SUBURBAN SANITARY COMMISSION
FISCAL YEAR 2019 PRELIMINARY PROPOSED BUDGET**

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FISCAL YEAR 2019 PRELIMINARY PROPOSED BUDGET**

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14501 Sweitzer Lane, Laurel, MD 20707-5901
(301) 206-8000 1(800) 828-6439 TTY: (301) 206-8345 www.wsscwater.com

January 15, 2018

To The Honorable:

Rushern L. Baker, III, Prince George's County Executive
Isiah Leggett, Montgomery County Executive

Dannielle M. Glaros, Chair, Prince George's County Council
Hans Riemer, President, Montgomery County Council

Members of Prince George's County Council
Members of Montgomery County Council

Elected Officials, Valued Customers, and Interested Citizens:

We are hereby transmitting the Preliminary Proposed Fiscal Year 2019 (FY'19) Capital and Operating Budget Document for the Washington Suburban Sanitary Commission (WSSC). This document is released and distributed on this date for review by interested customers, citizens, and elected officials.

This proposed budget reflects our continued mission to provide safe and reliable water, life's most precious resource, and return clean water to the environment, all in an ethical, sustainable, and financially responsible manner. The programs, goals, and objectives included in this budget seek to achieve the Commission's mission through the following strategic priorities:

- Protect Our People, Infrastructure, Systems, and Resources
- Improve Infrastructure
- Enhance Customer Experience and Community Engagement
- Achieve Business Process Excellence and Maintain Financial Stability
- Inspire Employee Engagement

FY'19 Proposed Capital and Operating Budgets

The preliminary proposed budget for FY'19 for all operating and capital funds totals \$1.483 billion or \$55.8 million (3.9%) more than the Approved FY'18 Budget. The preliminary proposed operating budget of \$782.5 million represents an increase of \$41.3 million (5.6%) over the FY'18 Approved Operating Budget of \$741.2 million. This increase is primarily driven by an increase of \$30.4 million to debt service and PAYGO to support infrastructure renewal in the FY19 capital budget. The preliminary proposed capital budget of \$700.0 million represents an increase of \$14.5 million (2.1%) over the FY'18 Approved Capital Budget of \$685.5 million. This increase is primarily driven by the Advanced Metering Infrastructure project.

The preliminary proposed budget calls for a combined 5.0% average increase in water and sewer rates. This increase will allow investments in our FY'19 Capital Improvements Program (CIP) to stay at current levels, continuing our aggressive efforts to repair and replace our aging infrastructure and support ongoing initiatives to improve customer service. We are extremely proud that in our century of service to our community, we have never had a single drinking water quality violation. Maintaining WSSC's current level of investment in the CIP is the driving force behind the need for this increase and will allow us to continue to meet strict Safe Drinking Water Act standards. It is important to know that nearly 80 percent of our proposed CIP cannot be cut as it involves projects either mandated by the federal and state governments or those already under construction. This includes work associated with the Sanitary Sewer Overflow and Potomac River federal consent decrees. Projects to enhance safety/security of our water infrastructure, comply with environmental regulations and modernize Information Technology to streamline our business processes also are behind the need for this increase.

WSSC will continue to look for opportunities to cut costs in this budget without negatively impacting customer service. Operating reductions of \$18 million were made to departments in FY'18 and no new positions have been created since the FY'17 budget. Any new positions in the FY'19 budget will come from existing vacancies. This proposed increase also meets the upper limit of the Spending Affordability Guidelines as Prince George's and Montgomery counties recommended 4.0% and 5.0% respectively. With this change, the average residential bill is less than 1% of the median household income and WSSC rates continue to be favorable when compared to similarly sized water and sewer utilities. A 5.0% rate increase will add \$2.26 per month to the bill of a customer using 143 gallons per day.

However, it should be noted that WSSC's budget is not driven by the consumer price index (CPI) but rather is capital intensive and is driven by the construction market, commodity prices and other factors including compliance with the Sanitary Sewer Overflow (SSO) Consent Decree and the Potomac River Consent Decree; environmental regulation compliance; maintaining the security of our water infrastructure and for our employees working in the field; and Information Technology improvements to streamline our business processes. Many of these costs are legally mandated and not easily deferred or reduced. Potential reductions to the Proposed FY'19 Capital Improvement Plan are currently under review in an effort to further reduce the preliminary proposed rate increase.

Customer Affordability

Like many utilities across the country, WSSC continues to face the challenge of balancing increasing costs for infrastructure and operations with affordability considerations for our customers. While the average costs to ensure access to clean, safe drinking water and efficient wastewater treatment remains a bargain when compared to other household utilities and expenses, there are still too many residents who struggle to meet their monthly expenses. WSSC's Customer Assistance Program (CAP) was created in FY'16 to help economically disadvantaged customers by providing financial assistance with water and sewer bills. The CAP has already benefitted 9,000 WSSC customers and our commitment to this vital program continues in FY'19 with \$888,000 in revenue offsets. Moving forward, we are working with a nationally-renowned customer affordability expert to enhance and improve our assistance program in time for the implementation of the new rate structure in FY'20.

Spending Affordability Guideline Limitations

WSSC staff had originally recommended a water and sewer rate increase of 6.2% as part of the FY'19 Spending Affordability Guideline process with Montgomery and Prince George's counties. In order to reconcile the Commission's planned FY'19 service program to the Counties' Spending Affordability Guidelines, it was necessary to uphold several very difficult decisions about previous reductions to existing programs during the FY'18 budgeting process and the continued deferral of the implementation of several initiatives to improve customer service and system reliability. This is the second consecutive year that the WSSC budget includes no new positions. This will prevent WSSC from implementing several important initiatives to support and advance our strategic priorities, including:

- Implementing a system-wide hydrant flushing program as a preventative maintenance practice to deliver on our clean water mission;
- Testing all 43,000 fire hydrants in our service area on a ten-year cycle: a best practice recommended by the American Water Works Association;
- Expanding our leak detection program to identify leak locations and provide proactive repairs; and
- Accelerating large water valve inspections from a four year to a three-year cycle.

In addition to deferring implementation of these and other important service improvements, it should be noted that the nearly \$17 million in FY'18 reductions to existing budgets were not reinstated. We will work diligently over the next year to maintain service at current expected levels despite these reductions though it may be necessary to pull back on certain preventative and non-essential services during FY'19 in order to remain within approved budget limitations.

Cost Saving Measures

This budget reflects the Commission's continuing commitment to maintaining affordability through the active pursuit and implementation of cost savings measures. Our efforts in the Supply Chain Management Transformation project, which has been

supported by the Commission and both Counties since FY'13, have produced significant cost reductions in excess of \$33 million in the operating and capital budgets since the inception of this program and cost avoidance savings of more than \$43 million in the same time period. If not for these intensive efforts in contract negotiation and cost management, additional rate increases or service reductions would have been necessary. During FY'17, our efforts resulted in \$11.3 million in cost reductions and \$18.5 million in cost avoidances over the terms of the contracts awarded.

WSSC has also seen a significant reduction in both bio-solids hauling requirements and lower energy costs for regional sewage disposal due to our investment in the Blue Plains digester program. This investment resulted in a \$5.3 million rebate from DC Water to WSSC in FY'16 and a \$6.8 million rebate in FY'17. In anticipation of continued savings, the FY'19 proposed regional sewage disposal budget remains flat as these adjustments have been reflected in the FY'18 budget. However, it should be noted that DC Water's operation and maintenance cost share methodology within the Blue Plains Inter-Municipal Agreement has been revised. As a result, the cost reductions for regional sewage disposal reflected in the budget may not be fully realized.

Water and Sewer Infrastructure Reliability

The state of WSSC's infrastructure remains a significant concern as our buried assets continue to age. On the water side, the preliminary budget proposes the rehabilitation of 45 miles of smaller water mains (<16 inches in diameter). This represents a reduction of 10 miles from the approved FY'18 level of 55 miles and is based upon the prioritization and recommendations in the FY'19 Enterprise Asset Management Plan. This budget also proposes increased funding for house connection renewals and the ongoing replacement of large water service meters and vaults. For large diameter water mains, the Pre-Stressed Concrete Cylinder Pipe (PCCP) Program provides for the ongoing acoustic fiber optic (AFO) monitoring of 107 miles of pipe, inspection of 18 miles of PCCP, and repairs or replacements of large diameter pipes. Funding is also included for large valve inspection, replacement, and repairs as well as for the planning, design, and construction required for the implementation of short-term operational and long-term capital improvements at the Potomac Water Filtration Plant (WFP) to comply with the Potomac WFP Consent Decree. On the wastewater side, funding is provided for continued compliance with the Consent Decree which continues to be a major cost driver in both the operating and capital budgets.

System Development Charge

State law provides that the System Development Charge (SDC), a charge to new applicants for WSSC service that is intended to recover growth costs, may be adjusted annually by the change in the Consumer Price Index for the Washington, DC metropolitan area (CPI-W). Historically, we have adjusted the maximum allowable charge based on the change in the November CPI-W. We plan to increase the maximum allowable charge by the change in the CPI-W.

Looking at the charge itself, with no change from the current level of charges, our analyses show that over the upcoming six years, the SDC fund may encounter a deficit situation, whereby the Commission would need to issue debt for growth construction

projects that would be supported by SDC revenue. Although we are not recommending an increase at this time, the Commission should begin to have conversations with both counties on the advisability of increasing the SDC in order to ensure that it continues to cover all growth-related costs.

Spending Affordability

The Commission, in cooperation with the Montgomery County and Prince George’s County governments, continues to participate in the spending affordability process. The spending affordability process focuses debate, analysis, and evaluation on balancing affordability considerations against the provision of resources necessary to serve existing customers (including infrastructure replacement/rehabilitation), meet environmental mandates, maintain affordable rates, and maintain operating and capital budgets and debt service at prudent and sustainable levels. In October 2017, the Montgomery County Council and Prince George’s County Council approved resolutions establishing four limits on the WSSC’s FY’19 budget. As indicated in the following table, the proposed FY’19 budget is in compliance with three of the spending affordability limits.

WSSC FY’19 Proposed Budget vs. Spending Affordability Limits
(\$ in Millions)

	<u>FY’19 Proposed Budget</u>	<u>Prince George’s County Limit</u>	<u>Montgomery County Limit</u>
New Water and Sewer Debt	\$502.4	\$435.9	\$546.9
Total Water and Sewer Debt Service	\$279.7	\$277.6	\$281.2
Total Water/Sewer Operating Expenses	\$763.7	\$757.6	\$763.7
Water/Sewer Bill Increase	5.0%	4.0%	5.0%

In addition to reviewing expenses and revenues for water and sewer services, we have analyzed the cost and current fee levels for other WSSC services. Based upon these analyses, some new fees and adjustments to current fees are recommended in Table XI to align fees with program costs (pages 22 through 32).

Budget Review Process


The FY’19 Preliminary Proposed Budget will be the subject of continuing analysis and refinement until the Commissioners transmit a proposed budget on or before March 1, 2018. WSSC recognizes that an important part of the budget process is to seek input from our customers and other concerned individuals. In that regard, Public Hearings will be held on the Preliminary Proposed Budget

as follows:

- Monday, February 5, 2018, at 7:30 p.m., at the Stella B. Werner Office Building, 7th Floor Council Hearing Room, 100 Maryland Avenue, Rockville, MD;
- Thursday, February 8, 2018, at 7:30 p.m., at the Prince George's Community College in Largo, MD; and
- If either of the hearings is cancelled due to inclement weather, a contingent hearing has been set for Wednesday, February 14, 2018, at 7:30 p.m., at the Richard G. Hocevar Building, Lobby Level Commission Auditorium, 14501 Sweitzer Lane, Laurel, MD.

The purpose of these hearings is to obtain comments from interested citizens before transmittal of the budget to the County Executives by March 1, 2018. Persons desiring to speak at either of the hearings should contact the WSSC's Budget Division at 301-206-8110 to be placed on the list of speakers in advance of the hearings. The public hearing record will remain open until February 22, 2018. Persons who wish to submit a written statement for inclusion in the record of the hearings should e-mail the statement to BudgetGroup@wsscwater.com or send it to Mrs. Letitia Carolina-Powell, Budget Division Manager, WSSC, 14501 Sweitzer Lane, Laurel, MD 20707.

The Preliminary Proposed Budget will receive further consideration by the Commission following the WSSC public hearings, and is subject to the Counties' hearings, procedures, and decisions, as provided under Section 17-202 of the Public Utilities Article, of the Annotated Code of Maryland, before the final budget is adopted for the fiscal year beginning July 1, 2018.

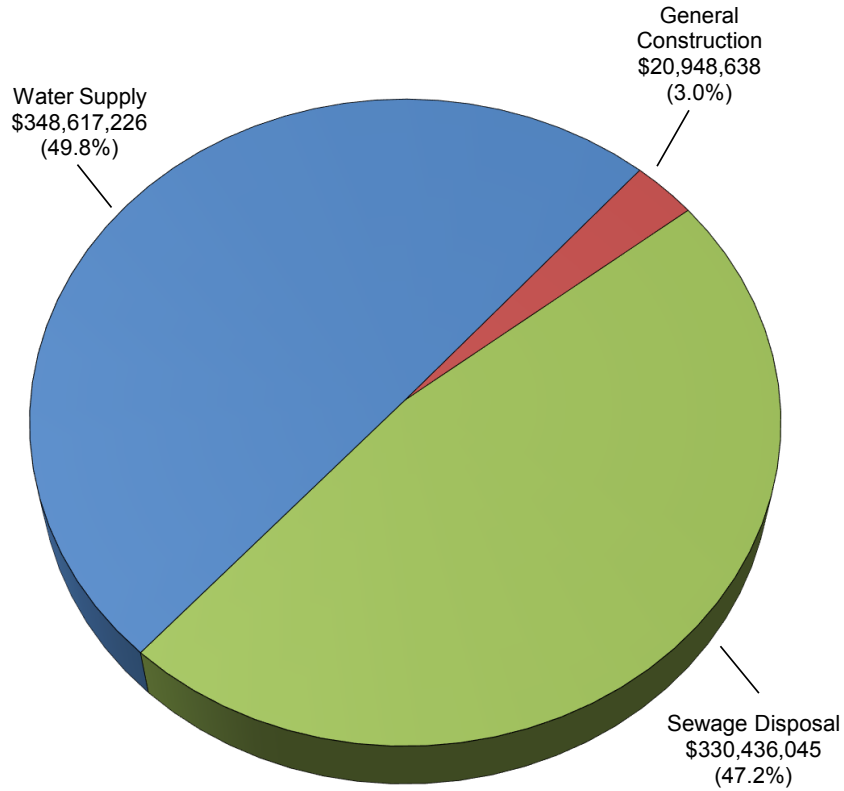


Thomasina V. Rogers, Chair
Washington Suburban Sanitary Commission

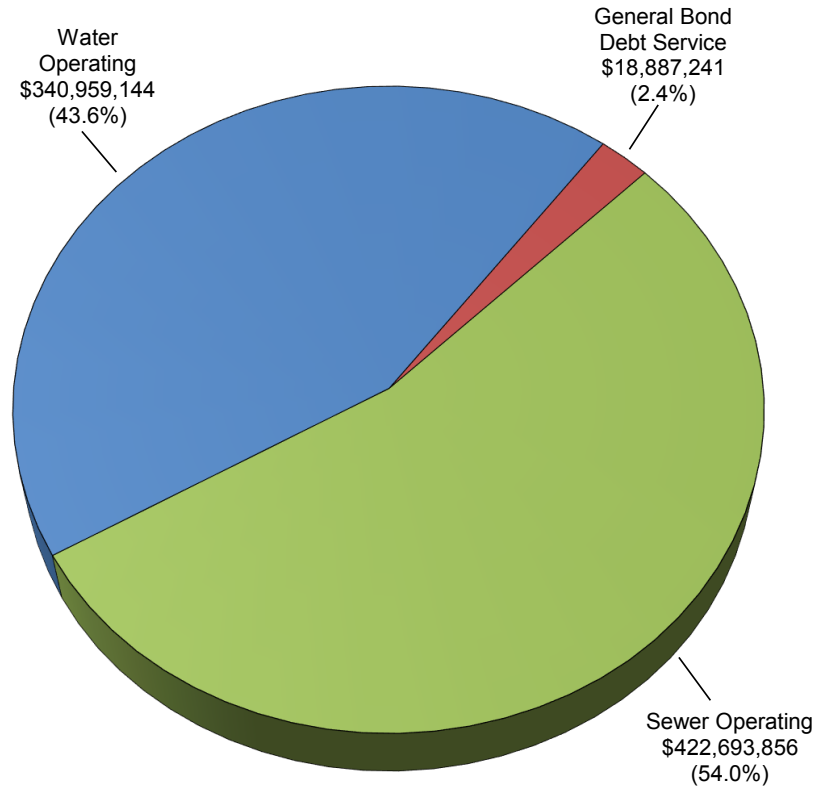
OVERVIEW & BUDGET SUMMARIES

FY 2019 PROPOSED BUDGET BY FUND

CAPITAL = \$700,001,909



OPERATING = \$782,540,241



GRAND TOTAL = \$1,482,542,150

TABLE I

Comparative Expenditures by Fund

	FY'16 Actual	FY'17 Actual	FY'18 Approved	FY'19 Proposed	FY'19 Over/(Under) FY'18	% Change
Capital Funds						
Water Supply	\$ 249,907,950	\$ 263,568,816	\$ 342,444,918	\$ 348,617,226	\$ 6,172,308	1.8%
Sewage Disposal	387,241,984	280,632,043	323,054,156	330,436,045	7,381,889	2.3%
General Construction	13,048,998	12,783,881	20,010,242	20,948,638	938,396	4.7%
Total Capital	<u>650,198,932</u>	<u>556,984,740</u>	<u>685,509,316</u>	<u>700,001,909</u>	<u>14,492,593</u>	<u>2.1%</u>
Operating Funds						
Water Operating	282,951,957	300,598,657	321,017,005	340,959,144	19,942,139	6.2%
Sewer Operating	343,235,028	374,234,124	404,331,357	422,693,856	18,362,499	4.5%
General Bond Debt Service	19,852,305	15,557,107	15,887,815	18,887,241	2,999,426	18.9%
Total Operating	<u>646,039,290</u>	<u>690,389,888</u>	<u>741,236,177</u>	<u>782,540,241</u>	<u>41,304,064</u>	<u>5.6%</u>
GRAND TOTAL	<u>\$ 1,296,238,222</u>	<u>\$ 1,247,374,628</u>	<u>\$ 1,426,745,493</u>	<u>\$ 1,482,542,150</u>	<u>\$ 55,796,657</u>	<u>3.9%</u>

FY 2019 PROPOSED BUDGET BY MAJOR EXPENSE CATEGORY

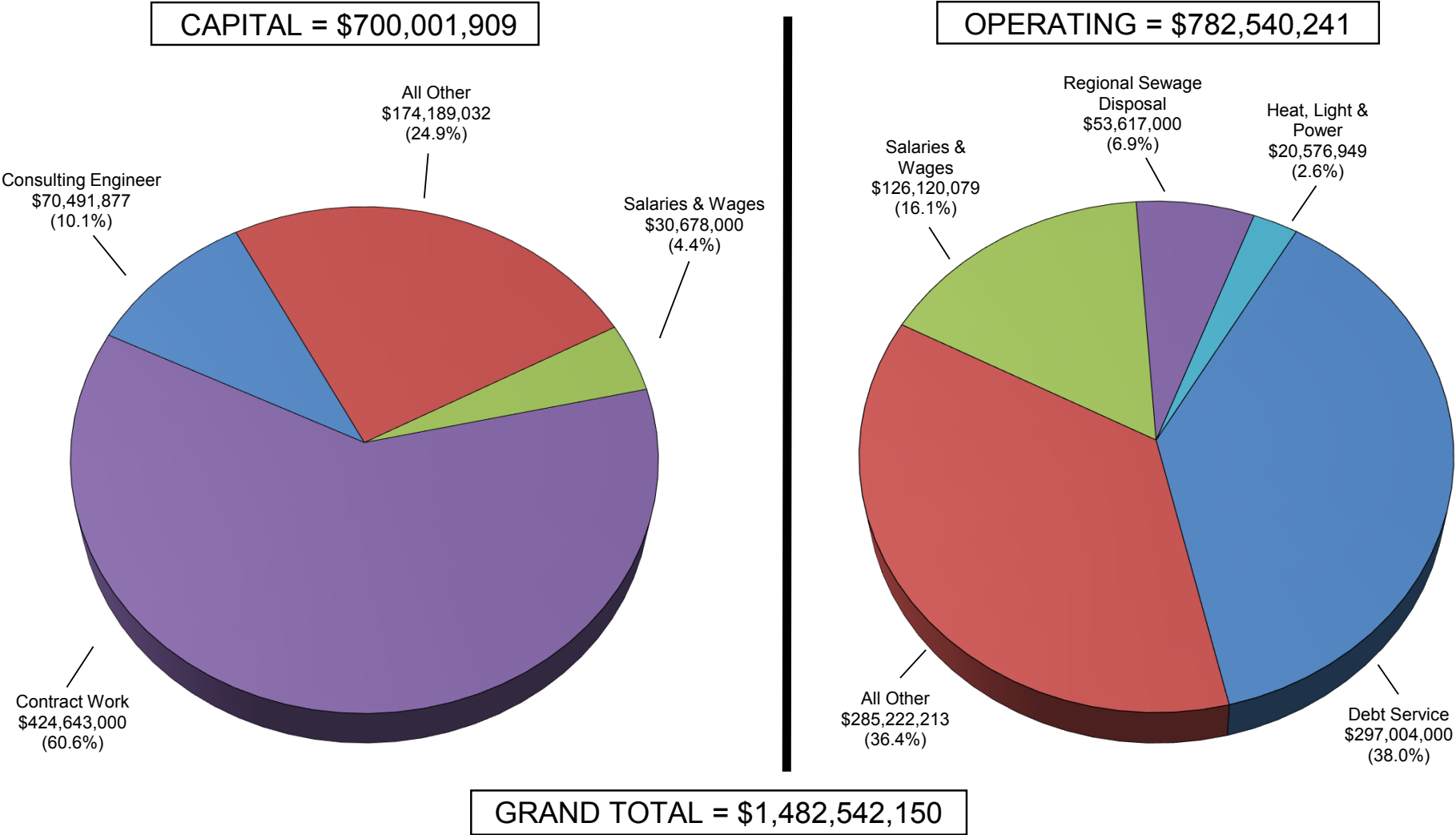


TABLE II

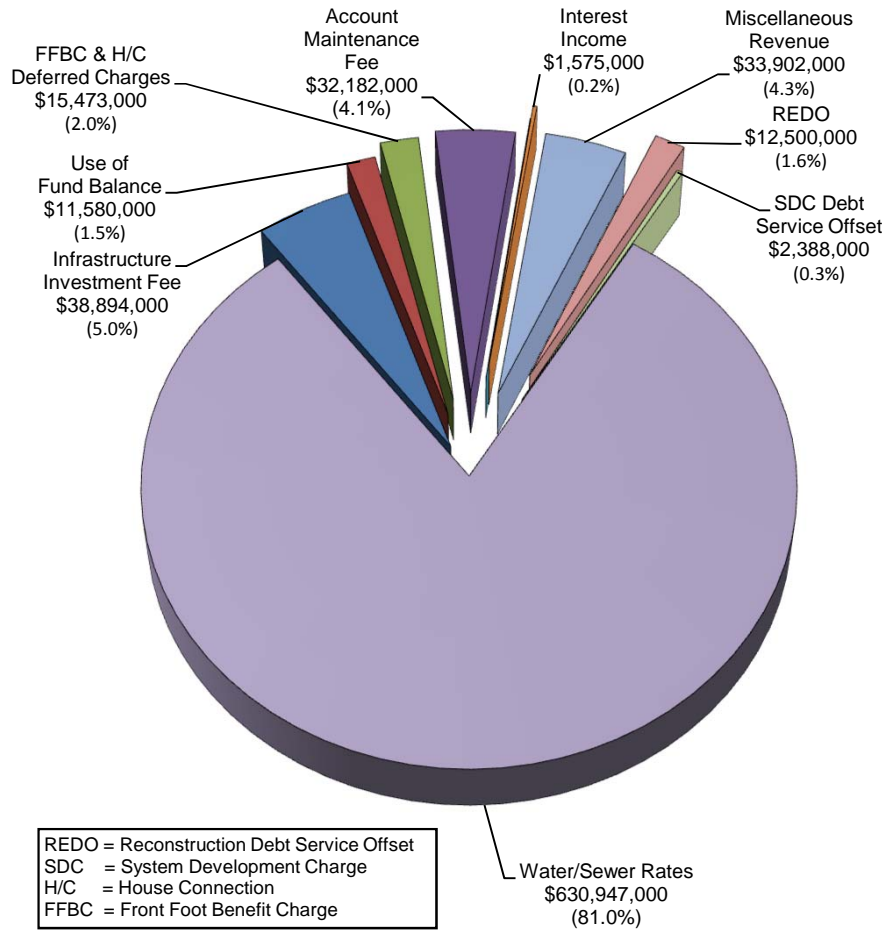
Comparative Expenditures by Major Expense Category

(\$ in Thousands)

Expense Categories	FY'17 Actual			FY'18 Approved			FY'19 Proposed		
	Capital	Operating	Total	Capital	Operating	Total	Capital	Operating	Total
Salaries & Wages	\$30,229	\$109,747	\$139,976	\$30,009	\$120,919	\$150,928	\$30,678	\$126,120	\$156,798
Heat, Light & Power	-	22,099	22,099	-	22,028	22,028	-	20,577	20,577
Regional Sewage Disposal	-	53,946	53,946	-	53,617	53,617	-	53,617	53,617
Contract Work	328,614	-	328,614	453,397	-	453,397	424,643	-	424,643
Consulting Engineers	53,763	-	53,763	57,814	-	57,814	70,492	-	70,492
All Other	144,379	253,853	398,232	144,289	273,456	417,745	174,189	285,222	459,411
Debt Service	-	250,745	250,745	-	271,216	271,216	-	297,004	297,004
TOTAL	\$556,985	\$690,390	\$1,247,375	\$685,509	\$741,236	\$1,426,745	\$700,002	\$782,540	\$1,482,542

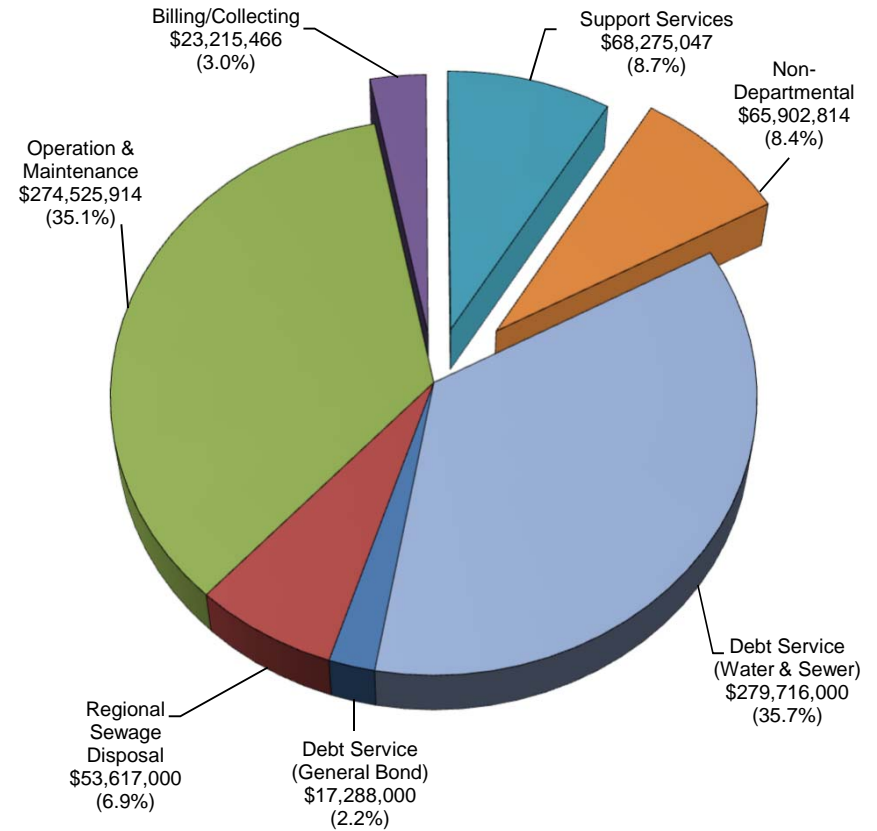
FY 2019 PROPOSED BUDGET OPERATING

FUNDING SOURCES



TOTAL SOURCES = \$779,441,000

FUNDING USES



TOTAL USES = \$782,540,241

TABLE III

FY 2018 - FY 2019 Summary of Revenue & Expenses

	Water Operating Fund		Sewer Operating Fund		General Bond Debt Service Fund		Capital Funds	
	2018 Approved	2019 Proposed	2018 Approved	2019 Proposed	2018 Approved	2019 Proposed	2018 Approved	2019 Proposed
REVENUES								
Water Consumption Charges	\$ 267,080,000	\$ 276,909,584	\$ -		\$ -	\$ -	\$ -	\$ -
Sewer Use Charges	-		333,822,000	354,037,416	-	-	-	-
Front Foot Benefit & House Connection Charges (Deferred)	-		-		18,852,000	15,473,000	-	-
Account Maintenance Fees	16,380,000	16,412,820	15,738,000	15,769,180	-	-	-	-
Infrastructure Investment Fee	19,796,560	19,835,940	19,019,440	19,058,060	-	-	-	-
Interest Income	100,000	100,000	600,000	1,400,000	20,000	75,000	-	-
Miscellaneous	17,660,445	17,554,000	15,871,917	16,108,000	240,000	240,000	-	-
Use of Fund Balance								
Other	-	5,905,800	11,580,000	5,674,200	7,700,000	12,500,000	-	-
Reconstruction Debt Service Offset	-	4,000,000	7,700,000	8,500,000	(7,700,000)	(12,500,000)	-	-
SDC Debt Service Offset	-	241,000	-	2,147,000	-	-	-	-
Bonds & Cash	-	-	-	-	-	-	614,459,316	644,592,909
Anticipated Contributions:								
Federal & State Grants	-	-	-	-	-	-	10,780,000	11,924,000
System Development Charge	-	-	-	-	-	-	32,189,000	23,647,000
Other	-	-	-	-	-	-	28,081,000	19,838,000
TOTAL REVENUES	\$ 321,017,005	\$ 340,959,144	\$ 404,331,357	\$ 422,693,856	\$ 19,112,000	\$ 15,788,000	\$ 685,509,316	\$ 700,001,909
EXPENSES								
Salaries & Wages	\$ 64,169,215	\$ 67,491,923	\$ 56,106,695	\$ 58,095,137	\$ 643,475	\$ 533,019	\$ 30,008,906	\$ 30,678,000
Heat, Light & Power	11,760,491	10,641,982	10,254,440	9,934,967	13,330	-	-	-
Regional Sewage Disposal	-		53,617,000	53,617,000	-	-	-	-
Contract Work	-		-		-	-	453,397,029	424,643,000
Consulting Engineers	-		-		-	-	57,813,906	70,491,877
Contribution to Required Reserve	-		-		-	-	-	-
All Other	125,604,299	127,759,739	116,572,222	121,546,452	1,086,010	1,066,222	144,289,475	174,189,032
Debt Service	106,320,000	119,372,600	150,751,000	160,343,400	14,145,000	17,288,000	-	-
PAYGO	13,163,000	15,692,900	17,030,000	19,156,900	-	-	-	-
TOTAL EXPENSES	\$ 321,017,005	\$ 340,959,144	\$ 404,331,357	\$ 422,693,856	\$ 15,887,815	\$ 18,887,241	\$ 685,509,316	\$ 700,001,909
Net Increase (Decrease) in Fund Balance	-	-	-	-	3,224,185	(3,099,241)	-	-
Fund Balance - July 1	\$ 39,968,000	\$ 39,968,000	\$ 148,545,000	\$ 136,965,000	\$ 54,839,000	\$ 50,363,185	\$ -	\$ -
Net Increase (Decrease) in Fund Balance	-	-	-	-	3,224,185	(3,099,241)	-	-
Use of Fund Balance	-	(5,905,800)	(11,580,000)	(5,674,200)	(7,700,000)	(12,500,000)	-	-
Fund Balance - June 30	\$ 39,968,000	\$ 34,062,200	\$ 136,965,000	\$ 131,290,800	\$ 50,363,185	\$ 34,763,944	\$ -	\$ -

TABLE IV

FY 2018 Projected Budget Compared to FY 2019 Proposed - Change in Ending Fund Balance

	FY 2018 Projected Ending Fund Balance	FY 2019 Proposed Ending Fund Balance	Change in Fund Balance	% Change
Water Operating Fund	\$ 39,968,000	\$ 34,062,200	\$ (5,905,800)	-14.8%
Sewer Operating Fund	136,965,000	131,290,800	(5,674,200)	-4.1
General Bond Debt Service Fund	50,363,185	34,763,944	(15,599,241)	-31.0
Capital Fund	-	-	-	-
	<u>\$ 227,296,185</u>	<u>\$ 200,116,944</u>	<u>\$ (27,179,241)</u>	<u>-12.0%</u>

Explanation of Changes in Fund Balance

Water and Sewer Operating Funds – The FY 2019 proposed ending fund balances are lower than the projected FY 2018 ending fund balances for the combined Water and Sewer Operating Funds. A majority of the change is due to planned use of fund balance to finance the IT Strategic Plan.

General Bond Debt Service Fund – The FY 2019 proposed ending fund balance is 31.0% lower than the projected FY 2018 ending fund balance for the General Bond Debt Service Fund. Revenues for this fund are derived from Front Foot Benefit and House Connection Charges. These types of mains and lines are now built by developers. The revenues that are currently collected are from prior assessments that are paid over a multi-year period. Surplus funds that have accumulated in the General Bond Debt Service Fund are transferred to the Water and Sewer Operating Funds to benefit all rate payers.

TABLE V

Comparative Expenditures by Organizational Unit

	FY'18 Approved		FY'19 Proposed	
	Workyears	Amount	Workyears	Amount
Commissioners/Corporate Secretary's Office	2	\$ 380,735	2	\$ 390,768
Internal Audit	10	1,308,751	10	1,348,142
General Manager's Office	10	1,621,640	9	1,598,034
WSSC Stat Office	4	685,726	4	684,350
General Counsel's Office (includes Claims Unit)	26	10,527,054	25	10,392,624
Police & Homeland Security	41	5,403,062	41	5,557,088
Strategic Partnerships				
Customer Service Department	101	8,104,616	102	8,522,922
Intergovernmental Relations Office	4	714,808	4	723,476
Communications & Community Relations Office	19	2,756,222	19	3,111,669
Human Resources Office	36	5,880,431	36	6,054,817
Equal Employment Opportunities Office	1	127,423	1	228,994
Operations				
Engineering & Construction Department	377	618,045,772	378	617,194,740
Production Department	332	171,942,315	332	160,340,070
Utility Services Department	499	114,009,997	499	128,880,468
Asset Management Office	8	3,310,489	8	3,468,777
Administration				
Finance Department	64	7,198,969	64	7,691,928
Information Technology Department	104	45,053,733	104	70,216,982
General Services Office	94	18,057,793	94	18,441,208
Procurement Office	35	3,388,073	35	3,677,370
Office of Supplier Diversity & Inclusion	9	1,378,288	9	1,414,076
Non-Departmental (Finance)		52,090,496		51,632,573
Non-Departmental (Human Resources)		36,724,900		34,524,900
Debt Service		271,216,000		297,004,000
PAYGO		30,193,000		34,849,800
Depreciation Expense		16,625,200		14,592,374
SUMMARY-TOTAL	<u>1,776</u>	<u>\$ 1,426,745,493</u>	<u>1,776</u>	<u>\$ 1,482,542,150</u>

PROPOSED RATES, FEES, & RATE IMPACTS

TABLE VI

Combined Water/Sewer Operating Funds - FY'19 Proposed Rate Impact

(\$ in Thousands)

(5.0% AVERAGE RATE INCREASE PROPOSED FOR FY'19)

<u>Funding Sources</u>	<u>FY'19 Proposed</u>
<u>Revenues at Current Rates</u>	
Consumption Charges	\$ 600,902
Account Maintenance Fee	32,182
Infrastructure Investment Fee	38,894
Miscellaneous Revenues	35,162
Sub-Total	<u>707,140</u>
Reconstruction Debt Service Offset	12,500
SDC Debt Service Offset	2,388
Use of Prior Year Net Revenue	11,580
Total Funding Sources	<u>733,608</u>
<u>Requirements</u>	
Operating, Maintenance & Support Services Expenses	449,087
Debt Service	279,716
PAYGO	34,850
Operating Reserve Contribution	-
Total Requirements	<u>763,653</u>
Shortfall to be Covered by Rate Increase	<u>\$ (30,045)</u>
 PROPOSED AVERAGE WATER AND SEWER RATE INCREASE	 5.0%

TABLE VII**Annual Customer Bills At Various Consumption Levels**

Average Daily Consumption (ADC) Gallons Per Day	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
100 (36,500 GAL/YR) 3/4" Residential Meter	\$ 395.86	\$ 443.51	\$ 478.10	\$ 490.87	\$ 509.85
143 (52,195 GAL/YR) 3/4" Residential Meter	547.16	596.38	635.52	653.78	680.93
500 (182,500 GAL/YR) 3/4" Residential Meter	2,973.13	3,046.33	3,159.75	3,265.60	3,422.55
1,000 (365,000 GAL/YR) 2" Meter	6,394.40	6,730.45	7,286.60	7,512.90	7,841.40
5,000 (1,825,000 GAL/YR) 3" Meter	32,031.75	33,408.00	35,527.00	36,676.75	38,374.00
10,000 (3,650,000 GAL/YR) 6" Meter	66,611.50	69,466.50	73,967.60	76,340.00	79,880.50

Annual customer bills include the Account Maintenance Fee shown on page 20 and the Infrastructure Investment Fee shown on page 21.

TABLE VIII

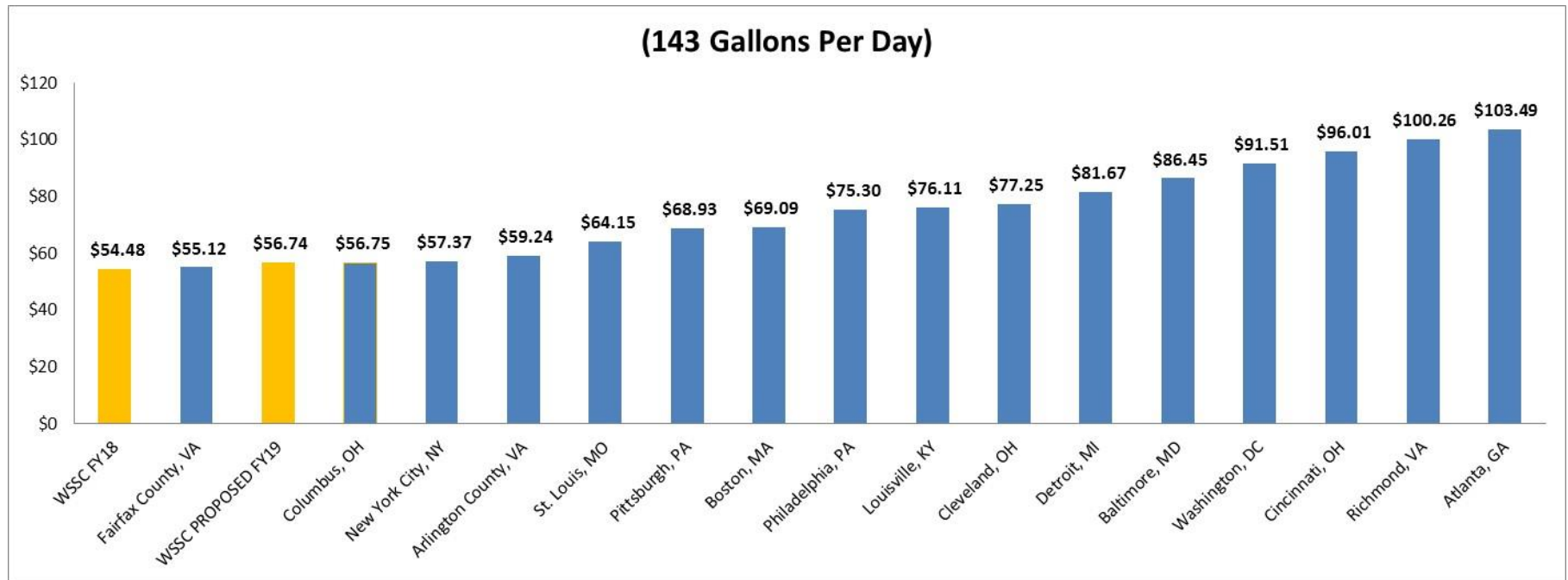
WSSC Water/Sewer Rate Schedules Effective July 1, 2017 & Proposed for Implementation July 1, 2018

(5.0% AVERAGE RATE INCREASE PROPOSED FOR FY'19)

Average Daily Consumption by Customer Unit During Billing Period (Gallons Per Day)	Water Rates Per 1,000 Gallons		Sewer Rates Per 1,000 Gallons		Combined Water & Sewer Rates Per 1,000 Gallons	
	Effective		Effective		Effective	
	July 1, 2017	July 1, 2018	July 1, 2017	July 1, 2018	July 1, 2017	July 1, 2018
0-49	\$ 3.53	\$ 3.66	\$ 4.42	\$ 4.69	\$ 7.95	\$ 8.35
50-99	3.95	4.10	5.17	5.48	9.12	9.58
100-149	4.37	4.53	6.01	6.37	10.38	10.90
150-199	4.88	5.05	6.95	7.36	11.83	12.41
200-249	5.71	5.91	7.56	8.01	13.27	13.92
250-299	6.19	6.41	8.19	8.68	14.38	15.09
300-349	6.55	6.79	8.74	9.25	15.29	16.04
350-399	6.83	7.07	9.16	9.71	15.99	16.78
400-449	7.09	7.34	9.37	9.93	16.46	17.27
450-499	7.29	7.56	9.66	10.24	16.95	17.80
500-749	7.42	7.69	9.86	10.45	17.28	18.14
750-999	7.60	7.87	10.08	10.69	17.68	18.56
1,000-3,999	7.75	8.02	10.51	11.14	18.26	19.16
4,000-6,999	7.92	8.20	10.75	11.40	18.67	19.60
7,000-8,999	8.03	8.31	10.91	11.57	18.94	19.88
9,000 & Greater	8.16	8.46	11.20	11.87	19.36	20.33

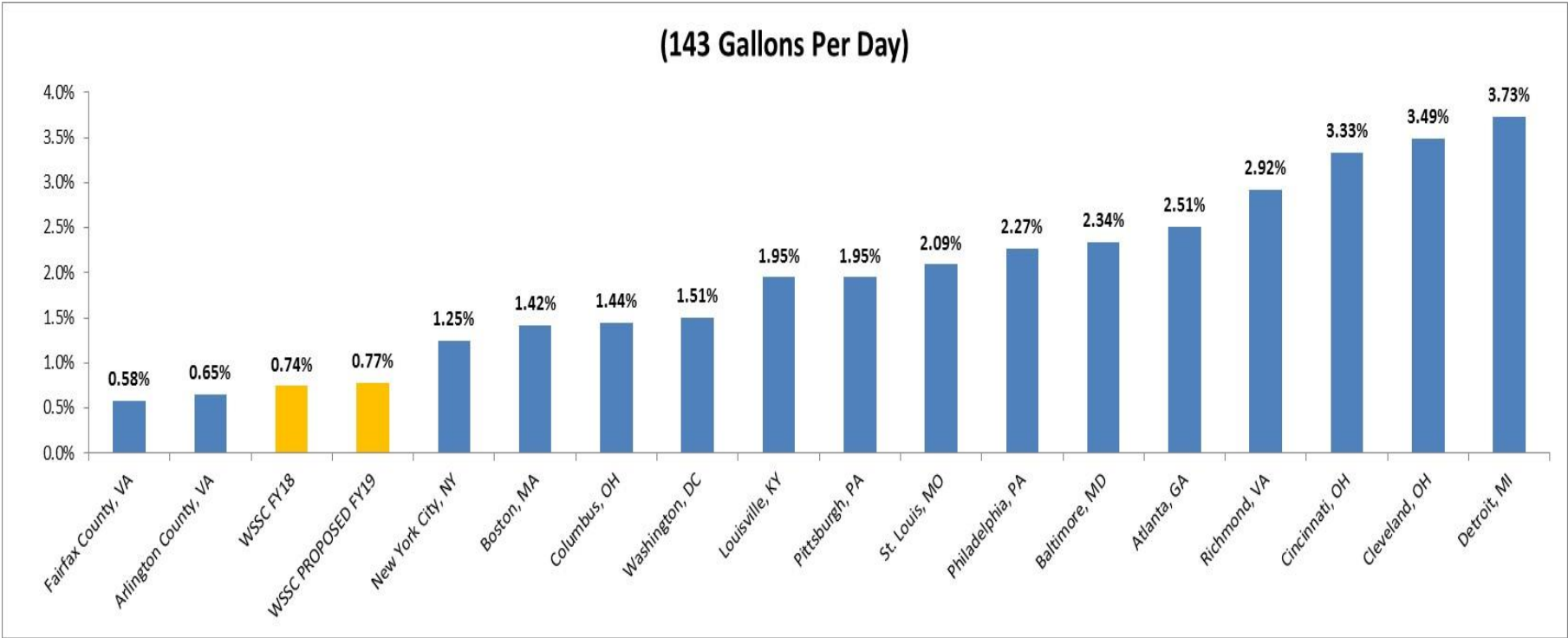
Current Flat Rate Sewer Charge - \$108.00 per quarter
 Proposed Flat Rate Sewer Charge - \$115.00 per quarter

RESIDENTIAL MONTHLY WATER/SEWER BILL COMPARISON



Presented is a comparison of WSSC's rates to other cities and communities, both nationally and locally, for residential customers using 143 gallons of water per day. The rates used in this comparison were in effect November 2017. The chart includes WSSC bills at FY'18 approved and FY'19 proposed rates.

AVERAGE MONTHLY BILL COMPARISON AS A PERCENTAGE OF MEDIAN INCOME



Median household income (in 2016 dollars) 2012-2016. Figures gathered from www.census.gov

TABLE IX

Account Maintenance Fees Proposed For Implementation July 1, 2018

<u>Meter Size</u>	<u>Approved FY'18 Quarterly Charges</u>	<u>Proposed FY'19 Quarterly Charges</u>
<u>Small Meters</u>		
5/8" to 1"	\$ 16.00	\$ 16.00
<u>Large Meters</u>		
1-1/2"	16.00	16.00
2"	27.00	27.00
3"	66.00	66.00
4"	142.00	142.00
6"	154.00	154.00
8"	200.00	200.00
10"	246.00	246.00
<u>Detector Check Meters</u>		
2"	33.00	33.00
4"	177.00	177.00
6"	255.00	255.00
8"	461.00	461.00
10"	633.00	633.00
<u>Fire Service Meters</u>		
4"	182.00	182.00
6"	293.00	293.00
8"	452.00	452.00
10"	682.00	682.00
12"	989.00	989.00

This is a quarterly fee which is prorated based on the length of the billing cycle.

TABLE X

Infrastructure Investment Fees Proposed for Implementation July 1 , 2018

<u>Meter Size</u>	<u>Approved FY'18 Quarterly Charges</u>	<u>Proposed FY'19 Quarterly Charges</u>
<u>Small Meters</u>		
5/8"	\$ 11.00	\$ 11.00
3/4"	12.00	12.00
1"	14.00	14.00
<u>Large Meters</u>		
1-1/2"	90.00	90.00
2"	185.00	185.00
3"	585.00	585.00
4"	813.00	813.00
6"	1,265.00	1,265.00
8"	2,845.00	2,845.00
10"	4,425.00	4,425.00
<u>Fire Service Meters</u>		
4"	499.00	499.00
6"	616.00	616.00
8"	2,524.00	2,524.00
10"	2,714.00	2,714.00
12"	5,214.00	5,214.00

This is a quarterly fee which is prorated based on the length of the billing cycle.

TABLE XI

Miscellaneous Fees and Charges – Proposed Changes

The Commission provides a number of services for which separate fees or charges have been established. Recent review of the costs required to provide these services indicates a need to change the amounts charged for some of the services. The fee and charge changes listed below are proposed to be effective July 1, 2018.

<u>ITEM</u>	<u>CURRENT CHARGE</u>	<u>PROPOSED CHARGE EFFECTIVE JULY 1, 2018</u>
1. INSPECTION FEES		
Water/Sewer Connection Hookup, Well/Septic Hookup, Plumbing and Gasfitting Inspections		
New Single Family Detached Dwellings and Townhouses	\$726	\$835
All Other Residential:		
Water/Well Hookup	99	109
Meter Yoke Inspection (meter only installation)	99	109
Water Hookup Converting from Well (includes 2 inspections)	198	218
Sewer/Septic Hookup	99	109
First Plumbing Fixture	99	109
Each Additional Fixture	33	40
SDC Credit Fixture Inspection (per fixture)	33	40
Minimum Permit Fee	200	*200
Permit Reprocessing Fee	60	*60
Long Form Permit Refund Fee	200	*200
Long Form Permit Re-Issue Fee	200	*200
All Non-Residential:		
Plan Review (without Permit Application)		
50 Fixtures or Less	395	454
51 - 200 Fixtures	1,340	1,541
Over 200 Fixtures	2,670	3,070
2 nd or 3 rd Review (with or without Permit Application)		
50 Fixtures or Less	160	*160
51 - 200 Fixtures	300	345
Over 200 Fixtures	640	736
Water/Well Hookup	170	195
Meter Yoke Inspection (meter only installation)	170	195
Sewer/Septic Hookup	170	195
FOG Interceptor	170	195
First Plumbing Fixture	170	195
Each Additional Fixture	44	51
SDC Credit Fixture Inspection (per fixture)	27	31

* No change to this line item.

Minimum Permit Fee	\$253	\$278
Permit Reprocessing Fee	60	*60
Long Form Permit Refund Fee	253	291
Long Form Permit Re-Issue Fee	253	291
2. SITE UTILITY (ON-SITE) REVIEW FEE		
Base Fee	3,301	*3,301
Additional Fee per 100 feet	302	*302
Minor (Waived) Site Utility (On-Site) Fee	874	1,005
3. LICENSE FEES FOR THE REGULATED TRADES		
Reciprocal Master Plumber, Gasfitter		
Initial Registration per type	93/2 years	102/2 years
Registration Renewal all types	85/2 years	88/2 years
Late Registration Renewal	50	52
Examined Master Plumber, Gasfitter		
Initial Registration per type	105/4 years	108/4 years
Registration Renewal all types	105/4 years	108/4 years
Late Registration Renewal	50	52
Cross-connection Technician Registration	25	26
Sewer and Drain Registration and Renewal	40/2 years	*40/2 years
Sewer and Drain Cleaner Late Registration Renewal	20	*20
Journeyman License		
Initial Registration per type	30/2 years	31/2 years
Registration Renewal	30/2 years	31/2 years
Late Registration Renewal	20	21
License Transfer Fee	30	31
License Replacement Fee	15	16
Apprentice License Registration/Renewal	10	11
4. SHORT FORM PERMIT FEE (up to 3 fixtures) – Non-Refundable	82	94

* No change to this line item.

5. FEE FOR SALE OF WSSC PLUMBING AND FUEL GAS CODE (PLUMBING CODE)		
Sale of Plumbing Regulation (per book)	\$33/book	\$38/book
6. SEPTIC HAULER DISCHARGE PERMIT STICKER		
<u>CATEGORY I</u>		
<u>Residential & Septic Waste & Grease</u>		
1 - 49 gallons	250/vehicle	255/vehicle
50 - 799 gallons	4,009/vehicle	4,610/vehicle
800 - 2,999 gallons	11,434/vehicle	13,149/vehicle
3,000 - gallons and up	27,120/vehicle	31,188/vehicle
January through June	50% of fee	*50% of fee
Transfer and/or Replacement Permit Sticker	93	107
Industrial/Special Waste Disposal Fee	325/1,000 gallons	355/1,000 gallons
Zero Discharge Permit Fee	93	107
Temporary Discharge Permit Fee	85 + Sewer Rate/1,000 gallons	98 + Sewer Rate/1,000 gallons
Sewer Rate – Domestic Low Strength Wastewater	10.14/1,000 gallons of truck capacity	11.14/1,000 gallons of truck capacity
Sewer Rate – Domestic High Strength Wastewater	54.00/1,000 gallons of truck capacity	56.00/1,000 gallons of truck capacity
7. LONG FORM PERMIT TRANSFER FEE	152	160
8. METER REPLACEMENT FEE (Damaged or Stolen Meter)		
5/8" Encoder (outside)	150	*150
5/8" Encoder	150	*150
3/4" Encoder (outside)	151	*151
3/4" Encoder	160	*160
1" Encoder (outside)	196	*196
1" Encoder	198	202
1-1/2" Encoder	750	*750
2" Standard	1,100	*1,100
3" Compound	3,190	*3,190
4" Compound	3,960	*3,960
6" Compound	5,830	*5,830

* No change to this line item.

2" MVR	\$1,210	*\$1,210
3" MVR	2,239	2,296
4" MVR	3,207	3,216
6" MVR	4,921	4,970
4" FM w/2" MVR	8,239	*8,239
6" FM w/3" MVR	9,820	*9,820
8" FM w/4" MVR	11,495	*11,495
10" FM w/6" MVR	14,225	*14,225
12" FM	16,250	*16,250
9. METER TESTING FEES		
5/8" to 1"	253	261
1-1/2"	424	*424
2" and up	473	*473
10. SUB-METER INSTALLATION FEES		
One-time Sub-Meter Charge - Small	261	*261
One-time Sub-Meter Charge - Large	528	*528
One-time Inspection Fee	50	57
Minimum Permit Inspection Fee	200	*200
11. TAPPER LICENSE FEE		
Permit Fee	363	*363
Duplicate	33	36
12. TEMPORARY FIRE HYDRANT CONNECTION FEE		
3/4" Meter – Deposit		
2 Weeks or Less w/approved payment record	0	*0
Over 2 Weeks/Less than 2 weeks w/unapproved payment record	376	379
3" Meter - Deposit		
2 Weeks or Less w/approved payment record	0	*0
Over 2 Weeks/Less than 2 weeks w/unapproved payment record	2,420	*2,420
Service Charge		
2 Weeks or Less (3/4" meter)	49	56
2 Weeks or Less (3" Meter)	130	*130

* No change to this line item.

Over 2 Weeks (3/4" and 3" Meters)	\$159	\$175
Water Consumption Charge – 3/4" Meter	Current approved rate for 1,000 gallons ADC; \$30 minimum	*Current approved rate for 1,000 gallons ADC; \$30 minimum
Water Consumption Charge – 3" Meter	Current approved rate for 1,000 gallons ADC; \$195 minimum	*Current approved rate for 1,000 gallons ADC; \$195 minimum
Late Fee for Return of Meter	7/day	10/day
Fee on Unpaid Temporary Fire Hydrant Meter Billings	1½%/month	*1½%/month
Loss/Destruction of Meter	Replacement Cost	*Replacement Cost
Loss/Destruction Wrench	40	*40
13. FEE FOR TRUCK INSPECTIONS WITH ATTACHED FIRE HYDRANT METER	50/2 years	52/2 years
14. WATER TURN-OFF, TURN-ON FEE		
Small Meter Turn-Off	77	80
Small Meter Turn-On	77	89
Large Meter Turn-Off	203	*203
Large Meter Turn-On	214	241
15. FEASIBILITY REVIEW FEE (Non-SEP)		
Feasibility Review & Report Fee Deposit (can be deferred as deficit when extension is completed)	9,377	10,784
Feasibility Submission Fee (Non-refundable)	1,512	1,618
16. INDUSTRIAL DISCHARGE CONTROL PROGRAM FEES BY CATEGORY		
Industrial users subject to Categorical Pretreatment Standards		
Less than 5,000 gpd (double visit)	4,020	4,623
Greater than 5,000 gpd (double visit)	6,160	7,084
Non-discharging Categorical Industries (zero discharge)	1,083	1,245
Significant Industrial User		
Less than 25,000 gpd (single visit - priority pollutant sampling)	4,020	4,623
Greater than 25,000 gpd (double visit - priority pollutant sampling)	6,160	7,084
Penalty Charge for Late Fee Payment	5% of fee	*5% of Fee

* No change to this line item.

17. FEES FOR SALE OF CONTRACT SPECIFICATIONS, CONTRACT SPECIFICATION BOOKS, DRAWINGS, DESIGN MANUALS, STANDARD DETAILS, AND GENERAL CONDITIONS

Construction Specifications/Drawings		
Utility Contracts	\$15	\$17
Facility Contracts	40-450	*40-450
Construction Standard Details	55	*55
Construction General Conditions & Standard Specifications	44	46
SEP Construction General Conditions & Standard Specifications	44	46
Procurement Specifications/Drawings/General Conditions		
With Routine Specifications	No charge	*No charge
With Complex/Voluminous Specifications	35-200	40-200

18. CALL BACK FEE (small meters, plumbers) 91 93

19. CALL BACK FEE (large meters, plumbers) 198 228

20. MISSED APPOINTMENT FEE

First Missed Appointment or Turn-On	88	97
Each Additional Missed Appointment	110	*110

21. CONNECTION REDEMPTION FEE 38 44

22. CONNECTION ABANDONMENT FEE

County Roads (Except Arterial Roads) - Water	1,452	1,474
County Roads (Except Arterial Roads) - Sewer	1,847	1,873
State Roads and County Arterial Roads - Water	1,760	1,778
State Roads and County Arterial Roads - Sewer	2,200	*2,200

23. FIRE HYDRANT INSPECTION FEE

Controlled Access Surcharge Fee	121/hydrant	137/hydrant
	25	26

* No change to this line item.

24. UTILITY EROSION AND SEDIMENT CONTROL PERMIT FEE		
Minor Projects	\$.14 per linear foot	\$.20 per linear foot
Major Projects	.18 per linear foot	.30 per linear foot
Minimum for Major Projects	120	124
25. EROSION AND SEDIMENT CONTROL TRAINING CERTIFICATION SESSION FEE	66/session, per participant	79/session, per participant
26. CHARGE FOR PHOTOCOPIES OF WSSC DOCUMENTS (per copied page, single side)		
Readily Available Source Material	.25/page	.30/page
Certified Copy of Readily Available Source Material	.50/page	.60/page
Scanning Documents	.25/page	.30/page
(A reasonable fee may be charged for time in excess of two hours expended by WSSC in searching for requested records or preparing such records for inspection and copying.)		
27. DISHONORED CHECK FEE & ELECTRONIC PAYMENT FEE		
(applies to all dishonored checks and dishonored electronic payments)	38	46
28. FIRE HYDRANT FLOW TEST FEE		
No Current Test	645	693
Current Test	78	83
29. SHUT DOWN/CHARGE WATER MAIN FEE	995	1,144
Shut Down/Complex Water Main Fee	1,864	2,144
30. RIGHT-OF-WAY RELEASE REVIEW FEE	995/document	1,144/document
31. FEE FOR REVIEW AND INSPECTION OF SITE WORK POTENTIALLY IMPACTING WSSC PIPELINES		
Simple Review	363	399
Complex Review	1,895	2,179
Inspection	242/inspection	266/inspection

* No change to this line item.

32. CHLORINATION CONFIRMATION TEST FEE	\$237/first test	\$247/first test
Re-Test or Additional Tests	150/hour	157/hour
33. METER REINSTALLATION CORRECTION FEE	374	388
34. SEWER METER MAINTENANCE FEE	10,912/year	12,003/year
Quarterly Calibrations	2,728/quarter	3,001/quarter
35. DISCHARGE AUTHORIZATION PERMIT FEE		
Significant Industrial User – Initial Permit	4,779/4 years	5,496/4 years
Significant Industrial User – Renewal	2,343/4 years	2,694/4 years
Initial zero-discharge CIU Permit	1,815/4 years	2,087/4 years
Reissued zero-discharge CIU Permit	1,210/4 years	1,392/4 years
Temporary Discharge Permit (Non – SIU)	4,779	5,496
36. SALE OF WSSD LAWS		
Bound Volume	75	83
Supplements	36	42
37. PROPERTY INSPECTION FEE	93	107
38. CONSTRUCTION SERVICES FEE	12% of construction bond	*12% of construction bond
Re-Test or Additional Tests or Inspector Overtime	less design review fee 190/hour	less design review fee 206/hour
39. SYSTEMS INSPECTION GROUP REVIEW FEE FOR ADDITIONAL REVIEWS OF CONTRACT DOCUMENTS AND AS-BUILTS	190/hour	206/hour
40. EXTRA REVIEW FEE		
Minor Additional Reviews of Unsigned or Signed Plans (per review)	1,045	1,202
Major/Splitting Additional Reviews of Unsigned or Signed Plans (per review)	2,133	2,453
Per Site Utility/Minor Additional Signed or Unsigned Plan Review		
Site Utility	1,268	1,458
Minor Utility	330	379

* No change to this line item.

Per Hydraulic Planning Analysis/Systems Planning Forecast Application		
Additional Review of Required Data (per application)	\$715	\$822
41. HYDRAULIC PLANNING ANALYSIS AND SYSTEM PLANNING FORECAST		
Modeling and Re-Modeling Fee - Up to 3 parts	1,391	1,600
Modeling and Re-Modeling Fee - per part over 3	605/part	696/part
Pressure Sewer System Review Fee (per system)	319	367
42. ENVIRONMENTAL SITE REVIEW FEE		
With Database Search Conducted By WSSC	330	379
With Database Search Submitted By Applicant	250	288
43. PARTIAL RELEASE	1,210	1,331
44. SERVICE CONNECTION APPLICATION AND INSPECTION FEE (per permit)		
	2,178/water and/or sewer connection	2,434/water and/or sewer connection
45. FACILITIES DESIGN GUIDELINES FEE	30	35
46. DISCHARGE FEE – Food Service Establishment (FSE)		
Full Permit FSE	467	537
Best Management Practices Permit FSE	132	152
47. FEASIBILITY REVIEW FEE FOR ON-SITE TAKEOVER PROJECTS	847	974
48. FEE FOR THE PREPARATION OF HOLD HARMLESS AGREEMENT	929	1,068
49. GOVERNMENT REFERRED PLAN REVIEW FEE		
Major Development – Over 10 Units	1,513	1,583
Minor Development – 10 or Less Units	726	791
Re-Review Fee for Major Development	726	791
Re-Review Fee for Minor Development	363	396
50. RESIDENTIAL OUTSIDE METER HOUSING UPGRADE/PIPE ALTERATION	5,687	6,540

* No change to this line item.

TABLE XI**Miscellaneous Fees and Charges – Proposed Changes**

(Continued)

<u>ITEM</u>	<u>CURRENT CHARGE</u>	<u>PROPOSED CHARGE EFFECTIVE JULY 1, 2018</u>
51. PRE-SCREEN RE-SUBMISSION FEE	\$330	\$338
52. CROSS CONNECTION FEE		
Test Report Fee (per sheet)	30	35
Base Fee for High Hazard Commercial Water Customer (per month)	13	*13
Base Fee for All Other Commercial Water Customer (per month)	7	*7
53. SITE UTILITY INSPECTION FEE		
Base Fee	1,100	1,133
Pipeline (per foot)	5.60	6
54. NAME/TRANSFER OF OWNERSHIP FEE	198	228
55. PROTEST FILING FEE	605	700
56. PLUMBING/FUEL GAS PLANS REVIEW PRE-SCREEN FEE	0	255

* No change to this line item.

TABLE XI

Miscellaneous Fees and Charges – Proposed Changes

(Continued)

<u>ITEM</u>	<u>CURRENT CHARGE</u>	<u>PROPOSED CHARGE EFFECTIVE JULY 1, 2018</u>	<u>CURRENT MAXIMUM ALLOWABLE CHARGE</u>	<u>PROPOSED MAXIMUM ALLOWABLE CHARGE</u>
57. *** System Development Charge				
Apartment				
Water	\$896	\$896	\$1,289	\$1,310
Sewer	1,140	1,140	1,643	1,669
1-2 toilets/residential				
Water	1,344	1,344	1,937	1,968
Sewer	1,710	1,710	2,461	2,500
3-4 toilets/residential				
Water	2,240	2,240	3,227	3,279
Sewer	2,850	2,850	4,105	4,171
5 toilets/residential				
Water	3,135	3,135	4,517	4,589
Sewer	3,991	3,991	5,749	5,841
6+ toilets/residential (per fixture unit)				
Water	88	88	128	130
Sewer	115	115	167	170
Non-residential (per fixture unit)				
Water	88	88	128	130
Sewer	115	115	167	170

*** No increase is proposed for the System Development Charge for FY'19 in any category. The maximum allowable charge is being adjusted pursuant to Division II, Section 25-403(c) of the Public Utilities Article of the Annotated Code of Maryland, based on the 1.6% change in the Consumer Price Index for Urban Wage Earners and Clerical Workers for all items in the Washington, D.C. metropolitan area from November 2016 to November 2017.

EXPLANATION OF THE BUDGET

CUSTOMER SUMMARY

This customer summary is designed to provide a quick overview of the WSSC budget for someone new to the Commission's budget process. Specifically, this section explains:

- The Commission's role,
- The Commission's powers and responsibilities,
- The Commission's fiscal and service policies,
- The budget's basis in state law,
- How the budget is formulated,
- Who is responsible for budget decisions,
- The Commission's fund structure,
- Key provisions of the FY'19 Budget,
- Funding sources, and
- Funding uses.

SECTION 1

EXPLANATION OF THE BUDGET

I. THE WASHINGTON SUBURBAN SANITARY COMMISSION

The Washington Suburban Sanitary Commission (WSSC) provides water and sewer services to nearly 1.8 million residents of Maryland's Montgomery and Prince George's Counties, which border Washington, D.C. Established by the Maryland General Assembly in 1918 as a regional (bi-County) organization under Article 29 and later recodified into Division II of the Public Utilities Article of the Annotated Code of Maryland, the WSSC ranks among the largest water and sewer utilities in the country encompassing a service area of nearly 1,000 square miles.

To fulfill its primary mission of providing safe and reliable water and returning clean water to the environment, WSSC operates and maintains an extensive array of highly automated facilities. The Commission's two water filtration plants, drawing raw water from the Potomac and Patuxent rivers, are projected to produce an average of 164 million gallons of water per day in FY'19 and deliver that water to homes and businesses in Montgomery and Prince George's Counties. WSSC currently serves over 451,000 customer accounts through a system of over 5,600 miles of water mains. To ensure a reliable water supply for all seasons and conditions, WSSC operates three reservoirs with a total capacity exceeding 14 billion gallons.

Sewage treatment is provided by six wastewater treatment plants operated by the WSSC, and the Blue Plains Wastewater Treatment Plant operated by the District of Columbia Water and Sewer Authority. In FY'19 it is projected that an average of 201.4 million gallons of wastewater per day from Montgomery and Prince George's Counties will move to these facilities through approximately 5,500 miles of sewer lines maintained by WSSC. The six wastewater treatment plants owned by WSSC have a combined capacity of 95 million gallons per day (MGD). Blue Plains is a regional facility that services the District of Columbia and several northern Virginia jurisdictions as well as the WSSC. Under the Intermunicipal Agreement that governs this arrangement, the WSSC is allocated 169 MGD of Blue Plains' 370 MGD capacity. The WSSC, in turn, pays a proportionate share of Blue Plains' operating and capital expenses. All but one of these facilities (the Hyattstown plant) go beyond conventional wastewater treatment to provide "tertiary treatment" - advanced treatment processes which ensure that the quality of the treated wastewater is better than the quality of the natural water to which it is returned. Other WSSC responsibilities include promulgation and enforcement of plumbing and gasfitting regulations in suburban Maryland and participation in numerous environmental initiatives.

A six-member commission governs the WSSC - three members from each County. The Commissioners are appointed to four-year terms by their respective County Executives and confirmed by their County Councils.

EXPLANATION OF THE BUDGET

(Continued)

II. POWERS AND RESPONSIBILITIES

The Commission's powers and responsibilities are set forth in Division II of the Public Utilities Article of the Annotated Code of Maryland and in any subsequent legislative amendments. The Maryland General Assembly conferred these powers upon the WSSC to enable it to fulfill its principal functions:

- To provide for the construction, operation, and maintenance of water supply and sanitary sewerage systems in Montgomery and Prince George's Counties;
- To provide for the construction of water and sewer house connection lines from the Commission's mains to abutting property lines;
- To approve the locations of, and issue permits for, utilities installed in public ways; and
- To establish water consumption rates, sewer usage rates, connection charges, front foot benefit charges, and permit fees and, if required, to cause appropriate ad valorem taxes to be levied.

The Commission also:

- Reviews preliminary subdivision plats as to suitability of water and sewer design, and reviews street grades for those streets in which there are Commission facilities;
- Formulates regulations, issues permits for, and inspects all plumbing and gasfitting installations; and
- Conducts examinations for master and journeyman plumbers and gasfitters, and issues licenses to those qualified to perform plumbing and gasfitting work.

EXPLANATION OF THE BUDGET

(Continued)

III. FISCAL AND SERVICE POLICIES

The Washington Suburban Sanitary Commission pursues the following fiscal and service policies. These policies are reviewed periodically and revised as necessary to support the Commission's long-term goals and strategic plans.

Long-Term Fiscal Policies

The WSSC adheres to the following long-term fiscal policies to preserve and strengthen its financial integrity:

- Conform, to the extent possible, to the County Councils' established spending affordability limits in preparing the capital and operating budgets.
- Employ conservative assumptions when forecasting revenues.
- Fund recurring expenditures from a stable stream of revenue, with minimal reliance on non-recurring (one-time) revenues or resources.
- Annually set user charges for water and sewer services at levels sufficient to ensure that revenues equal or exceed expenses in each fiscal year.
- Utilize an account maintenance fee to recover the fixed costs of servicing a customer's account - costs that are independent of the amount of water used or sewage generated by a customer. Such costs include purchasing and reading water meters; processing meter readings; generating, mailing, and collecting bills; and providing related customer services.
- Utilize an infrastructure investment fee to provide a dedicated source of funding for the debt service associated with the Commission's large and small diameter water and sewer pipe reconstruction programs.
- Regularly analyze expenditures for services other than basic water and sewer to ensure that miscellaneous fees and charges are sufficient to defray the cost of providing these services.
- Manage current assets to ensure reasonable interest income.

EXPLANATION OF THE BUDGET

(Continued)

- Maintain a reserve in the water and sewer operating funds equal to at least 10 percent of water and sewer revenue to offset unanticipated variations in water and sewerage system revenues that may occur in future years.
- Ensure that the aggregate principal amount of bonds and notes issued by the Commission does not exceed the legislated allowable level of the total assessable tax base for all property assessed for County tax purposes within the Sanitary District, in conformance with state law governing the WSSC.
- Reduce water and sewer debt service as a percentage of the combined water and sewer operating budget through judicious use of PAYGO financing, use of accumulated net revenue (fund balance), reduction or deferral of planned capital expenditures, and other debt limitation strategies. Specific debt reduction actions should always be balanced against affordability considerations and the demands for the resources necessary to serve existing customers, meet environmental mandates, and build the facilities needed to support economic growth.
- Finance capital facilities needed to accommodate growth through a System Development Charge (SDC) on new development in order to maintain fair and equitable rates for water and sewer services to existing customers, while providing funds needed for growth-related capital expenditures.
- Utilize SDC revenue to pay the debt service on growth-related bonds issued since FY'94 (the first year of the SDC). Debt service on bonds issued to fund growth-related CIP projects in subsequent years (due to inadequate SDC revenue) will be paid from SDC revenues, if sufficient revenues exist, or from operating revenues, if SDC funds are not available.
- Preserve and improve services for current customers by employing an annual Systems Reconstruction Program that utilizes both capital and operating funds to reconstruct aging capital infrastructure.
- Employ surplus funds from refinancing General Bond Fund debt to pay a portion of the debt service for the Systems Reconstruction Program (this payment is referred to as the Reconstruction Debt Service Offset or REDO).
- Charge all debt service requirements for new water supply and sewage disposal bonds to operations in the first year incurred.
- Accelerate debt retirement to the extent possible.
- Finance all retirement plans in a manner that systematically funds liabilities, including current requirements as well as the amortization of unfunded liabilities.

EXPLANATION OF THE BUDGET

(Continued)

- Provide regular, updated six-year projections of the WSSC's operating and capital budgets - revenues and expenditures - to ensure that the Commission has the best possible knowledge of the impacts of contemplated actions and emerging conditions.
- Continue to improve and strengthen financial management and controls, while streamlining operations and increasing the efficiency and effectiveness of Commission programs and staff.
- Maintain full funding of the annual required contribution for Post-Employment Benefits Other Than Pensions (OPEB). All WSSC OPEB contributions are deposited into an irrevocable OPEB trust established for this purpose.
- In accordance with a Bi-County Working Group recommendation, utilize a portion of the debt service differential associated with a change from 20-year to 30-year debt for PAYGO financing of capital projects.

Long-Term Service Policies

The various units of the Washington Suburban Sanitary Commission adhere to the following key long-term service policies to ensure that the Commission continues to provide value to customers by furnishing high quality products and services at the lowest possible price:

- Deliver safe and reliable drinking water to customers in a manner that meets or surpasses Safe Drinking Water Act standards.
- Treat wastewater and responsibly manage biosolids in a manner that meets or surpasses federal and state permit requirements and regulations.
- Provide maintenance services at a level consistent with the objective of responding to the customer within 2 hours of receiving notification of a maintenance problem, and restoring service to the customer within 24 hours from the time a service interruption occurs.
- Answer 100 percent of all customer billing calls received.
- Treat customers and the general public with courtesy, sensitivity, and respect while remaining responsive to their concerns, inquiries, and requests for service.
- Encourage innovation, excellence, and economy in all phases of service delivery.

EXPLANATION OF THE BUDGET

(Continued)

Short-Term Fiscal and Service Policies

Short-term policies are specific to the budget year. They address key issues and concerns that frame the task of preparing a balanced budget that achieves Commission priorities within the context of current and expected economic and political realities. The General Manager and the Commission adopted the following key policies in preparing the FY'19 Approved Budget.

- Forecast FY'19 water production conservatively at 164.0 million gallons per day.
- Propose a 5.0 percent average increase in water and sewer rates for FY'19.
- Continue to address the WSSC's aging infrastructure by proposing the following:
 - ▶ Rehabilitation of 45 miles of small diameter and 6 miles of large water diameter mains.
 - ▶ Inspection and repair of 18 miles of Prestressed Concrete Cylinder Pipe (PCCP).
 - ▶ Acoustical fiber optic monitoring of 107 miles of PCCP.
 - ▶ Continuation of the Trunk Sewer Reconstruction Program.
- Ensure adequate funding for regulatory compliance requirements.
- Fund the implementation of the Information Technology Strategic Plan to include a new Customer Billing system.
- Fund the annual required contribution for other post-employment benefits in accordance with Governmental Accounting Standards Board Statement No. 45.
- Offset \$12.5 million of debt service with REDO.

EXPLANATION OF THE BUDGET

(Continued)

IV. BUDGET FORMULATION

Maryland State law requires that the WSSC prepare capital and operating budgets each fiscal year. The FY'19 Proposed Budget shows funding and staff requirements, organizational components, and program and fund sources.

The budgets for all funds are prepared on a full accrual basis. Expenses are recognized when goods and services are received, and revenues are recognized when water is delivered to the system. Annual audited financial statements of the WSSC are prepared on the basis of Generally Accepted Accounting Principles (GAAP), whereas both the budget and internal financial statements are prepared on a debt service basis. The debt service basis recognizes certain cash expenses not recognized under GAAP (such as principal payments on debt, and pension contributions based on a level percentage of payroll). Similarly, certain non-cash expenditures that are included under GAAP are not recognized under the debt service basis (such as depreciation on capital assets, and pension expenses as defined by Accounting Principles Board Pronouncement No. 8).

The budget process begins with submission of requests by all organizational units following the guidance provided by the General Manager (see the accompanying chart). Management reviews these requests before the General Manager presents recommendations to the Commissioners. The Commissioners review the budget and make recommendations before approving a proposed budget document for public hearing. A proposed budget document must be available to the public by January 15. Hearings on the WSSC budget are held in each County before February 15. The Commission considers comments and testimony given at the public hearings before the proposed budget is transmitted to the Counties.

State law requires that the Commission transmit its proposed budget to the Counties by March 1 of each year. The County Councils and County Executives and their staffs review the budget and make recommendations. Both Counties must approve any amendments to the budget on or before June 1. Once the Counties' actions have been received, the Commission adopts an Approved Budget and sets the levels for charges, fees, and taxes to finance approved expenditures. The Approved Budget takes effect on July 1.

Once the budget is adopted, total expenditures may not exceed the final total approved budget without an approved budget supplement. Budget supplements must be approved by the Montgomery and Prince George's County Councils, and are transmitted to them through their respective County Executives.

EXPLANATION OF THE BUDGET

(Continued)

Preparation of the six-year Capital Improvements Program (CIP) spans 13 months, beginning in May of each year. After a preliminary staff-level review in June, the General Manager and key management personnel review all CIP project submissions in July to assess the justification for new projects, the criticality and priority of on-going projects, and the overall financial impacts of these projects on spending affordability. Only the debt service requirements for capital expenditures in the first (budget) year of the six-year CIP are included in the operating budget. By August, the General Manager submits a draft CIP to the WSSC's Commissioners for their consideration, and work sessions are conducted to solicit input from County governments, Maryland-National Capital Park and Planning Commission, and local municipality representatives. Public hearings on the CIP are held in September. The WSSC is required by state law to transmit the Proposed CIP to both County governments by October 1 of each year.

The approved Capital Budget for a given budget year consists largely of spending for the first year of the six-year Capital Improvements Program including those projects in the Information Only Section. Projects shown in the Information Only Section are not required to be in the CIP, but may be included to provide more comprehensive information on important programs or projects. Budget year expenditures in connection with relocations, house connections, new water meters, and similar items constitute the remainder of the capital budget for a given year.

Between January and May of the following year, each County approves, modifies, or deletes projects, and by mid-May the County Councils meet jointly to resolve any differences. By June 1, each Council must enact formal resolutions approving new projects and other program modifications. The Commission then has 30 days to adopt these changes before the beginning of the fiscal year on July 1.

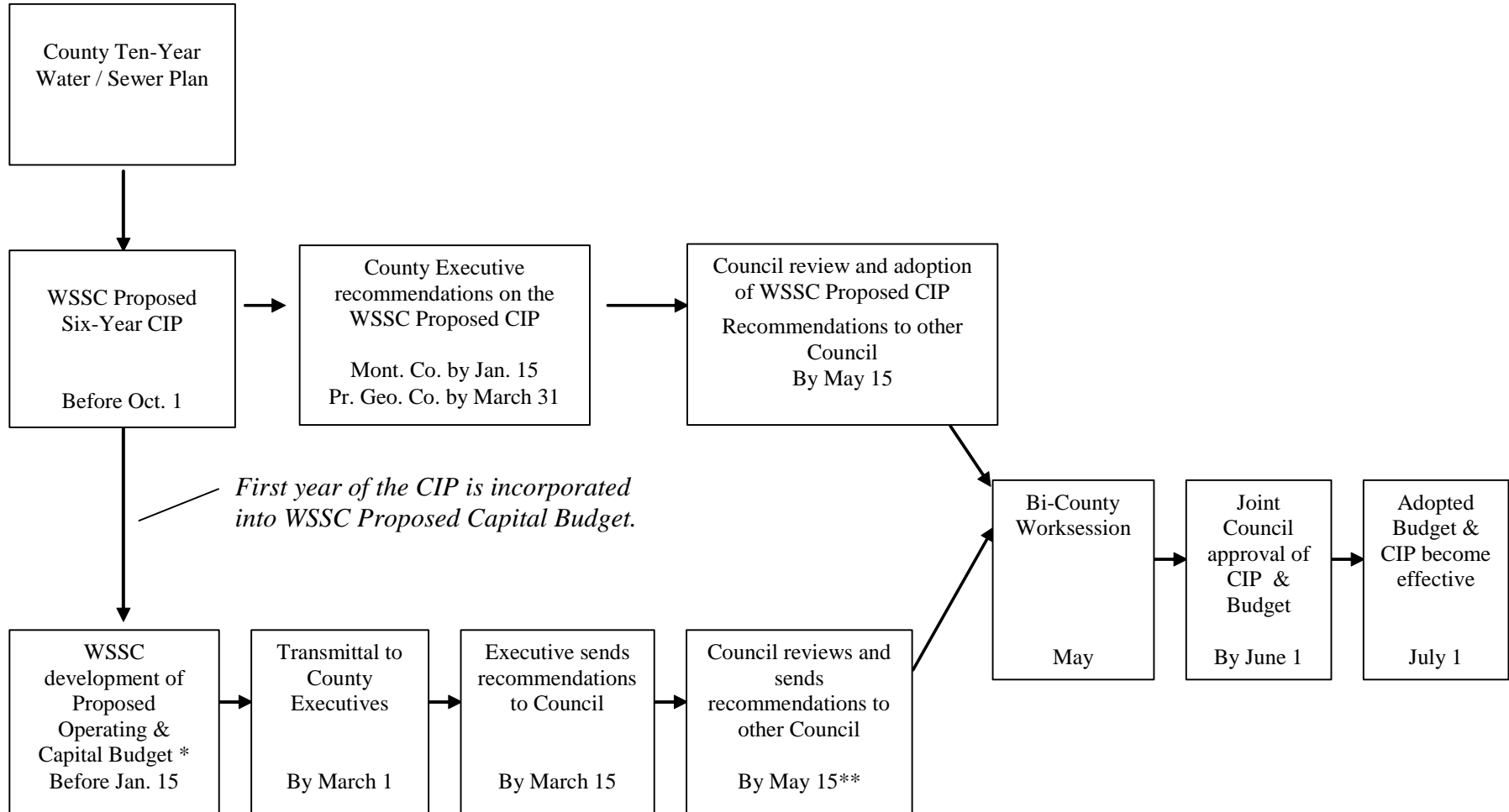
Preparation of the proposed Operating Budget requires integrating several other planning efforts with the budget formulation process. The annual spending affordability review, undertaken jointly with Montgomery and Prince George's Counties, uses a six-year financial model to examine the impacts and affordability of various scenarios involving the WSSC's future capital and operating needs. This analysis results in the development of maximum "affordable" levels for rate increases, operating expenditures, debt service, and new debt in the budget year. These limits, which are formally adopted by the Montgomery and Prince George's County Councils, play a key role in guiding the annual budget process.

Capital needs, developed independently in planning for the six-year Capital Improvements Program, also shape the operating budget by helping to determine debt service requirements, the need for Pay-As-You-GO (PAYGO) financing, revenues from the System Development Charge (and the corresponding need, if any, for rate-payer supported debt to pay for growth), and the operating impacts of projects expected to be completed during the budget year (additional operating costs, if present, as well as any expected efficiencies). The annual debt service on outstanding bonds is paid from the Commission's operating funds, primarily through water consumption and sewer use charges paid by customers. Thus, the size of the CIP affects the size of the water and sewer bond issues needed in the budget year, which in turn affects customer water and sewer bills.

EXPLANATION OF THE BUDGET

(Continued)

WSSC Budget & Capital Improvements Program Processes



* Includes first year of Proposed CIP plus Information Only Projects and General Construction Projects.

**Incorporates changes to funding in budget year for CIP projects.

EXPLANATION OF THE BUDGET

(Continued)

The CIP is, in turn, driven in part by the development planning and authorization processes of Montgomery and Prince George's Counties, especially as manifested in the Counties' ten-year water and sewer plans. (These plans, which guide development activity within the Counties, are updated annually.) In addition, since the WSSC must contribute to the capital and operating expenses of the Blue Plains Wastewater Treatment Plant, budget planning by the District of Columbia Water and Sewer Authority (DCWASA) - and the budget's subsequent review and approval by DCWASA's multi-jurisdictional Board of Directors - can have important impacts on planning for the WSSC's capital and operating budgets.

EXPLANATION OF THE BUDGET

(Continued)

V. FUND STRUCTURE

The FY'19 Proposed Budget consists of six separate funds, three in the operating budget (the Water Operating, Sewer Operating, and General Bond Debt Service Funds) and three in the capital budget (the Water Supply Bond, Sewage Disposal Bond, and General Construction Bond Funds). The Water Operating and Sewer Operating Funds are the primary funds for operating purposes. The Water Operating Fund pays for water treatment and distribution, and the Sewer Operating Fund pays for sewage collection and treatment. The General Bond Debt Service Fund receives front foot benefit payments to underwrite the debt service on smaller lateral water and sewer lines. Although each fund is essentially a separate entity authorized to expend funds for prescribed purposes and derive revenues from specific rates, charges, and/or taxes, as prescribed by state law, the capital and operating funds are interrelated as explained below.

Water

The Commission issues Water Supply Bonds (Capital Fund) to finance the planning, design, and construction of major water treatment and transmission facilities and the reconstruction of the water distribution system. The facilities include dams, reservoirs, water filtration plants, water pumping stations, water storage facilities, and water supply lines 16 inches in diameter and larger. Water operating revenues - customer payments for water bills - in the Water Operating Fund are used to pay for operating and maintaining these water facilities, and also to pay the debt service (principal and interest that must be repaid) on Water Supply Bonds.

Sewer

The Commission issues Sewage Disposal Bonds (Capital Fund) and receives grants to finance the planning, design, and construction of major sewage disposal and treatment facilities and the reconstruction of the sewerage collection system. The facilities include sewage pumping stations and force mains, sewer lines 15 inches in diameter and larger, sewage treatment facilities (including reimbursement to the District of Columbia Water and Sewer Authority for construction at Blue Plains), and improvements or modifications to these facilities. Sewer operating revenues - customer payments for sewer bills - in the Sewer Operating Fund are used to pay for operating and maintaining these facilities, and also to pay the debt service on Sewage Disposal Bonds. Sewer use charges are generally based upon metered water use.

EXPLANATION OF THE BUDGET

(Continued)

General Construction

The Commission issues General Construction Bonds (Capital Fund) to pay for the construction of minor water and sewer lines (water distribution lines 15 inches in diameter and smaller, and sewer lines 14 inches in diameter and smaller) and support facilities. General Bond Debt Service Fund revenues - customer payments for front foot benefit charges - are used to pay the debt service on construction of minor water and sewer lines. House connection construction costs are underwritten by a direct charge to the applicant.

The following table summarizes each of these funds.

WSSC FUND STRUCTURE

	<u>MAJOR PURPOSE</u>	<u>MAJOR REVENUE SOURCE</u>
<u>Capital Fund</u>		
Water Supply Bond	Construct major water supply treatment and transmission facilities; Reconstruct water distribution system	Water Supply Bonds and System Development Charge
Sewage Disposal Bond	Construct major sewage treatment and transmission facilities; Reconstruct sewerage collection system	Sewage Disposal Bonds, System Development Charge, and Grants
General Construction Bond	Construct minor water and sewer lines and support facilities	General Construction Bonds and House Connection Charges
<u>Operating Fund</u>		
Water Operating	Operate and maintain water facilities and pay debt service on Water Supply Bonds	Customer Water Bill
Sewer Operating	Operate and maintain sewerage facilities and pay debt service on Sewage Disposal Bonds	Customer Sewer Bill
General Bond Debt Service	Pay debt service on General Construction Bonds	Front Foot Benefit Charges

EXPLANATION OF THE BUDGET

(Continued)

VI. MAJOR ASSUMPTIONS

The following major assumptions and workload indices were used in developing the FY'19 Proposed Budget.

1. Water Consumption and Sewer Use Revenues - The estimated FY'19 revenues from water consumption and sewer use charges are \$276.9 million and \$354.0 million, respectively. Water production is assumed to be 164.0 MGD and water purchases are projected to remain the same.
2. Reconstruction Debt Service Offset (REDO) - For FY'19, \$12.5 million will be transferred from the General Bond Debt Service Fund to the Water and Sewer Operating Funds. The transfer is made to help defray the debt service on funds borrowed to finance water and sewer system reconstruction activities.
3. Accumulated Net Revenues - It was assumed for the purpose of preparing the FY'19 Proposed Budget that, at the end of FY'18, accumulated net revenues for the water and sewer operating funds would total \$176.9 million. For FY'19, approximately \$73.7 million will be held in accumulated net revenues in adherence to the Commission's reserve policy (see Long-Term Fiscal Policies, page 1-4). An additional \$14.2 million is earmarked for future operating reserve contributions. Fund balance will also be used to fund FY'19 one-time expenses as well as to help finance the IT Strategic Plan which includes a new Customer to Meter (C2M) system. This leaves an unallocated reserve of approximately \$31.1 million.
4. Construction Estimates - The Capital Budget includes expenditure estimates for all projects for which work is reasonably expected to be accomplished. This provides management with maximum flexibility to proceed on the many and diverse projects approved each year in the budget. From an analysis of construction completed during previous fiscal years, it is estimated that the expenditures for all capital funds in FY'19 will be approximately \$610.1 million, of the \$700.0 million Capital Budget.
5. New Debt - The debt service estimates for FY'19 assume that \$249.1 million in Water bonds and \$253.4 million in Sewer bonds will be issued in FY'19, in addition to repayment of existing debt. These estimates include \$20.0 million in 20-year sewer loans from the Maryland Department of the Environment (MDE). The WSSC water and sewer issues will be 30-year bonds with an estimated 5.0 percent net interest rate.
6. Salary and Wage Increase - Funding for employee salary enhancements in a manner coordinated with the Counties is included in the budget.

EXPLANATION OF THE BUDGET

(Continued)

The following major workload indices and demand projections were used to develop the proposed budget.

WORKLOAD DATA	ACTUAL					ESTIMATED						
	FY'13	FY'14	FY'15	FY'16	FY'17	FY'18	FY'19	FY'20	FY'21	FY'22	FY'23	FY'24
Water to be supplied (MGD)	161.2	160.6	162.9	164.2	163.1	164.0	164.0	164.0	164.0	164.0	164.0	164.0
Sewage to be treated (MGD)	177.2	195.6	190.8	184.8	179.0	207.2	201.4	203.4	205.4	207.5	209.6	211.7
Water lines to be added by the WSSC (miles)	**7.3	.5	***9.0	7.0	12.1	2	2	2	2	2	2	2
Sewer lines to be added by the WSSC (miles)	0.4	0	0	0.2	0.4	1	1	1	1	1	1	1
Water lines to be added – contributed (miles)*	15.3	26.3	22.4	27.1	25.2	25	25	25	25	25	25	25
Sewer lines to be added – contributed (miles)*	12.6	25.7	21.4	27.3	24.7	25	25	25	25	25	25	25
Population to be served (thousands)	1,749	1,757	1,765	1,774	1,759	1,792	1,801	1,810	1,821	1,832	1,843	2,021
House connections to be added												
Water	2,269	2,880	3,671	4,389	3,498	4,000	3,500	3,500	3,500	3,500	3,500	3,500
Sewer	2,018	2,335	2,834	3,310	2,997	3,100	3,100	3,100	3,100	3,100	3,100	3,100

* Contributed lines are built by developers and maintained by the WSSC.

** Includes Laytonville Project (4.4 miles).

*** Includes Potomac Vista (8.1 miles).

EXPLANATION OF THE BUDGET

(Continued)

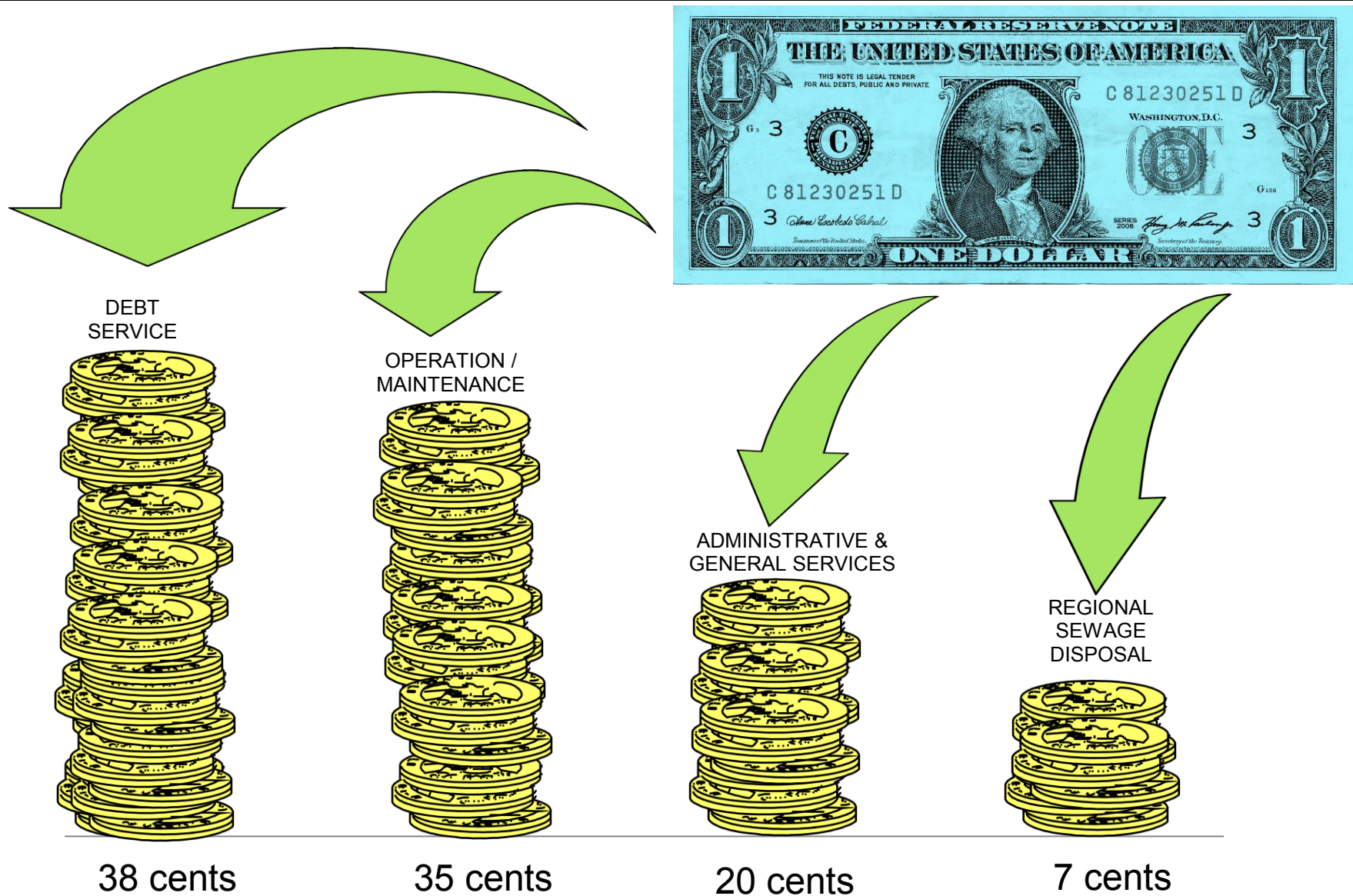
VII. KEY PROVISIONS OF THE FY'19 BUDGET

The total approved budget for all funds is approximately \$1.5 billion - \$700.0 million in capital and \$782.5 million in operating. A 5.0 percent average increase in water and sewer rates is required to fund water and sewer operating expenses. In addition, we have performed a comprehensive review of fees and charges and have proposed various changes to align service costs with the fees charged. The budget provides for:

- Implementing the first year of the FYs 2019-2024 Capital Improvements Program;
- Treating and delivering 164.0 MGD of water to a projected 459,000 customer accounts in a manner that meets or exceeds the Safe Drinking Water Act standards;
- Treating 201.4 MGD of wastewater and responsibly managing up to 1,000 tons of biosolids per day in a manner that meets or exceeds federal and state permit requirements and regulations;
- Operating and maintaining a system of 3 water reservoirs impounding 14 billion gallons of water, 2 water filtration plants, 6 wastewater treatment plants, 5,600 miles of water main, and 5,500 miles of sewer main, 24 hours a day, 7 days a week;
- Paying the WSSC's share of the cost of operating the District of Columbia Water and Sewer Authority's Blue Plains Wastewater Treatment Plant;
- Maintaining an operating reserve of 10% of water and sewer revenues;
- Paying debt service of \$297.0 million - of which \$279.7 million is in the Water and Sewer Operating Funds;
- Funding the annual required contribution for post-employment benefits other than retirement based on Government Accounting Standards Board Statement No. 45;
- Continuing to provide maintenance services at a level consistent with the objective of responding to the customer within 2 hours of receiving notification of a maintenance problem and restoring service to the customer within 24 hours from the time a service interruption occurs;
- Complying with the Sanitary Sewer Overflow and the Potomac WFP Consent Decrees;
- Answering 100 percent of all customer billing calls received;
- Maintaining and fueling 986 vehicles, maintaining approximately 770 pieces of large field equipment, and operating 6 repair facilities;
- Funding employee salary enhancements in a manner coordinated with the Counties, and continuing other benefits.

FY'19 PROPOSED BUDGET

(How Each Dollar of a Water and Sewer Bill is Spent)



PERFORMANCE AND OUTCOME MEASURES

SECTION 2

OUR STRATEGIC PRIORITIES

Our methods for achieving our Mission and Vision

- **Enhance Customer Experience and Community Engagement:** Deliver an excellent customer experience and enhance community engagement through proactive communication, strategic partnerships, and providing exceptional products and services.
- **Improve Infrastructure:** Plan, invest in and renew our infrastructure to provide future generations with a sustainable system, through innovative, cost-effective technology and world class asset management.
- **Achieve Business Process Excellence and Maintain Financial Stability:** Achieve financial stability through an improved rate structure and improved business processes that drive performance and obtain cost-effective business outcomes.
- **Protect our People, Infrastructure, Systems and Resources:** Protect our community, employees and business through safe practices, mission-oriented security, proactive planning, emergency preparedness, and effective risk management and resilience strategies.
- **Inspire Employee Engagement:** Inspire and motivate employees by making WSSC a great place to work, thrive and serve.

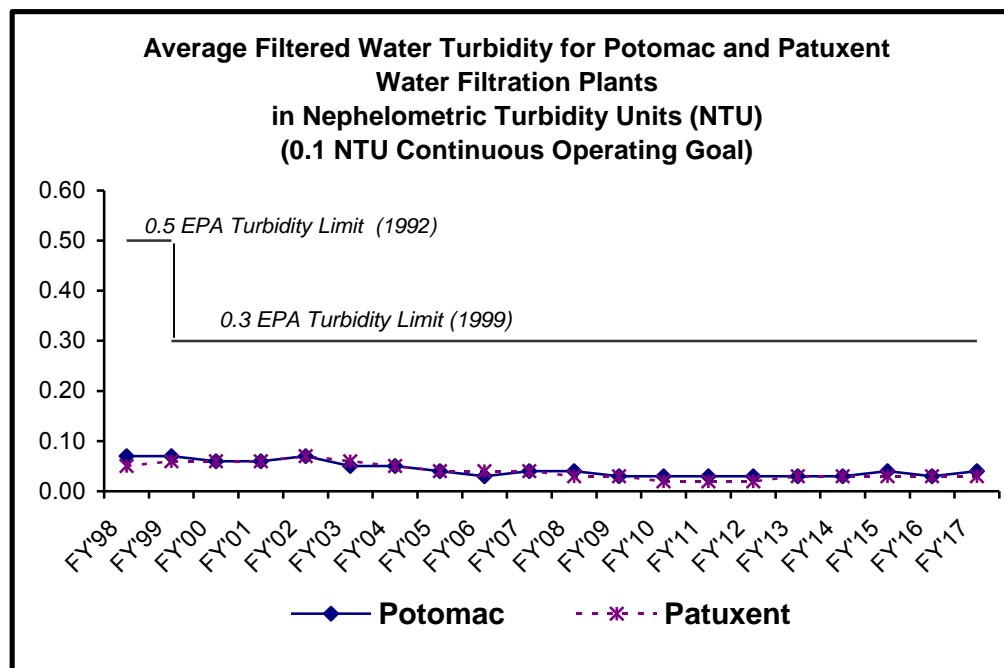
PERFORMANCE OF KEY SERVICES

Water Filtration and Treatment

One of the WSSC's primary goals is to provide a safe and reliable supply of drinking water that meets or exceeds the requirements of the Safe Drinking Water Act and other federal and state regulations. The WSSC has *never* exceeded a maximum contaminant level (MCL) or failed to meet a treatment technique requirement established by the U.S. Environmental Protection Agency (EPA) in accordance with the Safe Drinking Water Act.

In addition to traditional approaches to ensuring drinking water quality, the WSSC continues to place particular emphasis on addressing low-level contaminants such as disinfection byproducts, and maintaining low levels of turbidity (suspended sediment) to ensure public health protection. The Commission continues to work closely with local and national professional and research organizations, as well as with state and county agencies and the EPA, to ensure that our treatment methods are cost-efficient and consistent with current research findings.

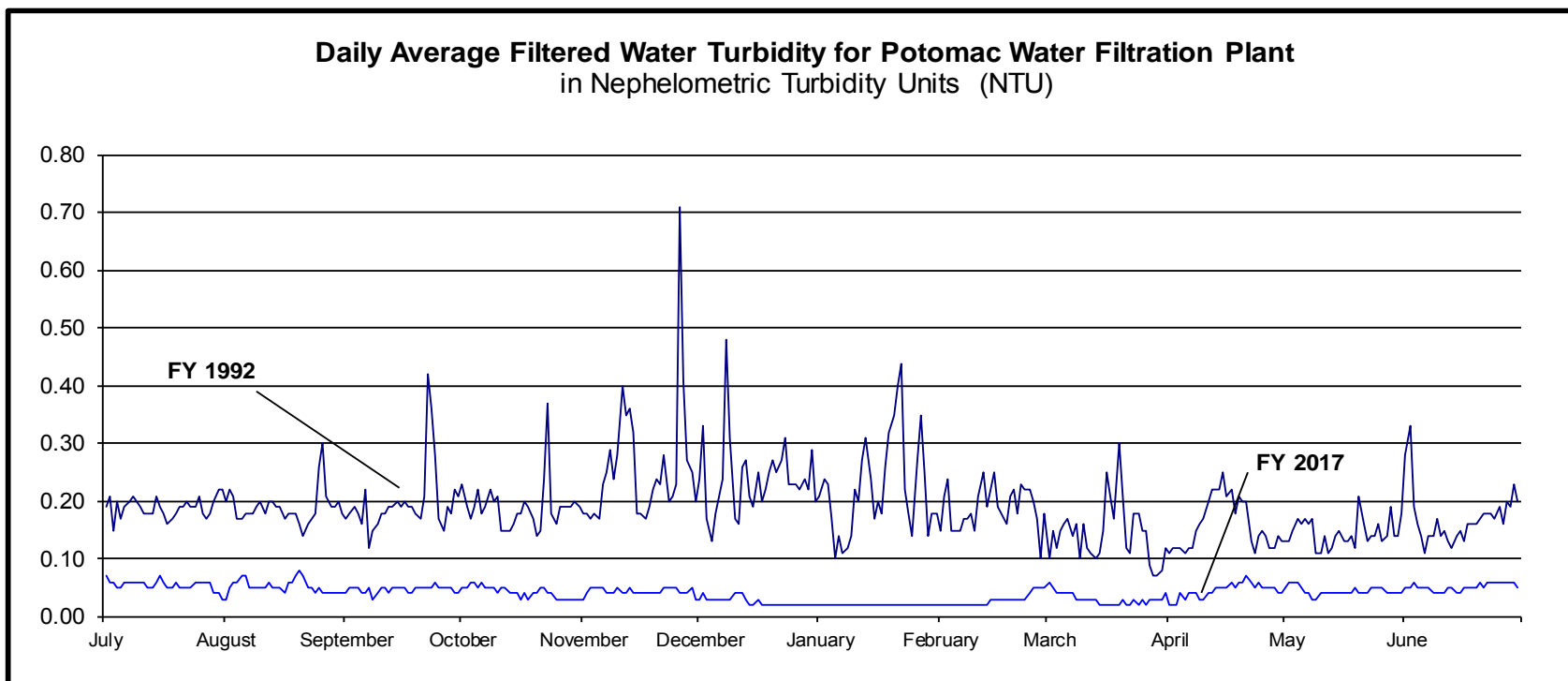
The WSSC's continued participation in the Partnership for Safe Water Program is indicative of the Commission's commitment. A primary goal of this program is to maintain filtered water turbidity well below EPA established limits to effectively guard against *Cryptosporidium*. Although the WSSC was already meeting the established maximum average monthly turbidity requirement of 0.5 Nephelometric Turbidity Units (NTU), a substantial effort was made in FY'92 to further improve water quality to prevent emerging problems associated with *Cryptosporidium*. The graph above shows the average turbidity for the Potomac and Patuxent Water Filtration Plants for FY'98 through FY'17. The EPA reduced the turbidity limit to 0.3 NTU in 1999, still well above the levels being achieved by the WSSC. A maximum water turbidity of 0.1 NTU level has been and will continue to be a key objective for the WSSC's Production Department.



PERFORMANCE OF KEY SERVICES

(Continued)

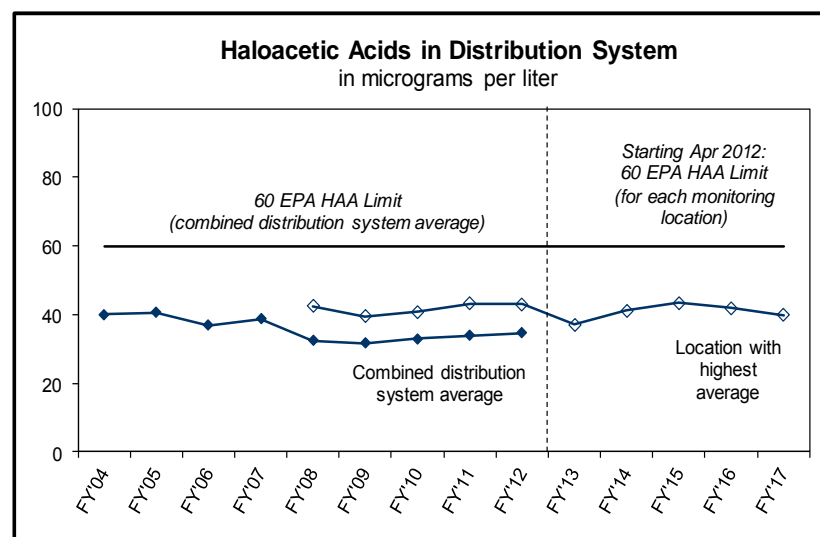
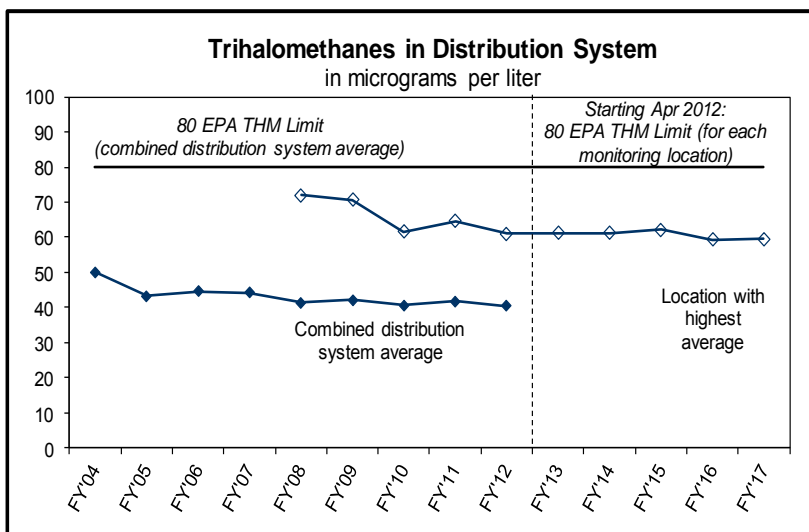
As shown in the graph below for the Potomac Water Filtration Plant, the FY'17 magnitudes of the daily peaks associated with variable raw water quality have been substantially reduced from FY'92 peak levels. This latter measure is of particular importance in ensuring the reliability of the *Cryptosporidium* barrier. In addition, the ultraviolet (UV) system incorporated in the treatment train at Potomac (and soon at Patuxent) further increases reliability of this barrier.



PERFORMANCE OF KEY SERVICES

(Continued)

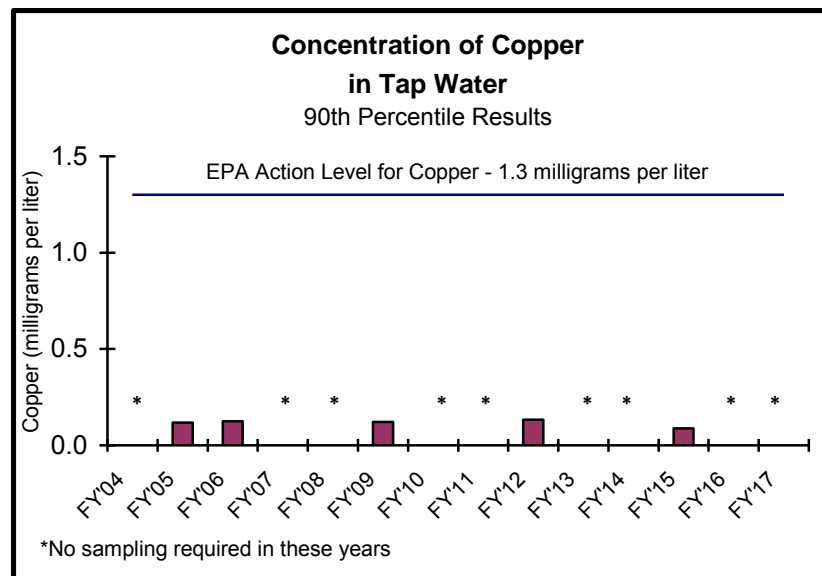
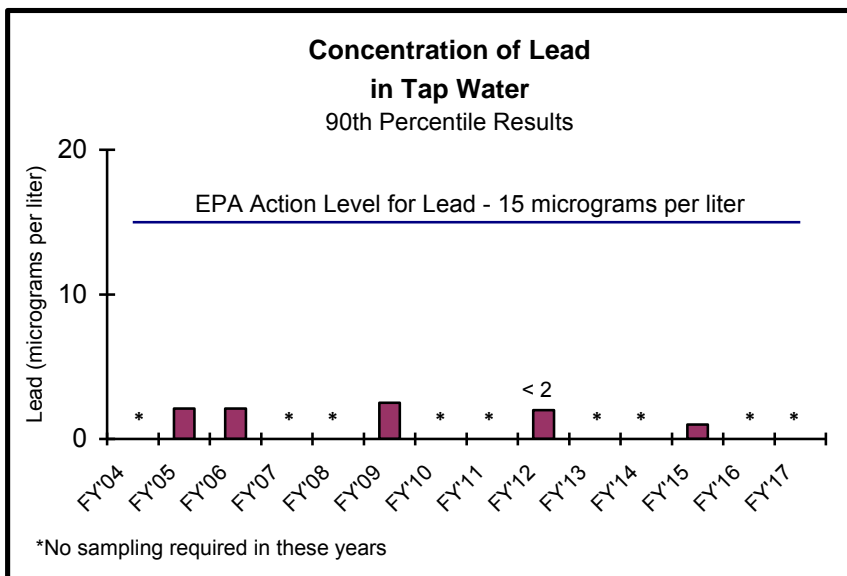
The WSSC has also been aggressively pursuing enhanced coagulation (optimization of coagulant doses and pH levels to improve total organic carbon removal) to enhance disinfection byproduct precursor removal, thereby lessening the formation of potential carcinogens in the finished water. Effective January 2001, the EPA standard for trihalomethanes (THMs) is 80 micrograms or lower of total THMs (TTHM) per liter in finished water. At the same time, the EPA also established a maximum finished water contaminant level for haloacetic acids (HAAs) of 60 micrograms of five HAAs (HAA5) per liter. As shown in the figures below, the WSSC is meeting the THM and HAA standards with the help of its enhanced coagulation initiatives. The Stage 2 Disinfection Byproducts (DBP) rule took effect in FY'12, and builds upon earlier rules to improve drinking water quality. The new rule strengthens public health protection from disinfection byproducts by requiring drinking water systems to meet maximum contaminant levels at each compliance monitoring location (as a locational annual average) instead of as a system-wide average as in previous rules. The annual average is shown below as the highest quarterly running annual average for a given fiscal year.



PERFORMANCE OF KEY SERVICES

(Continued)

The Commission also continues its corrosion control program (using fine pH adjustment and addition of orthophosphate) to minimize potential lead and copper corrosion in customer plumbing. The state has confirmed that the WSSC's treatment is optimized for corrosion control against lead and copper. As a result, the state has allowed WSSC to be on a reduced monitoring schedule (both frequency of monitoring and number of samples) for much of the past two decades, with occasional periods of increased monitoring associated with treatment changes such as addition of orthophosphate. Results from the required annual or triennial monitoring continue to indicate the 90th percentile lead and copper levels are well below the tap water action levels. The most recent round of monitoring was performed in FY'15.



PERFORMANCE OF KEY SERVICES

(Continued)

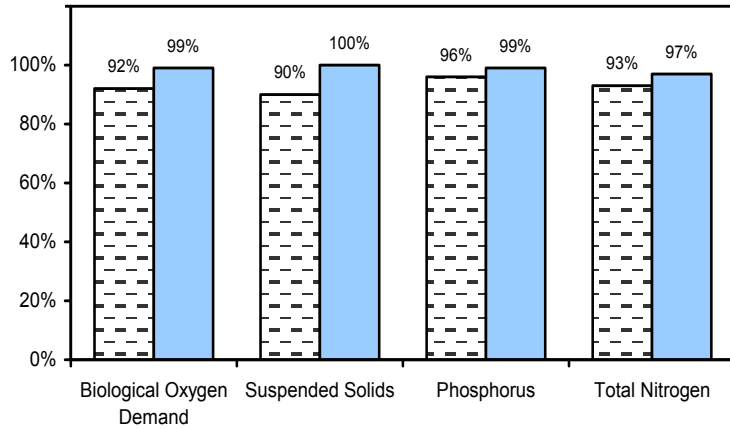
Wastewater Treatment

The following graphs present actual FY'17 plant performance for the WSSC's wastewater treatment plants, in terms of the percentage of specific substances removed compared to state/federal discharge permit requirements. The substances regulated differ from plant to plant, depending (in part) on the river or stream into which the treated water is discharged. For FY'19, the Production Department will continue to pursue its goal of meeting or surpassing the permit requirements for each plant.

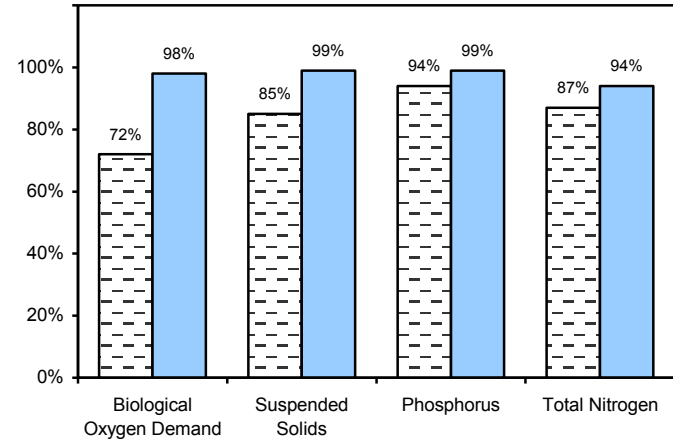
Wastewater Treatment Plant Performance – FY'17 Percentage Removal of Substances Regulated by Discharge Permits

Permit Requirement
 Plant Performance

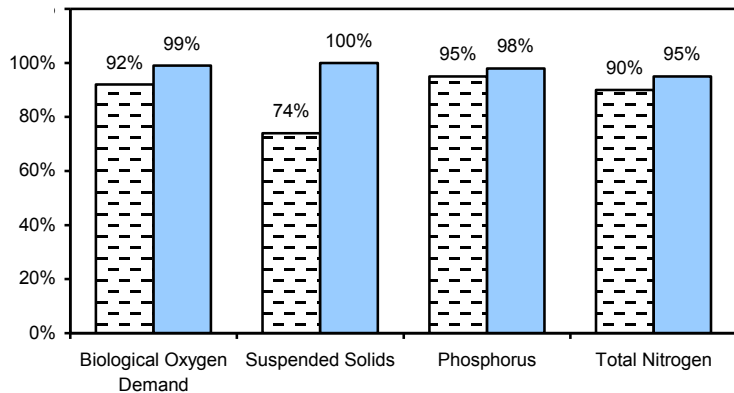
Damascus Wastewater Treatment Plant



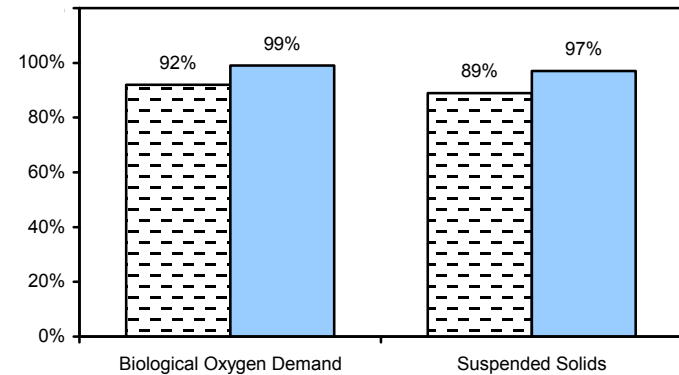
Piscataway Wastewater Treatment Plant



Seneca Wastewater Treatment Plant



Hyattstown Wastewater Treatment Plant



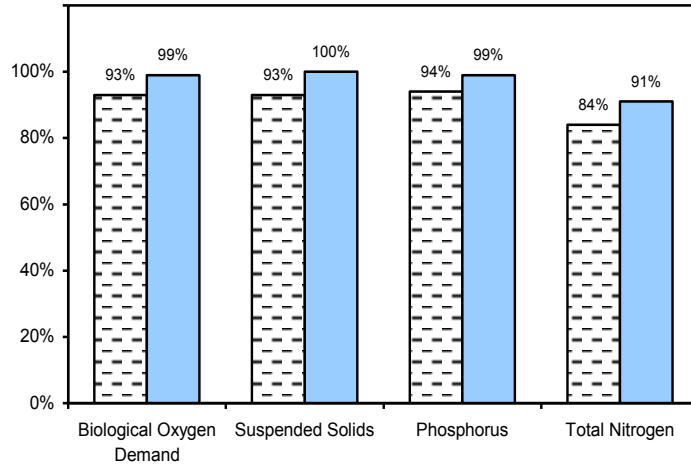
PERFORMANCE OF KEY SERVICES

(Continued)

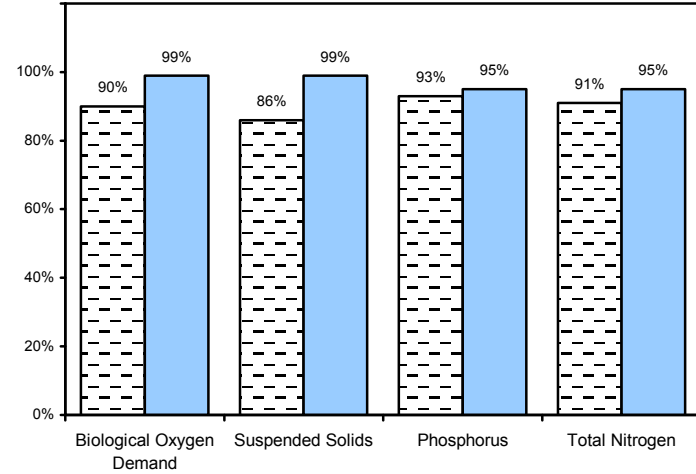
Wastewater Treatment Plant Performance – FY'17 Percentage Removal of Substances Regulated by Discharge Permits

▨ Permit Requirement ■ Plant Performance

Parkway Wastewater Treatment Plant



Western Branch Wastewater Treatment Plant



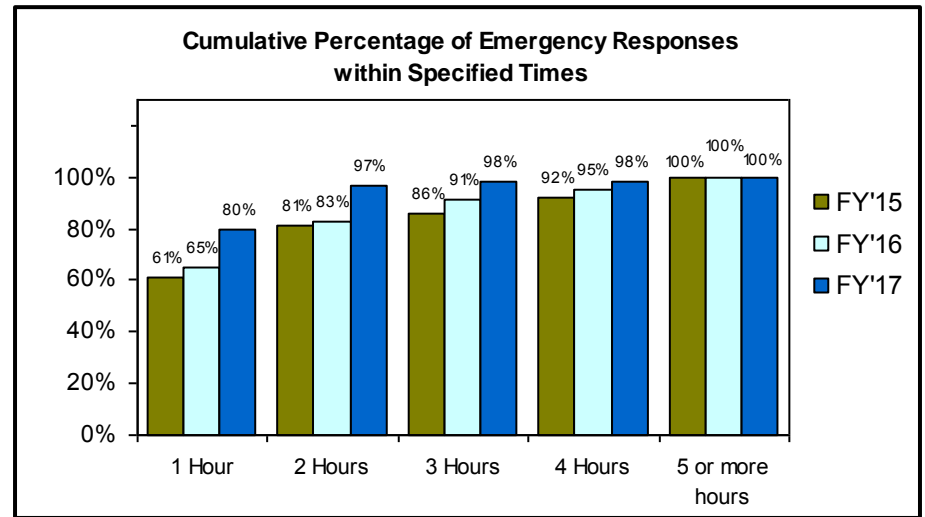
PERFORMANCE OF KEY SERVICES

(Continued)

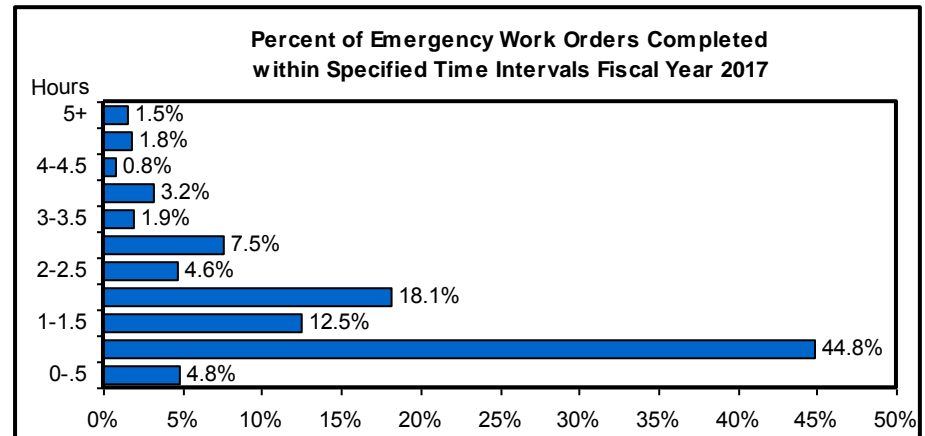
Emergency Response

During FY'17, 31,914 emergency work orders were initiated in response to customer or system emergencies. The WSSC's objective is to provide a first response to these emergencies in less than 2 hours, based on feedback from our customers on what they consider a reasonable and necessary response time.

The top graph shows that in FY'17 we responded to approximately 80% of our emergency calls in less than 1 hour, and to 97% in less than our 2-hour goal with an average response time of 1.3 hours, the same as in FY'16. The percentage of calls responded to within our 2-hour goal improved, primarily due to 13% fewer emergency work orders in FY'17 than in FY'16. Emphasis on proper dispatching and on crew and inspector assignments generally allows us to keep our response time under 2 hours.



The bottom graph shows the distribution of emergency work order completion times in FY'17. Most emergency work orders required less than 2.0 hours to complete.

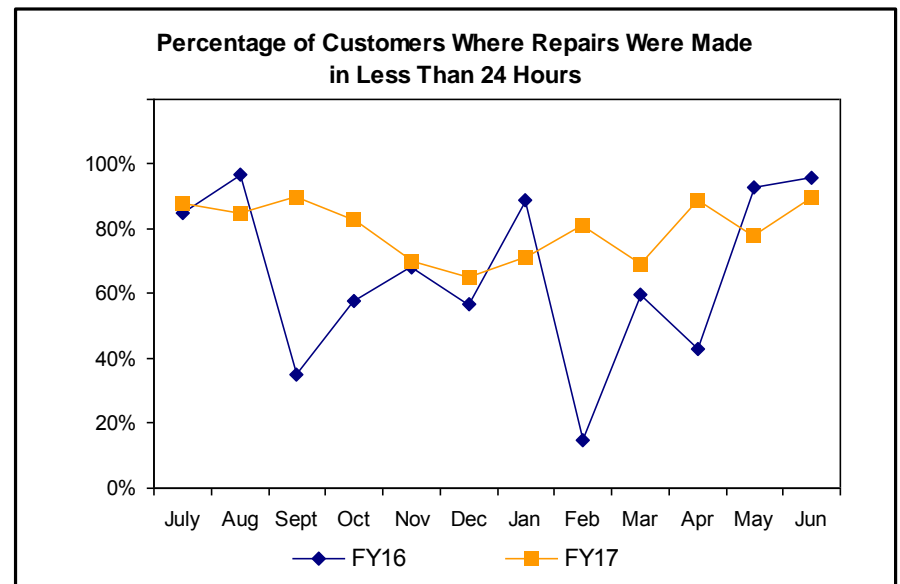
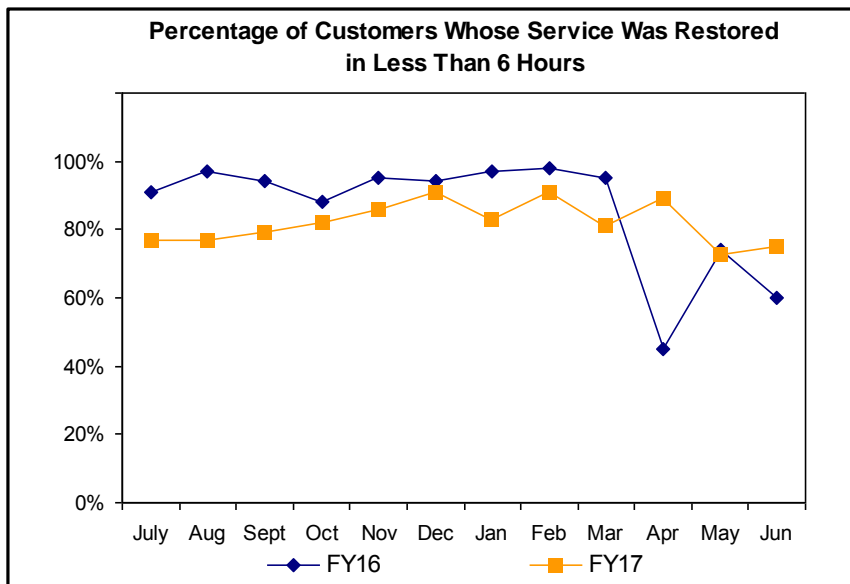


PERFORMANCE OF KEY SERVICES

(Continued)

Restoration of Water Service

The WSSC's objective is to restore normal service to our customers within 24 hours from the time the Commission is notified of an emergency, and to limit the actual time a customer is without water service to less than 6 hours. During FY'17, 40,333 customers, or approximately 9% of the WSSC's customers, experienced a temporary suspension in water service while a water main was shut down following a water main break or other emergency. The graph below on the left indicates the percentage of affected customers whose water service was restored in less than 6 hours after a water main was shut down and returned to service. For FY'17, the average time customers were without water service was 4.1 hours, with 84% having water service restored within the targeted 6-hour goal. The graph on the right indicates the percentage of affected customers where repairs were completed in less than 24 hours to restore normal or permanent water service. The average time from notification of a problem to restoration of normal service was 17.0 hours for FY'17, with 78.3% of customers having normal water service restored in less than the 24-hour goal.



PERFORMANCE OF KEY SERVICES

(Continued)

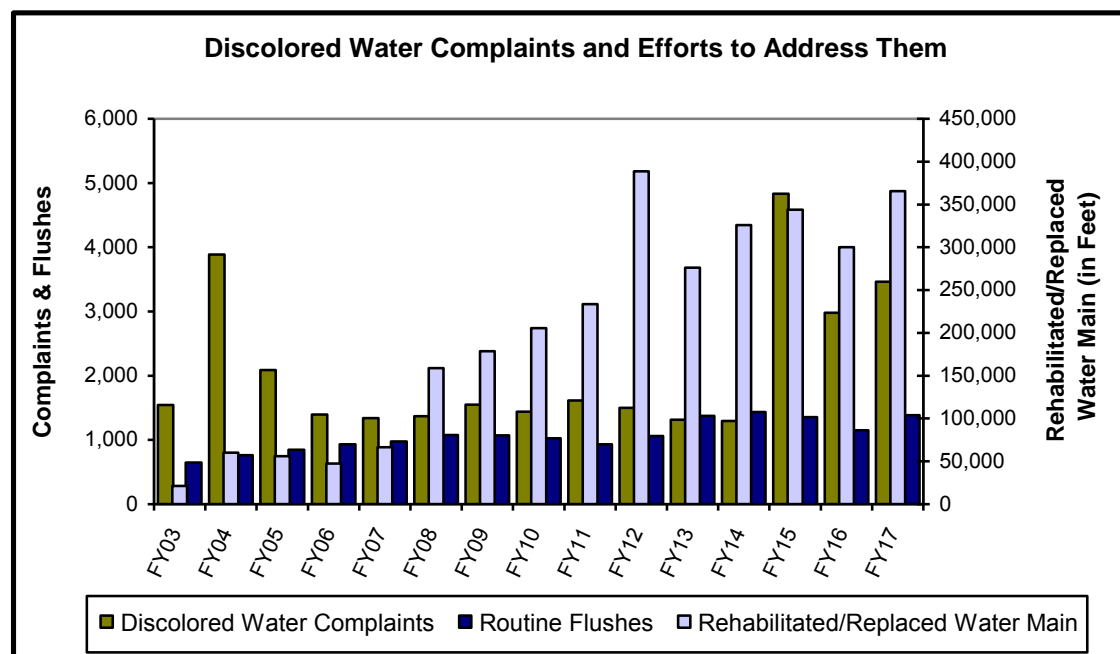
Discolored Water

Unlined cast iron pipe eventually leads to discolored water in the distribution system as the water chemically reacts with the pipe to form iron oxides (rust) and accumulates deposits of iron and manganese that can become dislodged. This is a serious inconvenience for the affected customers, limiting and disrupting their normal water use. To combat this problem, an aggressive program was begun in FY'96 to periodically flush water mains in the affected areas to keep the water clear. At the same time, the Commission augmented its ongoing program to resolve such problems by mechanically cleaning and relining the old mains with a new cement mortar lining.

The graph to the right shows the relative success the WSSC has had in dealing with these complaints over the years.

Beginning in FY'01, the emphasis was shifted from cleaning and lining water mains to the more permanent solution of water main replacement, which is more involved and more time consuming than cleaning and lining. During FY'04, even though rehabilitation and replacement efforts more than doubled, discolored water

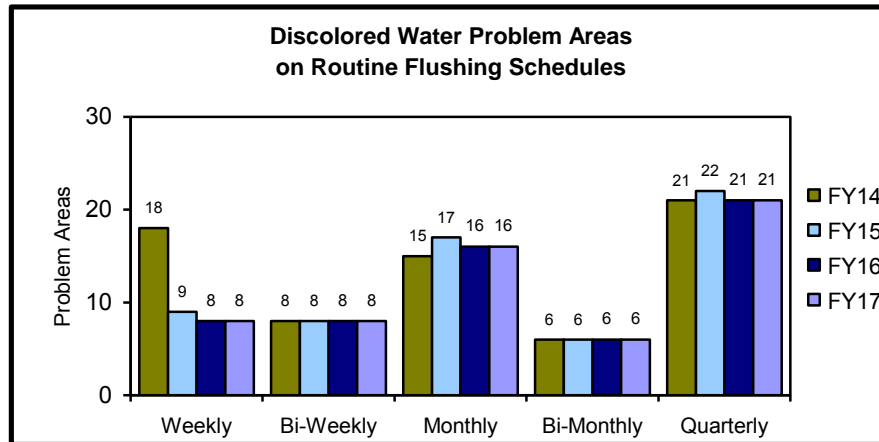
complaints increased as a result of the volume of water main breaks associated with winter weather and service changes resulting from the Patuxent Water Filtration Plant Upgrade. In recent years, the number of discolored water complaints has again increased substantially. An investigation of this issue has revealed significant increases in sodium and manganese coming from the Potomac River. The sodium concentration, up to 7 times higher than usual, was in the river due to the use of salt on roads and driveways in the winter months. The salt leached manganese from the soil and the increased manganese in the ground water reached the river and the intake at the Potomac Plant. The presence of high levels of manganese caused discoloration. The presence of sodium aggravated the corrosion of WSSC's aging water mains and contributed to increased discolored water complaints as well. The Commission is now treating water for manganese reduction, which should reduce discolored water complaints in the future.



PERFORMANCE OF KEY SERVICES

(Continued)

The focus on rehabilitation and replacement efforts has been increased in recent years. In order to maintain the high level of water quality our customers expect, it is important to continue acceleration of water main replacement. This will continue to reduce the amount of flushing that is required. WSSC replaced 69.2 miles of distribution mains, and 4.4 miles of transmission mains during FY'17.



The graph to the left shows the number of chronic problem areas requiring regular flushing on a weekly, bi-weekly, monthly, bi-monthly, and quarterly basis since FY'14. The number of areas with chronic discolored water problems has remained relatively constant over the years, with little variation in bi-weekly, monthly, bi-monthly, and quarterly flushings. Areas with weekly flushings have been reduced in number over the past few years.

Sewer Line Blockages

The goal of the Line Blockage Analysis (LBA) program is to prevent a customer who experiences a sewer backup due to a problem in the WSSC's main sewer line from suffering a second backup. When a customer has a sewer backup, a maintenance crew responds to clear the stoppage and assist in cleaning the basement. Response is generally within 2 hours, 24 hours a day, 7 days a week. The customer is contacted the following business day to see if additional assistance is needed and is advised that an LBA investigation has been initiated. The sewer main is immediately recleaned to preclude another backup during the investigation process, and a television camera is pulled through the line within 30 days to determine structural condition. All pertinent data is then reviewed and analyzed to determine what action is necessary to prevent a recurrence of the backup. After a decision is made, the customer is notified by letter of any planned action, and the appropriate preventive maintenance or rehabilitation action is scheduled and subsequently implemented.

The overall program objective is to prevent a second backup in 95% of the cases processed. For FY'17, the Commission was successful in preventing a second backup in 99% of these cases. The Proactive Maintenance Program (PMP), along with technological advances such as the jet cam, has enabled the Commission to pursue its objective more diligently.

PERFORMANCE OF KEY SERVICES

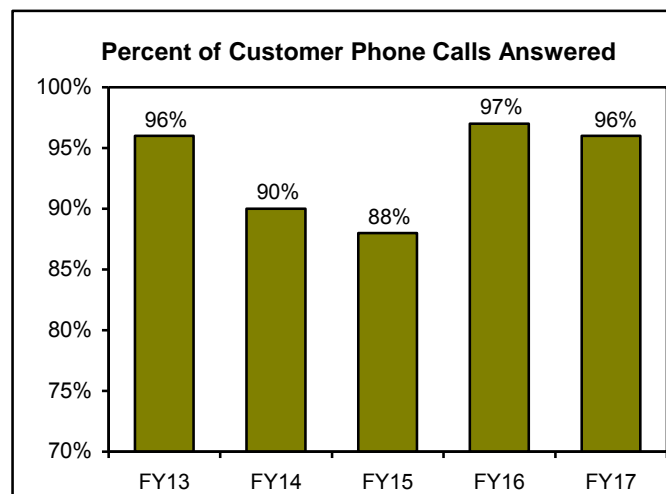
(Continued)

Sewer House Connection Renewal

The sewer house connection renewal program replaces sewer house connections when structural problems have caused customer backups. Damaged or deteriorated sewer house connections are replaced as necessary to ensure that customers do not suffer repeated sewer backups into their homes. The program objective is to prevent a second backup after the WSSC has confirmed there is a problem with the service. During FY'17, the Commission replaced 1,198 connections, versus 966 connections in FY'16.

Customer Calls for Maintenance Assistance

During FY'17, the Commission answered 96% of customer calls for maintenance assistance, as shown in the graph to the right. Our goal continues to be a 95% response rate. We continue to work through several measures in furtherance of this goal. Cross-training agents from the Non-Emergency Call Center allows for greater flexibility in staffing and an improved knowledge base. A Geographic Information System (GIS) application enables customers to report emergencies using their smart phones. The system complements the Maintenance Management Information System (MMIS) by placing needed information about leaks and other emergencies at the dispatchers' fingertips, thereby allowing representatives to provide consistent and knowledgeable responses. Detailed help in determining the proper response to customers' problems and questions is included along with other frequently required reference materials, such as phone numbers and standard operating procedures.



In addition, a Workforce Management Center of Excellence (CoE) is being implemented to forecast, plan, schedule, and handle intra-day adjustments so staffing levels required to meet service levels are achieved. The benefit of this initiative is that the Workforce Management CoE will proactively monitor staffing levels and maintain best services, routing between in-house and out-sourced staff.

GOALS, OBJECTIVES, AND OUTCOME MEASURES

STAFF OFFICES

Goal: Provide cost-effective internal audit services.

Office(s): Internal Audit
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
In fiscal years where Blue Plains audit reports are issued, achieve an internal audit payback ratio in excess of 1:1 (e.g. the Commission should receive more dollars from internal audits than it spends on internal audits).	Ratio of financial savings from internal audits to Internal Audit costs, excluding the costs associated with external audit services and the WSSC Commissioners.	1:1	1:1	1:1	1:1	1:1	1:1
Ensure accurate reimbursements via performed audits.	SDC: Total audit-based adjustment in Developer-requested reimbursements for CIP construction.	\$500,000	\$29,521	\$500,000	\$1,042,314	\$500,000	\$500,000
	Blue Plains: Total audit-based adjustment in Blue Plains O&M and Capital Indirect Billing.	\$1,000,000	N/A	\$1,000,000	\$2,323,705	\$1,000,000	\$1,000,000

Goal: Enhance customer service with an emphasis on customer communication.*

Office(s): Claims
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Respond to all complaint phone calls and/or emails within 24 hours.	Percentage of customer complaint calls/emails responded to within 24 hours.	N/A	N/A	N/A	N/A	N/A	95%
Acknowledge all claims promptly upon receipt of claim.	Percentage of acknowledgement letters mailed within 24 hours of receipt of claim.	N/A	N/A	N/A	N/A	N/A	95%
	Percentage of customers with whom voice contact has been made (or attempted) within 48 hours of receipt of claim.	N/A	N/A	N/A	N/A	N/A	95%

*New goal for FY 2019.

GOALS, OBJECTIVES, AND OUTCOME MEASURES

STAFF OFFICES (continued)

Goal: Improve the efficiency and promptness of the claims handling process.*

Office(s): Claims
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Make liability decisions regarding new claims within 30 days.	Percentage of new claims having been investigated and a liability determination made within 30 days.	N/A	N/A	N/A	N/A	N/A	95%
Fully document all claims.	Percentage of processed claims fully documented at closure.	N/A	N/A	N/A	N/A	N/A	95%
Reduce the number of days required to close a claim.	Closure ratio for claims opened and closed within one year.	N/A	N/A	N/A	N/A	N/A	85%
	Average number of days required to close a claim.	N/A	N/A	N/A	N/A	N/A	120

*New goal for FY 2019.

Goal: Support the achievement of the Commission's goals.

Office(s): WSSC Stat Office
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Facilitate the use of management best practices in completion of enterprise initiatives and projects.	Percentage of annual enterprise initiatives that utilized WSSC Stat Office consulting services for achievement of outcomes.	25%	45%	25%	75%	25%	90%

GOALS, OBJECTIVES, AND OUTCOME MEASURES

STAFF OFFICES (continued)

Goal: Align organizational goals with the Commission’s vision, mission, and strategic priorities.

Office(s): WSSC Stat Office
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Facilitate alignment of annual workplan initiatives with the Commission's Strategic	Percentage of initiatives linked to Strategic Priorities.	100%	100%	100%	100%	100%	100%

Goal: Maintain the safety and security of WSSC property, personnel, and the general public through the deterrence and prevention of crimes on WSSC property.

Office(s): Police and Homeland Security
Strategic Priority: Protect our People, Infrastructure, Systems and Resources

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Limit the occurrence of crime on WSSC property to ≤ 250 incidents.	Total calls for service alleging crimes on WSSC property and/or crimes against WSSC.	200	165	205	219	150	250

GOALS, OBJECTIVES, AND OUTCOME MEASURES

STRATEGIC PARTNERSHIPS

Goal: Promptly and courteously answer all telephone calls.

Division(s): Customer Care
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Attain a 95% success rate for answering non-emergency calls.	Percentage of non-emergency calls answered.	90.0%	92.0%	90.0%	93.0%	95.0%	95.0%
Maintain a 95% success rate for answering all emergency calls.	Percentage of emergency calls answered.	96.0%	97.0%	90.0%	91.0%	95.0%	95.0%

Goal: Accurately bill and collect for all metered water use.

Division(s): Billing & Revenue Protection
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Generate water and sewer bills based on actual consumption rather than estimated consumption.	Percentage of customer bills based on actual consumption (e.g., actual meter readings).	96.0%	91.0%	96.0%	96.5%	95.0%	95.0%
Collect all billed water and sewer use charges on a timely basis.	Percentage of billed water and sewer accounts considered delinquent.	10.0%	6.0%	11.0%	5.9%	5.0%	5.0%

Goal: Provide a quick response time to customer problems or system emergencies.

Division(s): Customer Care
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Respond within 14 (calendar) days to all written correspondence received.	Percentage of customer correspondence responded to within 14 (calendar) days.	80.0%	95.0%	95.0%	99.0%	95.0%	95.0%

GOALS, OBJECTIVES, AND OUTCOME MEASURES

STRATEGIC PARTNERSHIPS (continued)

Goal: Ensure active participation in, and full voice for, the WSSC's legislative priorities.

Office(s): Intergovernmental Relations Office
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Assist the General Manager/Chief Executive Officer and other WSSC officials in providing testimony or briefings, representing WSSC at bill hearings, work sessions, markups, and other meetings at the County, State, and Federal governments.	Percentage of required bill hearings, worksessions, and delegation/committee meetings attended.	100%	100%	100%	100%	100%	100%

Goal: As the Commission's liaison, build and maintain strong partnerships with elected officials and their staff.

Office(s): Intergovernmental Relations Office
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Develop and maintain relationships with elected officials and staff members to advance WSSC's interests.	Percentage of legislative events, receptions, and outreach activities scheduled vs. actual events held.	100%	100%	100%	100%	100%	100%
Respond to elected officials' requests, including those originating from their constituents and staff.	Percentage of responses to inquiries provided within three business days.	100%	100%	100%	100%	100%	100%
Schedule educational site visits to WSSC facilities and briefings for elected officials and staff at the County, State, and Federal level.	Percentage of educational site visits and briefings conducted vs. scheduled.	100%	100%	100%	100%	100%	100%

GOALS, OBJECTIVES, AND OUTCOME MEASURES

STRATEGIC PARTNERSHIPS (continued)

Goal: Disseminate accurate and timely information regarding legislation impacting the WSSC to employees and stakeholders.

Office(s): Intergovernmental Relations Office
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Keep WSSC employees and Commissioners informed of County, State, and Federal legislation impacting WSSC.	Percentage of monthly federal updates required to be sent to all management vs. actual updates sent.	100%	100%	100%	100%	100%	100%

Goal: Disseminate accurate and timely information to WSSC customers and stakeholders.

Office(s): Communications & Community Relations Office
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Provide customers with up-to-date information on the WSSC and its activities/events.	Satisfy EPA requirements by producing the Annual Water Quality Report by close of fiscal year.	Yes	Yes	Yes	Yes	Yes	Yes
	Number of Quarterly Pipeline bill inserts produced and distributed vs. planned.	4	4	4	4	4	4
	Build social media following on Twitter and Facebook to expand our reach to customers. (# Followers/Social Media Program)	2,000 Facebook/ 3,000 Twitter	1,800 Facebook/ 3,000 Twitter	3,000 Facebook/ 5,000 Twitter	2,850 Facebook/ 3,700 Twitter	3,500 Facebook/ 5,500 Twitter	3,500 Facebook/ 5,500 Twitter
	Post all news releases on WSSC website home page.	Yes	Yes	Yes	Yes	Yes	Yes

GOALS, OBJECTIVES, AND OUTCOME MEASURES

STRATEGIC PARTNERSHIPS (continued)

Goal: Achieve fair and accurate media coverage for the WSSC.

Office(s): Communications & Community Relations Office

Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Respond to local media inquiries within one hour of request for information.	Percentage of responses to inquiries provided within one hour.	98%	98%	98%	98%	98%	98%
Remain continuously accessible (24/7) to local media.	Number of days per year accessible to local media.	365	365	365	365	365	365

Goal: Disseminate accurate and timely information to WSSC customers and stakeholders.

Office(s): Communications & Community Relations Office

Strategic Priority: Inspire Employee Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Educate constituencies on the three components of the WSSC's services: water, wastewater, and source water protection.	Number of educational events prepared and presented to local schools.	35	78	75	100	100	120
	Plan and execute presentations for community-level service groups and associations (e.g. Fats, Oils, and Grease (FOG) Program, Infrastructure, WSSC educational-related issues, media appearances).	15	25	150	100	150	100
	Partner with outside agencies to plan/execute events (e.g. stream/road cleanups, water festival, and campfire).	9	12	20	5	20	5
	Number of community outreach events conducted (e.g. H2O Summit, Children's Water Festival, tree plantings, and invasive weed removals).	25	30	30	20	35	20

GOALS, OBJECTIVES, AND OUTCOME MEASURES

STRATEGIC PARTNERSHIPS (continued)

Goal: Disseminate accurate and timely information to WSSC employees.

Office(s): Communications & Community Relations Office

Strategic Priority: Inspire Employee Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Inform employees about WSSC news.	Publish Fish Tales and distribute to Depots monthly (in addition to providing on-line). Note: As of FY'18, Fish Tales and #H2O People are combined for quarterly publications.	12	4	12	4	4	4
Communicate new initiatives/programs to employees.	Execute campaigns to communicate new or special initiatives, programs, etc. to employees.	5	5	5	5	5	5

Goal: Provide support for WSSC programs/projects as required.

Office(s): Communications & Community Relations Office

Strategic Priority: Protect Our People, Infrastructure, Systems, and Resources

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Increase public awareness of Consent Decree related issues, such as the Fats, Oils, and Grease (FOG) Program.	Fulfill Consent Decree requirement to issue news releases for all SSOs over 10,000 gallons within 24 hours.	Yes	Yes	Yes	Yes	Yes	Yes
	Promote "Can The Grease" to media at least 3 times per year.	3	3	3	3	3	3
	Provide FOG-related educational materials and promotional items to distribute to customers.	10,000	10,000	10,000	10,000	10,000	10,000

GOALS, OBJECTIVES, AND OUTCOME MEASURES

STRATEGIC PARTNERSHIPS (continued)

Goal: Continuous improvement of Human Resources operations.

Office(s): Human Resources Office
Strategic Priority: Inspire Employee Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Review and update Human Resources policies and procedures on an ongoing basis.	Percentage of policies and procedures identified as priority and critical for revision having been prioritized, revised, and communicated to all employees.	100%	60%	100%	70%	100%	100%

Goal: Ensure the WSSC is fully compliant with all employment regulatory requirements.

Office(s): Human Resources Office
Strategic Priority: Inspire Employee Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Ensure all employees are aware of WSSC policies and employment regulatory requirements, through communication and education.	Percentage of employees trained in the required employment areas.	100%	100%	100%	100%	100%	100%

Goal: Ensure that the WSSC is a safe place to work.

Office(s): Occupational Safety and Health
Strategic Priority: Inspire Employee Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Limit the occurrence of on-the-job injuries to WSSC employees to ≤ 130 and lost-time injuries to ≤ 65.	Number of injuries reported by WSSC:						
	On-the-job injuries	125	109	125	109	125	125
	Lost-time injuries	30	43	40	32	50	50
Reduce the number of on-the-job vehicular accidents involving WSSC employees to ≤ 150.	Number of vehicular accidents involving WSSC employees.	150	160	150	141	150	150

GOALS, OBJECTIVES, AND OUTCOME MEASURES

STRATEGIC PARTNERSHIPS (continued)

Goal: Provide regular, effective training to WSSC employees concerning Commission safety policies and practices.

Office(s): Occupational Safety and Health
Strategic Priority: Inspire Employee Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Maintain average overall ratings for safety training classes of at least 4.0 (where 4=good, 5=excellent).	Average overall ratings by trainees for safety training classes.	4.8	4.8	4.8	4.8	4.8	4.8

GOALS, OBJECTIVES, AND OUTCOME MEASURES

OPERATIONS

Goal: Provide timely support for water and sewer extensions needed for planned development in the Sanitary District.

Division(s): Development Services
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Complete Hydraulic Review as part of the System Extension Permit (SEP) process within 6 weeks of submission, excluding large/complex projects.	Percentage of Hydraulic Review requests processed in 6 weeks or less.	100%	94%	100%	88%	95%	95%
Complete Phase II of the SEP process within 8 weeks.	Percentage of Phase II plan review packages processed in 8 weeks or less.	100%	100%	100%	100%	100%	100%

Goal: Promptly issue all plumbing and gasfitting permits required by the WSSC.

Division(s): Development Services
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Issue all requested plumbing and gasfitting permits within 2 days of receipt of contractors' application.	Percentage of permits issued within 2 days of receipt of contractors' application.	100%	100%	100%	100%	100%	100%

Goal: Provide effective short- and long-range planning for the WSSC's water and wastewater systems to ensure public safety and sufficient future water and wastewater capacity.

Division(s): Planning
Strategic Priority: Improve Infrastructure

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Reduce the number of wastewater basins experiencing recurring wet weather overflows to zero.	Number of wastewater basins experiencing recurring wet weather overflows (Total: 21 basins).	1	1	1	1	1	1
Keep water system zones having transmission / storage deficiencies that require authorization dependencies at zero.	Number of water system zones with transmission / storage deficiencies that require authorization dependencies (Total: 19 zones).	0	0	0	2	0	2

GOALS, OBJECTIVES, AND OUTCOME MEASURES

OPERATIONS (continued)

Goal: Plan, design and construct major capital projects according to the CIP.

Division(s): Facility Design & Construction
Strategic Priority: Improve Infrastructure

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Complete facility plans, concept designs and engineering designs as scheduled in the CIP.	Number of planning and design phase projects completed vs. planned.	5	13	5	12	7	6
Complete facility construction as scheduled in the CIP.	Number of construction phase projects completed vs. planned.	6	8	8	8	4	13

Goal: Rehabilitate and/or replace deteriorating water and wastewater infrastructure.

Division(s): Pipeline Design
Pipeline Construction
Strategic Priority: Improve Infrastructure

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Design the number of miles for the Water Reconstruction Program as planned.	Miles of water mains designed vs. planned.	57	59	69	57.2	67	57
Design the number of large service meter vaults as planned.	Number of meter vaults designed vs. planned.	45	56	45	45	45	45
Design the number of miles for the Sewer Reconstruction Programs as planned.	Miles of sewer mains designed vs. planned.	10	49	20*	31.5	20	20
Design the number of sewer manholes as planned.	Number of sewer manholes designed vs. planned.	231	1,643	29	353	300	250
Manage construction of the water main replacement program to achieve replacement goals.	Miles of contract water distribution main replaced vs planned.	43.0	46.9	43.0	60.5	43.0	43.0
	Miles of contract water transmission main replaced vs planned.	4.0	7.7	6.0	4.4	6.0	6.0
Rehabilitate the number of miles of sewer mains and lateral lines for the Sewer Reconstruction and Trunk Sewer Reconstruction Programs as planned.	Miles of sewer mains and lateral lines rehabilitated vs. planned.	56	57	55	44	55	35

* Effective FY'17 the design miles include both small and large diameter sewer mains.

GOALS, OBJECTIVES, AND OUTCOME MEASURES

OPERATIONS (continued)

Goal: Improve facility operations by updating industrial automation systems.

Division(s): Process Control
Strategic Priority: Improve Infrastructure

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Upgrade planned number of Programmable Logic Controllers (PLC).	Number of PLC upgraded vs. planned.	3	3	3	2	2	2
Upgrade or install new Uninterruptable Power Supply (UPS) systems to improve electrical reliability for the PLC Systems.	Number of UPS upgraded vs. planned.	3	3	3	0	2	2

Goal: Ensure Significant Industrial Users' compliance with EPA regulatory requirements.

Division(s): Regulatory Services
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Inspect all Significant Industrial Users annually and conduct necessary follow up inspections.	Number of required inspections of Significant Industrial Users performed vs. number of Significant Industrial Users.	100%	100%	100%	100%	100%	100%
	Number of follow up inspections of Significant Industrial Users.	25	44	25	23	25	10
Collect samples from all Significant Industrial Users as required in their permit.	Number of Significant Industrial User samples collected vs. number of samples required.	300	300	300	300	300	325
	Number of additional samples taken of Significant Industrial Users.	850	1,016	850	1,104	850	850

GOALS, OBJECTIVES, AND OUTCOME MEASURES

OPERATIONS (continued)

Goal: Provide timely review of site utility plans and ensure compliance with plumbing and gasfitting regulations.

Division(s): Development Services
Regulatory Services
Strategic Priority: Improve Infrastructure

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Complete 1 st review of site utility plans within eight weeks of submission.	Percentage of 1 st reviews completed within eight weeks.	100%	100%	100%	100%	100%	100%
Conduct 99.9% of all requests for inspections to ensure compliance with plumbing and gasfitting regulations.	Percentage of requested plumbing/gasfitting inspections conducted.	99.96%	100.00%	99.96%	100.00%	100.00%	100.00%

Goal: Comply with the FOG provisions of the Sanitary Sewer Overflow Consent Decree.

Division(s): Regulatory Services
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Conduct 100% of all mandatory Consent Decree FOG initial inspections.	Percentage of initial FOG inspections completed vs. planned.	100%	100%	100%	100%	100%	100%

Goal: Manage paving contracts to meet time restrictions for work directed on a non-emergency basis.

Division(s): Pipeline Construction
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
On State highways, the paving contractor shall complete paving repairs within the number of days specified in the contract.	Percentage of paving repairs that are completed within the contract time requirements.	80%	49%	70%	41%	70%	70%
On all other roadways, sidewalks, driveways, curbs, and gutters, the contractor shall complete paving repairs within the number of days specified in the contract.	Percentage of paving repairs that are completed within the contract time requirements.	80%	72%	85%	70%	80%	80%

GOALS, OBJECTIVES, AND OUTCOME MEASURES

OPERATIONS (continued)

Goal: Manage construction contracts to minimize extra expense while still ensuring quality construction.

Division(s): Pipeline Construction
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Manage change orders to ensure minimum amount of contract increases.	Dollar value of change orders as a percentage of bid amount for Pipeline Construction contracts completed.	0.0%	4.0%	1.0%	7.3%	1.0%	4.0%

Goal: Identify deteriorating infrastructure through inspection, testing and monitoring.

Division(s): Engineering & Environmental
Strategic Priority: Improve Infrastructure

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Inspect the number of dams as planned.	Number of dams inspected vs. planned.	3	3	3	3	3	3
Provide corrosion design and repair recommendations based upon corrosion test readings.	Number of corrosion test stations read vs. planned.	300	442	300	465	300	400

Goal: Eliminate / Minimize adverse environmental impacts associated with accelerated soil erosion and sediment control of major pipeline projects.

Division(s): Engineering & Environmental
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Provide timely inspections for erosion and sediment control of major pipeline projects.	Percentage of bi-weekly inspections of each major pipeline project performed as required by law.	100%	100%	100%	100%	100%	100%

GOALS, OBJECTIVES, AND OUTCOME MEASURES

OPERATIONS (continued)

Goal: Comply with state and federal standards for safe drinking water.

Division(s): Potomac, Patuxent
Strategic Priority: Protect our People, Infrastructure, Systems and Resources

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Maintain compliance with Safe Drinking Water Act requirements to ensure safe, pure drinking water.	Number of times the maximum contaminant levels established by the EPA were exceeded:						
	Potomac Water Filtration Plant	0	0	0	0	0	0
	Patuxent Water Filtration Plant	0	0	0	0	0	0
Achieve optimized coagulation and filtration to maintain filtered water turbidity at or below 0.1 Nephelometric Turbidity Units (NTU).	Average filtered water turbidity (NTU):						
	Potomac Water Filtration Plant	<0.08	0.03	<0.08	0.035	<0.08	<0.08
	Patuxent Water Filtration Plant	<0.08	0.03	<0.08	0.035	<0.08	<0.08
Keep the level of potential disinfection by-product (trihalomethanes) in the finished water below 80 micrograms per liter, the standard established by the EPA.	The highest quarter local value rolling annual average of trihalomethanes in the distribution system (mg/l).	<64.0	61.2	<64.0	59.5	<64.0	<64.0
Keep the level of potential disinfection by-product (haloacetic acids) in the finished water below 60 micrograms per liter, the standard established by the EPA.	The highest quarterly local value rolling annual average of haloacetic acids in the distribution system (mg/l).	<59.0	42.0	<59.0	39.8	<59.0	<59.0

Goal: Consistently return clean wastewater to the environment in a manner that meets or exceeds all state and federal standards.

Division(s): Piscataway, Western Branch, Parkway, Seneca/Damascus/Hyattstown
Strategic Priority: Protect our People, Infrastructure, Systems and Resources

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Maintain compliance with NPDES permit requirements at the WSSC's wastewater treatment plants.	Number of NPDES permit non-compliances for the WSSC's wastewater treatment plants.	4	0	2	0	2	0

GOALS, OBJECTIVES, AND OUTCOME MEASURES

OPERATIONS (continued)

Goal: Accurately bill and collect for all metered water use.

Division(s): Meter Services
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Sustainability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Accurately record and report all meter readings.	Percentage of meter readings reported and recorded accurately.	99.9%	99.9%	85.0%	98.6%	99.9%	90.0%

Goal: Accurately account for water produced in the distribution system.

Division(s): Utility Services North, West, Central, South
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Sustainability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Reduce service interruptions due to water main breaks.	Number of breaks per 100 miles of water main.	33.0	26.2	50.0	57.0	35.0	35.0
Perform annual testing of all large water meters whose daily average registration exceeds 20,000 gallons.	Percentage of all large water meters tested annually.	100.0%	77.0%	100.0%	37.0%	80.0%	80.0%

Goal: Provide a quick response time to customer problems or system emergencies.

Division(s): Utility Services North, West, Central, South
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Respond within 2 hours to customers' emergency telephone calls.	Percentage of emergencies responded to within 2 hours of receipt of customer calls.	85.0%	83.0%	85.0%	97.0%	95.0%	95.0%
	Average response time to emergency calls (in hours).	1.2	1.3	1.2	1.3	1.2	1.2

GOALS, OBJECTIVES, AND OUTCOME MEASURES

OPERATIONS (continued)

Goal: Minimize inconvenience caused by disruptions in service.

Division(s): Utility Services North, West, Central, South

Strategic Priority: Achieve Business Process Excellence and Maintain Financial Sustainability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Restore normal water service within 24 hours.	Percentage of customers whose water service was restored within 24 hours.	80.0%	72.5%	75.0%	79.0%	75.0%	75.0%
	Average time from notification of system problem to restoration of water service (in hours).	16.0	17.3	16.0	15.0	16.0	16.0
Limit time without water due to a service interruption to less than 6 hours.	Percentage of customers without water service for less than 6 hours.	90.0%	86.0%	90.0%	80.0%	90.0%	90.0%
	Average time without water (in hours).	4.0	4.1	4.0	4.0	4.0	4.0
Reduce the number of discolored water complaints.	Number of discolored water complaints.	1,300	2,978	2,500	2,245	2,500	2,500
	Areas with chronic discolored water problems which are on a routine flushing schedule.	50	59	60	62	60	60
Prevent a second sewer backup from occurring for at least 95% of customers experiencing an initial main line blockage.	Percentage of customers not experiencing a second backup after notifying the WSSC of a main line sewer blockage.	90.0%	100.0%	95.0%	99.4%	95.0%	95.0%

Goal: Complete planned water main replacement miles.

Division(s): Pipeline Infrastructure Strategic

Strategic Priority: Improve Infrastructure

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Replace the number of miles of water main by in-house staff as planned.	Miles of water main replaced by in-house crews vs. planned.	12.0	9.8	12.0	8.7	12.0	2.0

GOALS, OBJECTIVES, AND OUTCOME MEASURES

OPERATIONS (continued)

Goal: Inspect sewer infrastructure to ensure a reliable sewer collection system.

Division(s): Water/Wastewater Systems
Assessment

Strategic Priority: Improve Infrastructure

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Inspect, via closed circuit television, the number of miles of sewer main planned.	Miles of sewer main inspected via closed circuit television vs. planned.	300	242	300	286	300	300
Inspect, via smoke test, the number of miles of	Miles of sewer main inspected via smoke	5.0	0.7	5.0	2.0	5.0	5.0

Goal: Identify deteriorating water infrastructure through inspection, testing and monitoring.

Division(s): Water/Wastewater Systems
Assessment

Strategic Priority: Improve Infrastructure

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Inspect the number of Prestressed Concrete Cylinder Pipe (PCCP) miles as planned.	Miles of PCCP inspection performed vs. planned.	20.0	17.6	18.0	20.5	18.0	18.0
Install acoustical fiber optic line to monitor PCCP water transmission mains as planned.	Miles of acoustical fiber optic line installed vs. planned.	6.0	2.9	6.0	6.5	6.0	6.0

GOALS, OBJECTIVES, AND OUTCOME MEASURES

ADMINISTRATION

Goal: Minimize borrowing costs.

Division(s): Finance Department
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Issue water/sewer bonds at least 25 basis points below the 20 Bond Buyer Index Rate on the date of issuance. (A basis point is an interest rate unit of measurement of one hundredth of one percent.)	Difference (in basis points) between the 20 Bond Buyer Index Rate and the cost of water/sewer bonds on the date of issuance (average of 2 bond sales).	≥25 basis points	76 basis points	≥25 basis points	TBD pending selection of new Index	≥25 basis points	TBD pending selection of new Index
Maintain FitchRatings, Moody's, and/or Standard and Poor's bond ratings of AAA/Aaa/AAA.	Bond ratings: (FitchRatings/Moody's/Standard and Poor's).	AAA/Aaa/AAA	AAA/Aaa/AAA	AAA/Aaa/AAA	AAA/Aaa/AAA	AAA/Aaa/AAA	AAA/Aaa/AAA

Goal: Maximize investment returns within the constraints of Maryland law and adopted investment policy.

Division(s): Retirement
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Manage WSSC investment portfolio relative to the 91-day T-bill (U.S. Treasury bill) rate. (In a rising market, targeted earnings are 25 basis points below. In a falling rate market, target is 25 basis points above.)	Difference in basis points on 91-day T-bill rate.	Even	5 basis points above	Even	15 basis points below	4 basis points above	25 basis points below
Meet or exceed the 7% actuarial assumption for Retirement Fund investment returns on an annualized 10-year basis.	Annualized 10-year return on Retirement Fund investments as of June 30.	6.4%	5.1%	5.5%	4.8%	5.5%	9.7%

GOALS, OBJECTIVES, AND OUTCOME MEASURES

ADMINISTRATION (continued)

Goal: Accurately assess front foot benefit charges against all properties abutting recent extensions to the WSSC’s water and sewer systems.

Division(s): Revenue
Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Accurately calculate and assess all new front foot benefit charges.	Percentage of newly assessed property owners who successfully appeal the front foot benefit charge proposed by the WSSC.	0.01%	0.00%	0.01%	0.01%	0.01%	0.01%

Goal: Provide financial reports that are useful, timely, and accurate.

Division(s): Accounting
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Prepare monthly financial reports within 20 days of the end of the month and the annual report within 90 days of the end of the fiscal year.	Percentage of financial reports prepared on time.	100%	91%	100%	100%	100%	100%
Avoid the need for any prior period adjustments to financial reports unrelated to changes issued by the Governmental Accounting Standards Board (GASB).	Number of prior period financial adjustments required.	0	0	0	0	0	0

GOALS, OBJECTIVES, AND OUTCOME MEASURES

ADMINISTRATION (continued)

Goal: Maintain proper accounting in accordance with Generally Accepted Accounting Principles (GAAP) and the Government Accounting Standards Board (GASB).

Division(s): Retirement, Accounting
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Receive no finance-related “significant deficiencies” recommendations from the external auditor for the Commission’s financial statements.	Number of finance-related external auditor recommendations of “significant deficiencies” received.	0	0	0	0	0	0
Receive no recommendations from the external auditor regarding “significant deficiencies” for the Retirement Plan.	Number of Retirement Plan-related external auditor recommendations of “significant deficiencies” received.	0	0	0	0	0	0

Goal: Process financial transactions quickly and accurately.

Division(s): Revenue, Disbursements
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Utilize at least 95.0% of available vendor discounts.	Percentage of available vendor discounts taken.	95.0%	86.0%	96.0%	86.0%	96.0%	90.0%
Post at least 95.5% of customer remittances on the day received.	Percentage of customer remittances posted on the same day.	99.5%	99.8%	99.5%	99.8%	99.5%	99.5%
Post at least 99.9% of customer remittances correctly.	Percentage of remittances posted correctly.	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%

GOALS, OBJECTIVES, AND OUTCOME MEASURES

ADMINISTRATION (continued)

Goal: Ensure the long-term fiscal stability and soundness of the Commission.

Division(s): Budget
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Maintain an end-of-year fund balance (accumulated net revenue) of at least 10 percent of water and sewer revenue as a reserve.	Combined end-of-year fund balance for the water and sewer operating funds (\$ millions)/ Percent of water and sewer revenue.	\$110.1 / 18.9%	\$149.9 / 27.6%	\$105.6 / 15.5%	\$190.0 / 27.0%	\$176.9 / 25.1%	\$165.4 / 22.4%

Goal: Produce a sound, affordable capital spending program.

Division(s): Budget
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Reduce the amount of rate-supported water and sewer debt to 40% or less of total water and sewer operating expenditures.	Ratio of water and sewer debt service to total water and sewer operating expenditures.	34.0%	33.9%	34.0%	35.4%	35.4%	36.6%

GOALS, OBJECTIVES, AND OUTCOME MEASURES

ADMINISTRATION (continued)

Goal: Accurately budget Commission revenues and expenditures.

Division(s): Budget
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Accurately budget annual water production.	Difference (in millions of gallons per day) between actual and budgeted water production.	0.0	-1.8	0.0	-0.9	0.0	0.0
	Percentage difference between actual and budgeted water production.	0.0%	-1.1%	0.0%	-0.5%	0.0%	0.0%
Accurately budget revenues from water and sewer use charges.	Difference between actual and budgeted revenues from water and sewer use charges (\$ millions).	\$0.0	-\$40.3	\$0.0	\$20.2	\$0.0	\$0.0
	Percentage difference between actual and budgeted water and sewer use charges.	0.0%	-6.9%	0.0%	3.5%	0.0%	0.0%
Accurately budget non-debt service water and sewer operating expenditures.	Difference (\$ millions) between actual and budgeted water and sewer operating expenditures (excluding debt service).	\$0.0	-\$42.3	\$0.0	-\$35.1	\$0.0	\$0.0
	Percentage difference between actual and budgeted water and sewer operating expenditures (excluding debt service).	0.0%	-9.4%	0.0%	-7.5%	0.0%	0.0%

Goal: Exhibit excellence in budgeting as judged by our peers.

Division(s): Budget
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Earn the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).	Receipt of GFOA's Distinguished Budget Presentation Award.	Yes	Yes	Yes	Yes	Yes	Yes

GOALS, OBJECTIVES, AND OUTCOME MEASURES

ADMINISTRATION (continued)

Goal: Evaluate, develop, and deliver quality, cost-effective application systems that support the core business operations of the Commission.

Division(s): Office of the CIO, IT Applications & Development, IT Governance

Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Deliver Enterprise Technology Initiatives to support the Commission's business needs, on-time and within budget, 90% of the time. (Enterprise Technology Initiatives are defined as multi-year, enterprise system implementation initiatives covered under the IT Strategic Plan).	Percentage of Enterprise Technology Initiatives implemented on-time.	90%	87%	90%	85%	90%	90%
	Percentage of Enterprise Technology Initiatives implemented within budget.	90%	97%	90%	90%	90%	95%
Deliver IT projects to support the Commission's business needs, on-time and within budget, 90% of the time. (IT projects are defined as short-term business or IT infrastructure projects).	Percentage of IT projects implemented on-time.	75%	95%	75%	90%	75%	90%
	Percentage of IT projects implemented within budget.	75%	97%	75%	85%	75%	95%

Goal: Provide a "One Stop Shop" for efficient IT problem resolution and service delivery.

Division(s): IT Infrastructure & Operations

Strategic Priority: Enhance Customer Experience and Community Engagement

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Maintain a high level of customer satisfaction by resolving 90% of calls to the Helpdesk during the initial call.	Percentage of total calls to the Helpdesk achieving First Contact Resolution.	92%	98%	92%	90%	92%	95%
Respond to service tickets (for incidents and service requests) within the defined Service Level Agreement (SLA).	Percentage of incidents resolved within 3 business days.	92%	98%	92%	88%	92%	95%
	Percentage of service requests delivered within 5 days.	92%	97%	92%	85%	92%	95%

GOALS, OBJECTIVES, AND OUTCOME MEASURES

ADMINISTRATION (continued)

Goal: Provide reliable computing services to all users in order to deliver information and data in the timeframes required to support decisions.

Division(s): IT Applications & Development,
IT Infrastructure & Operations

Strategic Priority: Improve Infrastructure

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Ensure the uptime and availability of critical business systems, 97% of the time.	Percentage of time that the critical systems are available.	100%	99%	97%	97%	100%	100%
Ensure the uptime and availability of the network, 97% of the time.	Percentage of time that the network is available across all Commission sites.	100%	99%	97%	97%	100%	100%

Goal: Achieve and maintain high levels of productivity in the provision of vehicle and equipment maintenance services.

Division(s): Fleet Services

Strategic Priority: Protect our People, Infrastructure, Systems and Resources

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Reduce vehicle and equipment down time to an average of 55 hours or less per shop visit.	Average down time per shop visit (hours).	60	80	75	76	75	75

Goal: Achieve and maintain high levels of efficiency and accuracy in the management of warehouse operations.

Division(s): Fleet Services, Materials Management

Strategic Priority: Achieve Process Excellence and Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Manage inventory levels to maintain warehouse and vehicle parts inventory turnover at four times per year or higher.	Number of times the warehouse inventory turns over annually.	2.0	4.0	2.0	2.0	4.0	2.0
	Number of times the vehicle parts inventory turns over annually.	4.0	4.0	4.0	4.0	4.0	4.0
Maintain the accuracy of the warehouse inventory at 95% or higher and vehicle parts inventory at 97% or higher.	Accuracy of warehouse inventory (from monthly cycle counts).	95.0%	98.7%	95.0%	98.9%	98.7%	95.0%
	Accuracy of vehicle parts inventory (from established cycle counts).	99.9%	99.9%	99.0%	99.0%	99.9%	99.0%

GOALS, OBJECTIVES, AND OUTCOME MEASURES

ADMINISTRATION (continued)

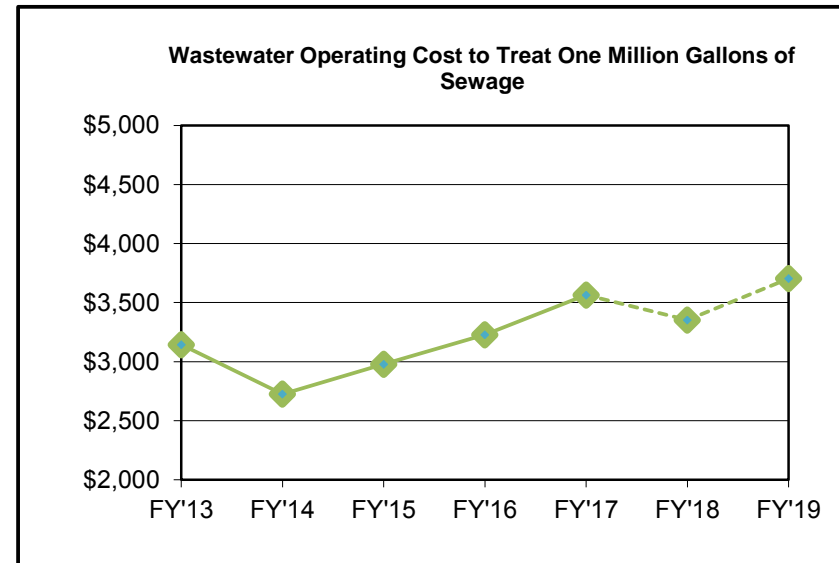
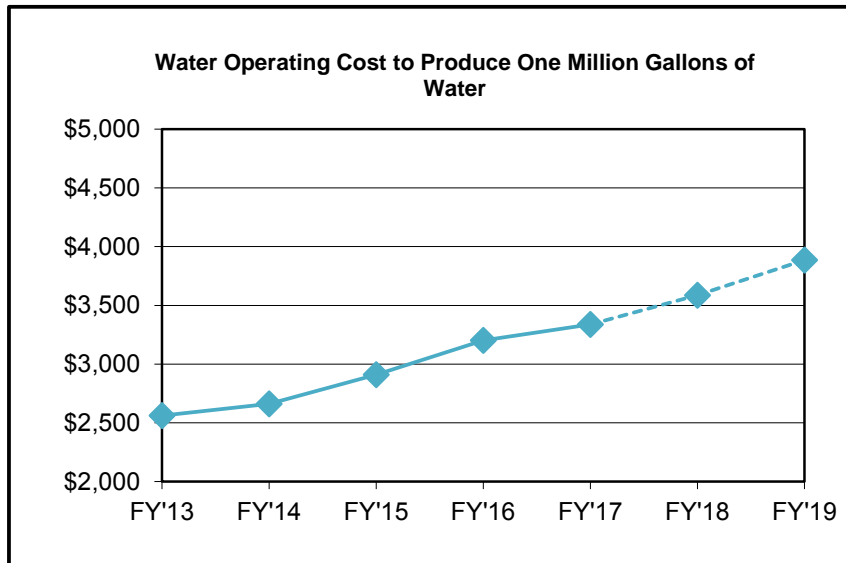
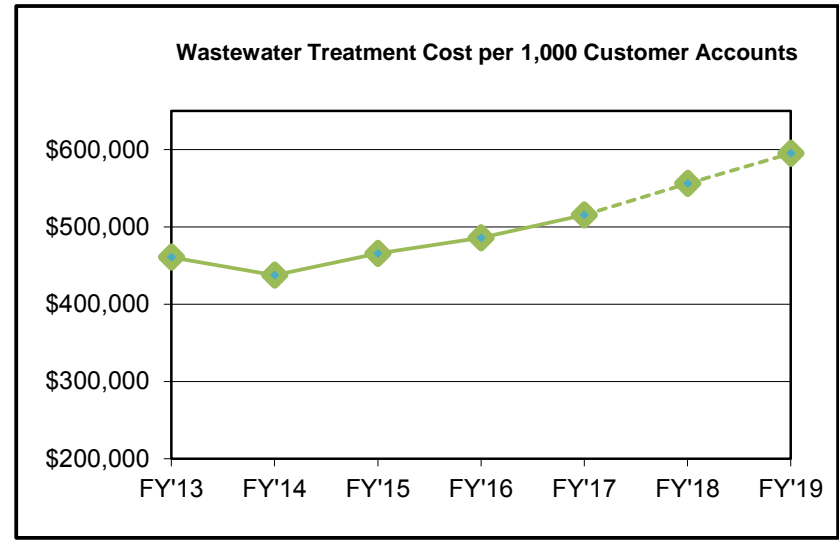
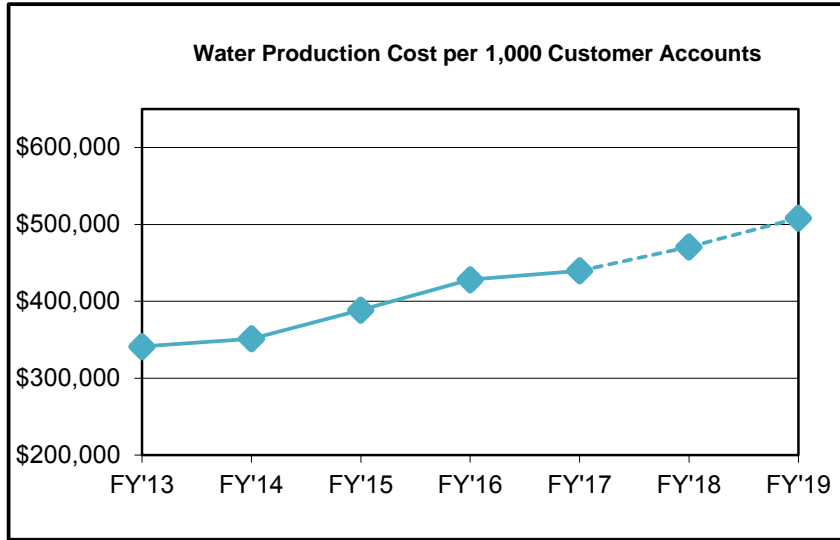
Goal: Provide timely procurement services.

Office(s): Procurement Office
Strategic Priority: Achieve Business Process Excellence and Maintain Financial Stability

Objective	Outcome Measure	FY 2016		FY 2017		FY 2018	FY 2019
		Targeted	Actual	Targeted	Actual	Targeted	Targeted
Establish and maintain a standard for the timely processing of purchase requests in the following categories:	Average number of days to process purchase requests in the identified categories from receipt of the request, with all required supporting documentation and approvals, through the time the Notice to Proceed is signed or the Purchase Order is approved:	(Number of Days)	(Number of Days)	(Number of Days)	(Number of Days)	(Number of Days)	(Number of Days)
Miscellaneous (Small Purchases, Emergencies, etc.)	30 days	30	40	45	45	30	30
Sole Source	60 days	45	90	60	43	45	30
Requests for Qualifications (RFQ) and Requests for Information (RFI)	60 days	45	150	60	27	60	45
Invitations for Bids (IFB)	120 days	120	150	120	117	90	90
Requests for Proposals (RFP)	180 days	150	271	150	195	120	120

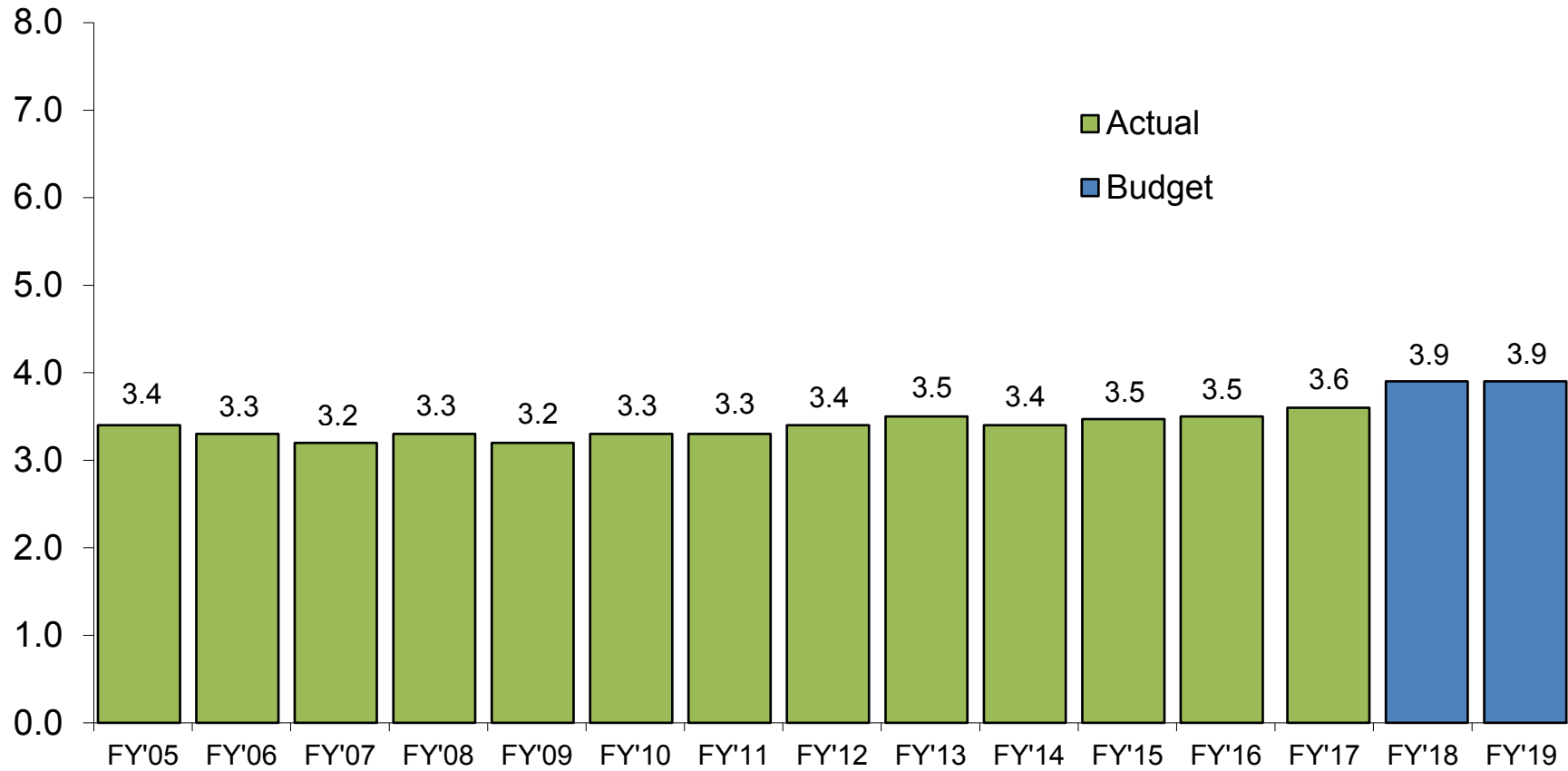
WSSC

OPERATING EFFICIENCY MEASURES

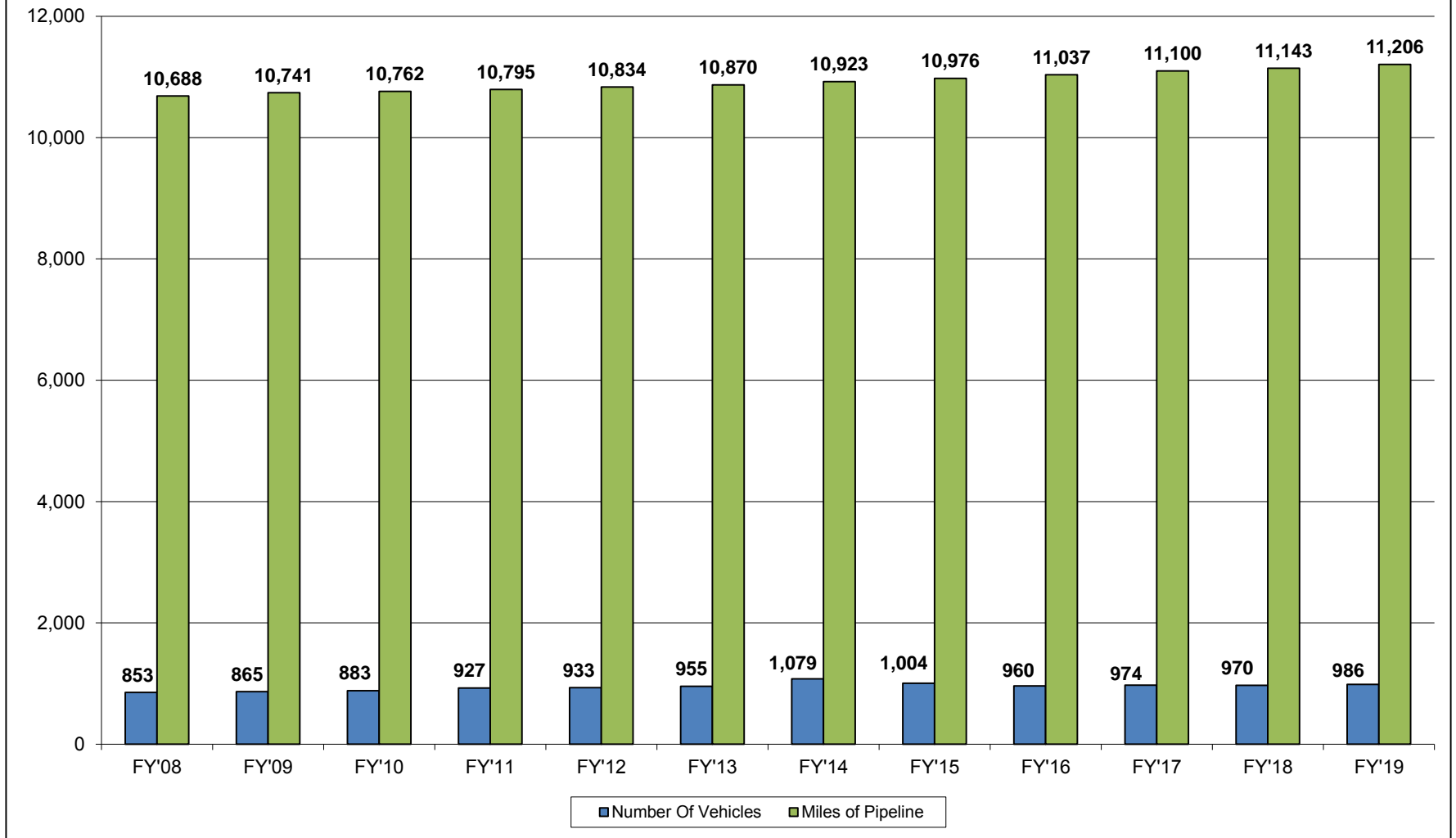


Note: FY'18 & FY'19 are budgeted, not actual.

WORKYEARS PER 1,000 CUSTOMER ACCOUNTS



VEHICLE FLEET SIZE VS. MILES OF PIPELINE MAINTAINED



Note: FY'18 and FY'19 are budgeted, not actual.

WSSC
COMPARATIVE STATISTICAL DATA

The following actual and budgeted data show the number of customer accounts increasing 3.1% and the population increasing 2.0% from FY'15 to FY'19, with the projected number of employee workyears increasing 14.9%. A portion of the increase in workyears is due to the transfer of work from contractors to employees in situations where employee costs would be equal to or less than those of a contractor. The overall size of the system, measured in miles of water and sewer pipe, will have expanded 2.1% from FY'15 through FY'19.

During the years 1997 through 2001, the WSSC significantly cut resources through a Competitive Action Plan. In 1997, actual workyears were 2,015, the number of accounts was 382,404, and the total number of miles maintained was 9,784. From this perspective, the number of accounts and size of the system will have increased 20.1% and 14.5%, respectively, from FY'97 to FY'19, while workyears will have decreased 11.9% for the same period. Workyears are used to fill gaps in staffing, and provide the WSSC with the means to improve customer service, meet increased regulatory requirements, and expand programs to address aging infrastructure issues.

	FY'15	FY'16	FY'17	FY'18	FY'19	FY'15-FY'19	FY'97-FY'19
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>APPROVED</u>	<u>PROPOSED</u>	<u>PERCENT</u>	<u>PERCENT</u>
						<u>CHANGE</u>	<u>CHANGE</u>
Actual Workyears	1,546	1,587	1,623	1,776	1,776	14.9%	-11.9%
Population Served	1,765,000	1,774,000	1,759,000	1,792,000	1,801,000	2.0%	22.9%
Customer Accounts	445,385	448,061	451,904	456,061	459,404	3.1%	20.1%
Size of System							
<hr/>							
Miles to be Maintained							
Water	5,552	5,586	5,624	5,640	5,678	2.3%	14.4%
Sewer	<u>5,424</u>	<u>5,451</u>	<u>5,476</u>	<u>5,503</u>	<u>5,528</u>	<u>1.9%</u>	<u>14.6%</u>
TOTAL	10,976	11,037	11,100	11,143	11,206	2.1%	14.5%
Water Production (average MGD)	162.9	164.2	163.1	164.0	164.0	0.7%	2.8%
Sewage Flows (average MGD)	190.8	184.8	179.0	207.2	201.4	5.6%	4.9%

ORGANIZATIONAL HIGHLIGHTS

SECTION 3

ORGANIZATIONAL HIGHLIGHTS

COMMISSIONERS/CORPORATE SECRETARY, GENERAL MANAGER & STAFF OFFICES

The Commissioners/Corporate Secretary, General Manager and Staff Offices support the mission, vision and values of WSSC. Organizations include: Commissioners/Corporate Secretary, General Manager, Internal Audit, General Counsel, WSSC Stat, Police & Homeland Security.

	FY'18 Approved		FY'19 Proposed		Increase/(Decrease)	
	Amount	Workyears	Amount	Workyears	Amount	Workyears
Commissioners/Corporate Secretary's Office	\$380,735	2	\$390,768	2	\$10,033	-
General Manager's Office	1,621,640	10	1,598,034	9	(23,606)	(1)
Internal Audit	1,308,751	10	1,348,142	10	39,391	-
General Counsel's Office	10,527,054	26	10,392,624	25	(134,430)	(1)
WSSC Stat Office	685,726	4	684,350	4	(1,376)	-
Police & Homeland Security Office	5,403,062	41	5,557,088	41	154,026	-
Total	\$19,926,968	93	\$19,971,006	91	\$44,038	(2)

The responsibilities of the *Commissioners/Corporate Secretary's Office* are twofold: the Commissioners function as the Board of Directors and set general policy for the operation of the Commission, while providing leadership and guidance; and the Corporate Secretary is responsible for managing the corporate functions of the Commission.

The *General Manager's Office* provides strategic direction and daily managerial oversight to ensure that the WSSC meets its mission of providing safe and reliable water to WSSC customers, and returning clean water to the environment, all in an ethically and financially responsible manner. In addition, the General Manager serves as the Commission's primary representative in relations with the County and State governments and other outside parties.

Internal Audit is responsible for evaluating the adequacy and effectiveness of the WSSC's system of internal controls. The Ethics Officer administers the Code of Ethics and provides support to the Ethics Board.

The *General Counsel's Office* provides legal services to support the operational goals and objectives of the Commission, and is responsible for the disposition of surplus Commission real estate properties. The office also investigates and resolves claims made against the Commission.

ORGANIZATIONAL HIGHLIGHTS

COMMISSIONERS/CORPORATE SECRETARY, GENERAL MANAGER & STAFF OFFICES (continued)

The *WSSC Stat Office* uses both real-time and other data to assist various organizations within the Commission to track their performance, and ensure that they provide a more effective and efficient response to our customers.

The *Police & Homeland Security Office* is responsible for safeguarding Commission real property; providing for the safety of WSSC personnel, customers, and visitors to our facilities; investigating theft of service cases; investigating illegal discharges into the wastewater collection system; and investigating complaints of criminal activity which occur on Commission property.

The FY'19 Proposed Budget for the above offices is approximately the same as the Approved Budget for FY'18. During FY'18, in an effort to streamline and enhance our operations and better align our core functions with our strategic priorities, an important organizational change was made to elevate the visibility of the Police & Homeland Security Division by having it report directly to the Deputy General Manager for Operations in the General Manager's Office. In addition, two workyears were transferred from the Staff Offices to other organizations within the Commission.

ORGANIZATIONAL HIGHLIGHTS

STRATEGIC PARTNERSHIPS

The Strategic Partnerships branch oversees the people and partnerships that drive WSSC. This includes customers, elected officials, the business community, employees, and everyone that has a stake in the services WSSC provides. Organizations of this branch include the following department and offices: Customer Service, Intergovernmental Relations, Communications & Community Relations, Human Resources, and Equal Employment Opportunities.

	FY'18 Approved		FY'19 Proposed		Increase/(Decrease)	
	Amount	Workyears	Amount	Workyears	Amount	Workyears
Customer Service Department	\$8,104,616	101	\$8,522,922	102	\$418,306	1
Intergovernmental Relations Office	714,808	4	723,476	4	8,668	-
Communications & Community Relations Office	2,756,222	19	3,111,669	19	355,447	-
Human Resources Office	5,880,431	36	6,054,817	36	174,386	-
Equal Employment Opportunities Office	127,423	1	228,994	1	101,571	-
Total	\$17,583,500	161	\$18,641,878	162	\$1,058,378	1

The *Customer Service Department*, led by the Director of Customer Service, is comprised of the Customer Care, Center of Excellence, Customer Engagement & Advocacy, and Billing & Revenue Protection Divisions. The Department is responsible for providing customers with timely, accurate, and responsive services and improving the overall customer experience.

- The *Customer Care Division* serves as the voice of the utility for customer oriented services and is comprised of the Customer Service Center (CSC), Correspondence & Investigations Section, and Emergency Service Center (ESC). The Division responds to general and complex customer requests such as customer assistance and billing matters, research and analysis, and water and sewer emergencies.
- The *Center of Excellence Division* provides centralized strategies and resources for the Department including workforce scheduling, forecasting and resource allocation; quality assurance, training, and coaching; employee engagement and performance-based management; and innovative business process and customer service technology strategies for the enterprise.
- The *Customer Engagement & Advocacy Division* serves as an advocate for all customers for resolving complex customer service issues and promoting effective customer relationships. This Division informs communities and stakeholders about WSSC priorities and projects, and promotes customer assistance programs and initiatives.

ORGANIZATIONAL HIGHLIGHTS

STRATEGIC PARTNERSHIPS (continued)

- The ***Billing & Revenue Protection Division*** manages billing and collections operations for accurate and reliable billing and payment services, billing adjustments and corrections, and revenue analysis and management. The Division partners with the Utility Services Department to handle account collections and turn-offs, and support timely and effective meter reading.

The Customer Service Department is in the process of implementing a new bill billing system. The current legacy system, Customer Service Information System (CSIS), is a 30+ year old mainframe billing system that is antiquated, inflexible and lacks the functionality required for the new rate structure implementation. Oracle Utilities Customer to Meter (C2M) is set to replace CSIS, providing WSSC with a robust and flexible billing and customer service platform, that will integrate with the broader suite of Oracle tools in place at WSSC. During FY'19, the department also plans to generate 1.9 million customer bills, address 775,500 customer inquiries – emergency and non-emergency telephone calls, and walk-in customers.

The FY'19 Proposed Budget is approximately the same as the FY'18 Approved budget.

- The ***Intergovernmental Relations Office*** analyzes the impact of state and federal legislation on the Commission, and communicates with the legislative bodies.
- The ***Communications and Community Relations Office*** is responsible for proactively communicating internally and externally and building relationships and strategic alliances throughout communities and industries. The Office is also responsible for providing the news media with timely and accurate information and managing crisis communications; overseeing the content on the WSSC website; and providing graphic and photographic services.
- The ***Human Resources Office*** is responsible for planning, administering, and evaluating the Commission's personnel and related programs. The Office develops and maintains the employee benefit structures and the classification and compensation programs, conducts training courses, and manages the employee recruitment functions. The Office also provides counseling services on a variety of employee issues, and adheres to all applicable federal and state laws. It is also responsible for providing a safe and healthy work environment for Commission employees, administering safety and health programs to ensure compliance with all federal, state and local regulations.
- The ***Equal Employment Opportunities Office*** is responsible for planning, directing, and coordinating the activities as they relate to Equal Employment Opportunity practices.

ORGANIZATIONAL HIGHLIGHTS

OPERATIONS

The Operations branch oversees organizations critical to providing and maintaining WSSC’s water and sewer services. These services include plant operations, as well as maintenance and repair of water and sewer pipelines. The organizations of this branch include the following departments and office: Engineering & Construction, Production, Utility Services, and Asset Management.

	FY'18 Approved		FY'19 Proposed		Increase/(Decrease)	
	Amount	Workyears	Amount	Workyears	Amount	Workyears
Engineering & Construction Department	\$618,045,772	377	\$617,194,740	378	\$(851,032)	1
Production Department	171,942,315	332	160,340,070	332	(11,602,245)	-
Utility Services Department	114,009,997	499	128,880,468	499	14,870,471	-
Asset Management Office	3,310,489	8	3,468,777	8	158,288	-
Total	\$907,308,573	1,216	\$909,884,055	1,217	\$2,575,482	1

The *Engineering & Construction Department*, led by the Chief Engineer, is comprised of the Development Services, Planning, Facility Design & Construction, Pipeline Design, Process Control Engineering, Regulatory Services, Pipeline Construction, and Engineering & Environmental Services Divisions.

- The *Development Services Division* is responsible for the integrity of the WSSC's water and sewer system through oversight of the planning, design, and construction of water and sewer extensions. The Division is also responsible for the review and issuance of all plumbing, gas fitting, and house connection applications and collection of related fees and charges; and review and processing of all on-site plans, service connection submittals, and applicant-built construction packages.
- The *Planning Division* is responsible for overseeing future system capacity demands. The Division participates in regional water and wastewater management and planning, oversees Blue Plains capital billing to WSSC, supports negotiations of Blue Plains agreements, and represents the WSSC on Blue Plains Committees.
- The *Facility Design & Construction Division* is responsible for administering and managing the planning, design, construction, and inspection of major water, wastewater, and biosolids facility projects. The Division also oversees special projects, planning studies, and miscellaneous contracts.
- The *Pipeline Design Division* is responsible for managing pipeline design in the water and sewer main reconstruction programs, and reviewing water and sewer relocations to assure compliance with WSSC guidelines.

ORGANIZATIONAL HIGHLIGHTS

OPERATIONS (continued)

- The ***Process Control Engineering Division*** is responsible for designing process control systems for new facilities, improving automation for existing facilities, and maintaining and repairing all instrumentation systems.
- The ***Regulatory Services Division*** is responsible for the federally mandated pretreatment program, the Fats, Oils, and Grease (FOG) Program, and enforcement of the Plumbing and Gasfitting Regulations. The Division regulates discharges into the sewer system, samples discharges from industrial users, inspects food service facilities, conducts investigations, responds to spills of hazardous materials entering the sewer system, and monitors/inspects cross-connections to protect the potable water supply from backflow contamination.
- The ***Pipeline Construction Division*** is responsible for the management and inspection of water supply and wastewater pipeline construction contracts, as well as the associated contracts for house connections, paving, and landscaping.
- The ***Engineering & Environmental Services Division*** provides a full range of in-house civil, mechanical and electrical engineering support. This includes technical services for capital planning, design, and construction; maintenance of engineering records and Geographic Information Systems; environmental engineering and science support; infrastructure management; and land services (rights-of-ways, land acquisition and recordation, and land surveys).

The FY'19 Proposed Engineering & Construction Budget is approximately the same as the FY'18 Approved Budget. Notable changes include an increase in funding for the Potomac Water Filtration Plant Consent Decree and Piscataway Bio-Energy projects that are partially offset by reductions in the Trunk Sewer Reconstruction Program.

During FY'19, the Engineering & Construction Department plans to review 250 water and sewer pipeline plan submittals; assign 4,000 plumbing permits; manage 36 capital facility construction phase projects; design 55 miles and rehabilitate 43 miles of small diameter water mains; design and rehabilitate 20 miles of main line residential sewer lines; perform 72,000 plumbing/gasfitting inspections; perform 5,500 Fats, Oils & Grease inspections; review and transmit 225 rights-of-way packages; and review 2,700 environmental assessment plans.

ORGANIZATIONAL HIGHLIGHTS

OPERATIONS (continued)

The ***Production Department***, led by the Director of Production, is comprised of the Potomac, Patuxent, Piscataway, Western Branch, Parkway, and Seneca/Damascus/Hyattstown plants, and Laboratory Services, Systems Control, Facilities Maintenance, Energy Management, and Production Support Divisions.

- The ***Potomac, Patuxent, Piscataway, Western Branch, Parkway, and Seneca/Damascus/Hyattstown Plants*** are responsible for the operation and maintenance of their respective facilities, providing high-quality, cost-effective maintenance and continual operation of the Commission's water supply dams, water filtration plants, water distribution facilities, wastewater collection facilities, and wastewater treatment plants.
- The ***Laboratory Services Division*** is responsible for providing laboratory analysis, regulatory compliance, and consulting support to the plants, other WSSC divisions, and local jurisdictions.
- The ***Systems Control Division*** is responsible for the 24-hour Control Center which operates the water distribution system and monitors the wastewater pumping stations. This division also operates and maintains the dams, water pumping stations, finished water storage facilities, and the water distribution system control valves.
- The ***Facilities Maintenance Division*** is responsible for providing specialized in-house electrical, mechanical, instrumentation, welding, carpentry, machining, and engineering support for all of WSSC's Production Department facilities, and buildings and grounds maintenance for all of WSSC's other facilities and depots.
- The ***Production Support Division*** is responsible for utilities cost control, biosolids management, competitive action efforts, safety, training, and security. The Division also supports other miscellaneous initiatives such as greenhouse gas planning, anaerobic digester feasibility studies, and renewable energy programs.
- The ***Energy Management Office*** is responsible for payment and monitoring of all utility bills for electricity, gas, and oil.

The FY'19 proposed Production budget reflects a decrease of approximately 6.0% from the Approved FY'18 Budget. This decrease is primarily attributable to the transfer of the Water Storage Facility Rehabilitation Program to the Engineering & Construction Department; along with a decrease in the Energy Performance Program and a reduction in electricity costs.

During FY'19, the Production Department plans to filter and treat 59.9 billion gallons of water; treat a total of 26.8 billion gallons of wastewater, dispose of 116,200 wet tons of biosolids (this does not include the wastewater treated and biosolids managed at Blue Plains); and conduct 500,000 laboratory analyses.

ORGANIZATIONAL HIGHLIGHTS

OPERATIONS (continued)

The *Utility Services Department*, led by the Utility Services Director, is comprised of the Utility Services North, West, Central, South, Pipeline Infrastructure Strategic Planning, Utility Services Learning & Development, Water/Wastewater Systems Assessment, and Meter Services Divisions. The Department is directly responsible for maintaining water and sewer mains throughout the Washington Suburban Sanitary District.

- The *Utility Services North, West, Central, and South Divisions* are responsible for maintaining the distribution and collection systems including all of the Commission's water and sewer mains, thus ensuring the consistent flow of water and outflow of wastewater within their geographical regions and preserving the infrastructure in order to provide quality service for our customers.
- The *Pipeline Infrastructure Strategic Planning Division* is responsible for the collection of quality data to assist in the management and administration of predictive and preventive maintenance activities impacting our pipeline infrastructure. The data is utilized to plan and schedule maintenance activities, develop water and wastewater asset management plans, and improve business workflows within the Utility Services Department.
- The *Utility Services Learning & Development Division* is responsible for ensuring the Department's alignment with WSSC's Mission, Vision, and Values. This division sees to the training of Utility Services Department employees, tracks flexible worker skills, and searches for best practices and/or technology to ensure that current work practices are operationally effective and increase productivity in the various work groups within the Utility Services Department.
- The *Water/Wastewater Systems Assessment Division* is responsible for water distribution and transmission condition assessment activities in line with WSSC's effort to execute the Asset Management Program; proper maintenance of the wastewater collection system, including inspection; line blockage analysis; routine, preventive, and emergency collection system cleaning; Sewer System Evaluation Surveys (SSES) for flow reduction; trunk sewer/creek crossing inspections; administration and reporting of Sanitary Sewer Overflow (SSO) Consent Decree requirements; the management of Pre-stressed Concrete Cylinder Pipe (PCCP) inspections; and oversight of Acoustic Fiber Optic (AFO) monitoring of major pipelines.
- The *Meter Services Division* is responsible for the water meter evaluation, testing, and replacement/repair program for large and small meters; and for reading the WSSC's water meters to ensure accurate customer billing. Additional support services provided include the fire hydrant meter leasing; warehousing, transporting, and issuing of meters to customers; along with research and development.

ORGANIZATIONAL HIGHLIGHTS

OPERATIONS (continued)

The FY'19 Utility Services Proposed Budget is approximately 13% greater than the FY'18 Approved Budget. This increase is primarily due to costs associated with the implementation of the Advanced Metering Infrastructure (AMI) project. This is an automated system that communicates remotely with metering devices to measure, collect, and analyze consumption data. The system includes both hardware and software to provide comprehensive real-time information to both the consumer and the utility.

During FY'19, the Utility Services Department plans to perform approximately 2.1 million meter readings, 3,109 large meter and/or meter setting repairs, 2,485 fire hydrant repairs, 339 water service repairs, 1,000 property inspections, 14,400 small meter replacements, 3,554 emergency responses, 1,677 water main repairs, 650 miles of sewer main preventive cleaning, replacement of a projected 2.0 miles of deteriorating water main, inspection and condition assessment on 18 miles of PCCP; and monitor 107 miles of acoustical fiber optic systems.

The *Asset Management Office* identifies investment needs of facilities, water transmission and distribution lines, and wastewater collection assets through the Asset Management Program (AMP). The FY'19 Proposed Budget has no significant changes to this Office.

ORGANIZATIONAL HIGHLIGHTS

ADMINISTRATION

The Administration branch oversees the organizations that provide centralized support to the Commission. The organizations of this branch include the following departments and offices: Finance, General Services, Information Technology, Procurement and Supplier Diversity & Inclusion.

	FY'18 Approved		FY'19 Proposed		Increase/(Decrease)	
	Amount	Workyears	Amount	Workyears	Amount	Workyears
Finance	\$7,198,969	64	\$7,691,928	64	\$492,959	-
Information Technology Department	45,053,733	104	70,216,982	104	25,163,249	-
General Services Department	18,057,793	94	18,441,208	94	383,415	-
Procurement Department	3,388,073	35	3,677,370	35	289,297	-
Office of Supplier Diversity & Inclusion	1,378,288	9	1,414,076	9	35,788	-
Total	\$75,076,856	306	\$101,441,564	306	\$26,364,708	-

The *Finance Department*, led by the Chief Financial Officer, is comprised of the Retirement, Revenue, Accounting, Disbursements, and Budget Divisions. The Finance Department administers grant monies received from the Environmental Protection Agency (EPA) and the Maryland Department of the Environment (MDE). The Maryland Water Quality State Revolving Loan Administration activities are also managed by this Department.

- The *Retirement Division* is responsible for administering the WSSC Employees' Retirement Plan for employees and retirees in accordance with the Plan and Internal Revenue Service regulations. The Division also supports the Plan's Board of Trustees in managing and investing Plan assets, and is responsible for investing the WSSC's available funds in accordance with State laws.
- The *Revenue Division* is responsible for receiving, processing, depositing, and recording all funds received by the Commission in an accurate and timely manner. The Division also recovers the WSSC's construction and related financing costs for non-program size water and sewer lines by assessing Front Foot Benefit (FFB) Charges as outlined by the Annotated Code of Maryland.
- The *Accounting Division* is responsible for maintaining the financial books and records of the Commission and preparing financial statements that fairly present the fiscal position of the Commission and the results of its operations.
- The *Disbursements Division* is responsible for maintaining and processing all of the Commission's disbursements, including payroll. Additionally, the Division maintains and reconciles the Commission's debt service and health care records.

ORGANIZATIONAL HIGHLIGHTS

ADMINISTRATION (continued)

- The ***Budget Division*** is responsible for formulating, preparing, justifying, and administering the Commission's Operating and Capital Budgets, and the six-year Capital Improvements Program (CIP), in accordance with Maryland State law. The Division forecasts the impacts of budget and CIP decisions, provides staff support to the County Spending Affordability Groups, and prepares the monthly status report on the Commission's budget performance.

During FY'19, the Finance Office will prepare a six-year Capital Improvements Program (CIP) for major water and sewer facilities, and submit a proposed capital and operating budget to the Counties as scheduled; produce timely monthly accounting reports and financial statements; account for the Commission's fiscal year budget; disburse 11,000 non-payroll checks and electronic payments; prepare and distribute 52,000 payroll checks/direct deposit statements; process 40,000 invoices; maintain schedules of the Commission's note and bond principal and interest expenses; process over 2.1 million water and sewer bill payments; and counsel retirees and employees on retirement benefits.

The ***Information Technology Department***, led by the Chief Information Officer, is comprised of the Information Technology Infrastructure & Operations, Governance, and Applications & Development Divisions. The Department provides information technology support services and resources (hardware, software, and communications) necessary for the Commission to service its customers, reduce overall operating costs, enhance customer service and improve operational efficiencies. The IT Department develops, maintains and supports the IT Strategic Plan while assessing technology solutions and implementation priorities to meet the Commission's long-term business needs. The office is also responsible for IT security and risk management functions and provides governance over IT policies, procedures, and project management best practices.

- The ***Infrastructure & Operations Division*** is responsible for supporting the core IT business operations as they relate to application development and end user support, including break-fix and enhancements. This division manages the Commission's computing assets, IT inventory/asset management, and IT service request and delivery, ensuring that end user problems and requests are addressed expeditiously and effectively in order to maintain business continuity and functionality.
- The ***Governance Division*** is responsible for providing the conceptual framework, structures, processes, resources and information aligned to the Commission's strategies and objectives for organization-wide IT priorities and policies. Governance works with constituent groups to understand, review and make recommendations to improve access to and use of data and information sources, then oversees the design, build and maintenance of IT services and programs. This division ensures that IT operations run effectively, efficiently, and in compliance with all related regulations and procedures.

ORGANIZATIONAL HIGHLIGHTS

ADMINISTRATION (continued)

- The ***Applications & Development Division*** is responsible for refining and implementing WSSC's strategic technical vision and leading significant aspects of the Commission's information technology development by fostering innovation, prioritizing technology initiatives, and coordinating the evaluation, deployment and management of current and future technology systems across the organization.

The FY'19 Proposed Information and Technology Budget is approximately 56% greater than the FY'18 Approved Budget. This increase is due to costs associated with the implementation of the new Customer to Meter (C2M) application. This new billing system, combines Customer Care & Billing (CC&B) with Meter Data Management (MDM), thus providing a consolidated interface for data management and data capture from multiple sources. The application will handle every aspect of the customer lifecycle, from service connection to payments processing, promising to improve processes and performance while reducing operating costs.

The ***General Services Department***, led by the General Services Director, is comprised of three Divisions: Fleet Services, Support Services, and Materials Management.

- The ***Fleet Services Division*** is responsible for providing maintenance and repair services to vehicle and equipment fleets at 6 garage facilities. The Division provides preventive maintenance, repair, road service, fuel supply and management, tag and title processing, vehicle and equipment replacement planning and acquisition, emissions inspection, and fleet utilization management.
- The ***Support Services Division*** manages office services, such as reprographics and mail services, records management, sustainability services and space planning for the Commission.
- The ***Materials Management Division*** is responsible for acquiring and distributing materials and supplies throughout the Commission; and ensuring the materials are manufactured to the Commission's standards.

During FY'19, the General Services Department plans to maintain and fuel 986 vehicles and 770 pieces of equipment, post 2.6 million and receive 1.8 million pieces of mail, manage 75 supply contracts, and tag 1,500 moveable asset items.

ORGANIZATIONAL HIGHLIGHTS

ADMINISTRATION (continued)

The *Procurement Office* is responsible for the procurement of materials, supplies, and services, including professional services, necessary to support Commission operations and functions, and oversees the bid and award process for all construction contracts.

The *Office of Supplier Diversity & Inclusion (OSDI)* is responsible for planning, managing, coordinating, and monitoring the Commission's Minority Business Enterprise (MBE) and Small, Local Business Enterprise (SLBE) Programs, in accordance with state law. The Office develops policies designed to provide an inclusive purchasing environment while building sustainable relationships, expanding opportunities, and cultivating growth of Small, Local, and Minority Business Enterprises.

CAPITAL BUDGET

SECTION 4

CAPITAL BUDGET

The Washington Suburban Sanitary Commission's (WSSC's) budget is a comprehensive financial plan by which the WSSC is funded for a single fiscal year. The WSSC's budget, or funding plan, is composed of six separate funds, three in the operating budget (the **Water Operating, Sewer Operating, and General Bond Debt Service Funds**), and three in the capital budget.

WSSC's Capital Budget consists of the **Water Supply Bond, Sewage Disposal Bond, and General Construction Bond Funds**. Each fund is a separate entity authorized to expend funds for prescribed purposes and to derive revenues from specific sources, primarily proceeds from the issuance of bonds.

The Capital Budget is also composed of a number of programs for which funds are expended, and their associated administrative and support costs. Specifically, these are the water and sewer Capital Improvements Program, the Systems Reconstruction Programs, the Engineering Support Program, Other Capital Projects, and General Construction of Local Lines.

The purposes and revenue sources of each fund are prescribed by law in the Washington Suburban Sanitary District Code. The capital funds and their respective purposes and funding sources are as follows:

The purpose of the **Water Supply Bond Fund** is to plan, design, and construct dams and reservoirs, water filtration plants, water pumping stations, water storage facilities, water supply lines of 16 inches in diameter and larger, and improvements or modifications to these facilities.

Sources of revenue include:

Bonds Issued and Cash on Hand - proceeds from the sale of Water Supply Bonds, and cash on hand at the beginning of the fiscal year;

Anticipated Contributions - contributions made by private parties for the excess cost of extending major water lines to certain areas, or to offset the cost of unusual conditions of providing service, and payments to the WSSC from local governments or agencies for the co-use of facilities or for the relocation of pipelines;

System Development Charge (SDC) - a charge to pay for that part of the Commission's Capital Improvements Program needed to accommodate growth.

CAPITAL BUDGET

(Continued)

The purpose of the **Sewage Disposal Bond Fund** is to plan, design, and construct trunk and intercepting sewers 15 inches in diameter and larger; sewage pumping stations and force mains; sewage treatment facilities; improvements or modifications to these facilities; and reimbursement to the District of Columbia Water and Sewer Authority for construction at the Blue Plains Advanced Wastewater Treatment Plant.

Sources of revenue include:

Bonds Issued and Cash on Hand - proceeds from the sale of Sewage Disposal Bonds, and cash on hand at the beginning of the fiscal year;

Anticipated Contributions (Federal) - federal grant funds;

Anticipated Contributions (State) - state grant funds;

Anticipated Contributions (Other) - contributions made by private parties for the excess cost of extending major sewerage lines to certain areas, or to offset the cost of unusual conditions of providing service, and payments to the WSSC from local governments or agencies for the co-use of facilities or for the relocation of pipelines;

System Development Charge (SDC) - a charge to pay for that part of the Commission's Capital Improvements Program needed to accommodate growth.

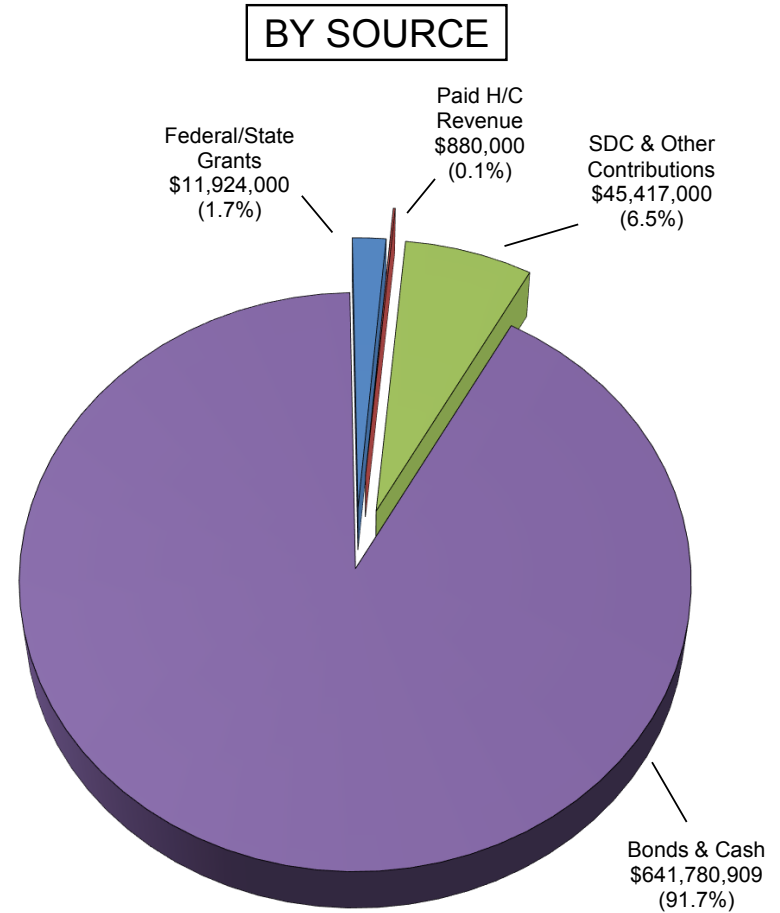
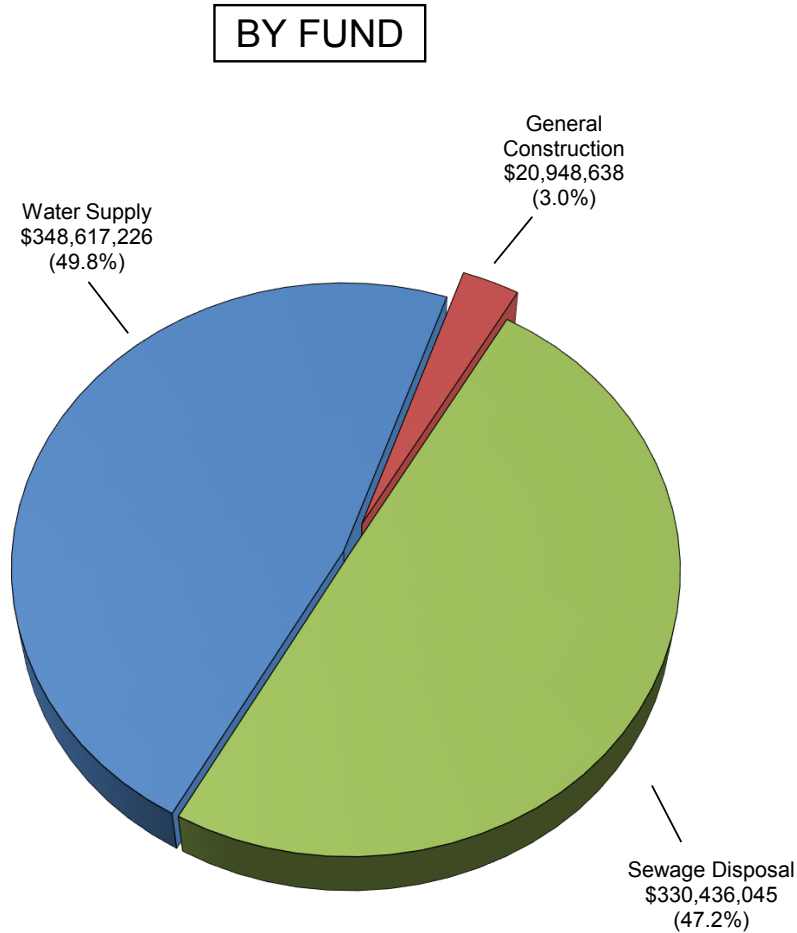
The purpose of the **General Construction Bond Fund** is to finance a major portion of the cost of constructing minor water and sewer lines (up to 15 inches in diameter for water and 14 inches in diameter for sewer); constructing new administrative and support facilities; modifying, enlarging, or replacing existing support facilities; relocating facilities; and purchasing water meters.

Sources of revenue include:

Bonds Issued and Cash On Hand - proceeds from the sale of General Construction Bonds and cash on hand at the beginning of the fiscal year;

Anticipated Contributions - house connection charges which are paid as a lump sum, and contributions made by private parties for the excess cost of extending lateral water and sewer lines to certain areas.

FY 2019 PROPOSED BUDGET CAPITAL



SDC = System Development Charge
H/C = House Connection

TOTAL CAPITAL = \$700,001,909

SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM

The WSSC is responsible for protecting the health and safety of the residents of the two counties we serve by protecting our source water, providing an adequate supply of safe drinking water, meeting fire-fighting requirements, and collecting and adequately treating wastewater before it is returned to the waters of the State of Maryland. The projects contained in the Capital Improvements Program (CIP) represent a multi-year plan to design and construct capital facilities required to successfully meet this responsibility. The Commission strives to maintain a balance between the use of valuable resources and the public's demand for clean water and the treatment of sanitary waste in an ethically, financially, and environmentally responsible manner.

Under state law, the WSSC is responsible for annually preparing a Six-Year Capital Improvements Program for major water and sanitary sewerage facilities for those portions of Prince George's and Montgomery Counties included in the Washington Suburban Sanitary District (WSSD). Only expenditures for the first year of the six-year program are included in this document. These expenditures identify the funding required for acquiring sites and rights-of-way, and planning, designing, and constructing projects in order to provide potable water and environmentally responsible sanitary sewer services to residential and commercial customers, as well as federal, state, and local facilities within the WSSD. The CIP projects include water mains at least 16 inches in diameter, sewer lines at least 15 inches in diameter, water and sewage pumping stations, force mains, storage facilities, joint-use facilities, and water filtration plant and wastewater treatment plant improvements. The CIP is developed in coordination with and in direct support of the two counties' approved land use plans and policies for orderly growth and development as detailed in their approved ten-year water and sewerage programs.

CIP projects are financed primarily with long-term, rate-supported debt through the sale of bonds. Obtaining funding from other sources and through the use of PAYGO funding (when budgeted) lowers our borrowing requirements, which in turn lowers debt service requirements and ultimately our customers' bills. Other funding sources may include: payments from applicants for new service, including System Development Charges for certain projects which are intended to support new development; payments from other jurisdictions for projects which specifically benefit them; and state and federal grants. The amounts of these collections may vary from year to year. Water Supply bonds are issued to finance major water treatment, storage, and transmission facilities. Sewage Disposal bonds are issued to finance major sewage collection and treatment facilities. These bonds are repaid to bond holders over a 20 to 30-year period by annual principal and interest payments (debt service). The annual debt service on outstanding bonds is paid from the Commission's operating funds. The primary funding source for the repayment of debt is the revenue generated by water consumption and sewer use charges. These charges are set on an annual basis to cover operations, maintenance, and debt service costs of the Commission. In this manner, the initial high cost of capital improvements is spread over time and paid for by future customers who will benefit from the facilities, as well as by current customers. It is through this capital project financing process that the size of the Capital Improvements Program impacts the size of water and sewer bond issues, which in turn impacts customers' water and sewer bills.

SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM

(Continued)

For FYs 2019-2024, CIP expenditures total approximately \$2.0 billion over the six-year program period, representing a \$104 million increase compared to last year's CIP. The increase can be primarily attributed to updating the cost estimate for the Potomac Water Filtration Plant Consent Decree project to reflect the audit and long-term upgrade report findings and the updated cost estimate for the Piscataway Bio-Energy project. These increases were partially offset by a decrease in the Trunk Sewer Reconstruction Program.

Of the \$2.0 billion in the six-year program period, approximately \$153 million is for growth, \$175 million is to meet environmental mandates, and \$1.7 billion is for system improvements. Approximately \$35.9 million of the growth cost in the six-year program period is attributable to water and sewer developer projects, with approximately \$16.0 million programmed in FY'19. A summary of six-year program expenditures is displayed on the next page.

The estimated total expenditures for the first year of the FYs 2019-2024 CIP - the budget year - are included in this FY'19 Proposed Budget for approval. Expenditures for FY'19 are estimated to be \$424 million, which is approximately \$53 million less than last year. The decrease can be primarily attributed to the decrease in the Trunk Sewer Reconstruction Program and the projected construction progress for the Patuxent WFP Phase II Expansion, and Blue Plains Enhanced Nutrient Removal projects. A table of FY'19 proposed spending for planning and design fees, land and rights-of-way acquisitions, construction, and other costs for the water and sewerage projects contained in the CIP is included later in this section of the budget document. More detailed information is provided in the WSSC's Proposed FYs 2019-2024 Capital Improvements Program document available on our website and through our Communications & Community Relations Office.

Allocated Costs encompass all costs that are not specifically identifiable to a fund account. Instead, the costs are accumulated in expense pools, and subsequently distributed to the fund accounts based upon various allocation methods. The methods are designed to allocate these costs based on the utilization of the cost item being distributed. Allocated costs include machinery, equipment, and transportation charges; materials and procurement costs; and administrative and general costs.

The machinery, equipment, and transportation charges include garage and shop maintenance, and repair and service of vehicles, machinery, and equipment. These costs are assigned to specific WSSC offices based upon utilization, and are then allocated to the capital fund accounts. Materials and procurement costs and costs related to purchasing, storing, issuing, and testing materials are distributed based upon the materials charged to fund accounts. Administrative and general costs include general supervision and all administrative and support areas such as payroll, data processing, management, and fringe benefits.

**CAPITAL IMPROVEMENTS PROGRAM
SIX-YEAR FINANCIAL SUMMARY**

(\$ in Thousands)

	Budget Year FY'19	Year 2 FY'20	Year 3 FY'21	Year 4 FY'22	Year 5 FY'23	Year 6 FY'24	Total Six Years FY'19-'24
<u>Water Projects</u>							
Montgomery County	\$ 13,869	\$ 1,674	\$ 661	\$ -	\$ -	\$ -	\$ 16,204
Prince George's County	49,408	45,971	41,452	27,196	26,914	23,698	214,639
Bi-County	95,051	90,219	126,141	138,661	121,536	105,476	677,084
Total Water Projects	<u>158,328</u>	<u>137,864</u>	<u>168,254</u>	<u>165,857</u>	<u>148,450</u>	<u>129,174</u>	<u>907,927</u>
<u>Sewer Projects</u>							
Montgomery County	12,537	10,317	2,960	-	-	-	25,814
Prince George's County	60,397	52,596	26,871	26,216	13,549	927	180,556
Bi-County	193,109	225,456	201,910	114,954	86,377	74,572	896,378
Total Sewer Projects	<u>266,043</u>	<u>288,369</u>	<u>231,741</u>	<u>141,170</u>	<u>99,926</u>	<u>75,499</u>	<u>1,102,748</u>
GRAND TOTAL	<u><u>\$424,371</u></u>	<u><u>\$426,233</u></u>	<u><u>\$399,995</u></u>	<u><u>\$307,027</u></u>	<u><u>\$248,376</u></u>	<u><u>\$204,673</u></u>	<u><u>\$2,010,675</u></u>

**FY'19 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - WATER
(In Thousands)**

<u>PROJECT NUMBER</u>	<u>PROJECT NAME</u>	<u>LAND AND RIGHTS OF WAY</u>	<u>PLANNING/ DESIGN FEES</u>	<u>CONSTRUCTION COSTS</u>	<u>OTHER COSTS</u>	<u>FY'19 TOTAL</u>
<u>MONTGOMERY COUNTY</u>						
W-3.02	Olney Standpipe Replacement	\$ -	\$ 357	\$ 441	\$ 120	\$ 918
W-46.15	Clarksburg Elevated Water Storage Facility	-	221	1,400	243	1,864
W-46.24	Clarksburg Area Stage 3 Water Main, Part 4	-	69	436	76	581
W-46.25	Clarksburg Area Stage 3 Water Main, Part 5	-	18	120	21	159
W-90.04	Brink Zone Reliability Improvements	-	400	5,500	590	6,490
W-138.02	Shady Grove Standpipe Replacement	-	281	3,225	351	3,857
<u>MONTGOMERY COUNTY SUBTOTALS</u>		<u>\$ -</u>	<u>\$ 1,346</u>	<u>\$ 11,122</u>	<u>\$ 1,401</u>	<u>\$ 13,869</u>
<u>BI-COUNTY</u>						
W-73.19	Potomac WFP Outdoor Substation No. 2 Replacement	\$ -	\$ 1	\$ 20	\$ 1	\$ 22
W-73.21	Potomac WFP Corrosion Mitigation	-	10	50	5	65
W-73.22	Potomac WFP Pre-Filter Chlorination & Air Scour Improvements	-	591	6,575	717	7,883
W-73.30	Potomac WFP Submerged Channel Intake	-	1,400	-	70	1,470
W-73.32	Potomac WFP Main Zone Pipeline	-	1,000	-	100	1,100
W-73.33	Potomac WFP Consent Decree Program	400	4,000	5,000	450	9,850
W-139.02	Duckett & Brighton Dam Upgrades	-	1,023	6,069	709	7,801
W-161.01	Large Diameter Water Pipe & Large Valve Rehabilitation Program	-	6,441	44,628	2,553	53,622
W-172.05	Patuxent WFP Phase II Expansion	-	225	800	51	1,076
W-172.07	Patuxent Raw Water Pipeline	-	200	7,416	762	8,378
W-172.08	Rocky Gorge Pump Station Upgrade	-	436	1,748	300	2,484
W-202.00	Land & Rights-of-Way Acquisition - Bi-County Water	1,300	-	-	-	1,300
<u>BI-COUNTY SUBTOTALS</u>		<u>\$ 1,700</u>	<u>\$ 15,327</u>	<u>\$ 72,306</u>	<u>\$ 5,718</u>	<u>\$ 95,051</u>

**FY'19 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - WATER
(In Thousands)**

<u>PROJECT NUMBER</u>	<u>PROJECT NAME</u>	<u>LAND AND RIGHTS OF WAY</u>	<u>PLANNING/ DESIGN FEES</u>	<u>CONSTRUCTION COSTS</u>	<u>OTHER COSTS</u>	<u>FY'19 TOTAL</u>
<u>PRINCE GEORGE'S COUNTY</u>						
W-12.02	Prince George's County HG415 Zone Water Main	\$ -	\$ 3	\$ 1,800	\$ 274	\$ 2,077
W-34.02	Old Branch Avenue Water Main	-	200	6,000	620	6,820
W-34.03	Water Transmission Improvements 385B Pressure Zone	-	20	6,000	600	6,620
W-34.04	Branch Avenue Water Transmission Improvements	-	155	5,403	9,193	14,751
W-34.05	Marlboro Zone Reinforcement Main	-	240	2,400	396	3,036
W-62.05	Clinton Zone Water Storage Facility Implementation	-	148	5,300	545	5,993
W-65.10	St. Barnabas Elevated Tank Replacement	-	80	304	38	422
W-84.02	Ritchie Marlboro Road Transmission Main & PRV	-	100	1,430	230	1,760
W-84.03	Smith Home Farms Water Main	-	63	297	54	414
W-84.04	Westphalia Town Center Water Main	-	63	209	41	313
W-84.05	Prince George's County 450A Zone Water Main	-	595	-	89	684
W-93.01	Konterra Town Center East Water Main	-	7	46	8	61
W-105.01	Marlton Section 18 Water Main, Lake Marlton Avenue	-	44	309	53	406
W-111.05	Hillmeade Road Water Main	-	30	2,297	349	2,676
W-119.01	John Hanson Highway Water Main, Part 1	-	80	475	55	610
W-120.14	Villages of Timothy Water Main, Part 1	-	22	391	62	475
W-120.15	Villages of Timothy Water Main, Part 2	-	6	124	19	149
W-123.14	Old Marlboro Pike Water Main	-	16	160	26	202
W-123.20	Oak Grove/Leeland Roads Water Main, Part 2	-	10	200	20	230
W-137.03	South Potomac Supply Improvement, Phase 2	-	1,500	-	75	1,575
W-147.00	Collington Elevated Water Storage Facility	-	21	100	13	134
<u>PRINCE GEORGE'S COUNTY SUBTOTALS</u>		<u>\$ -</u>	<u>\$ 3,403</u>	<u>\$ 33,245</u>	<u>\$ 12,760</u>	<u>\$ 49,408</u>
<u>GRAND TOTAL WATER PROJECTS</u>		<u>\$ 1,700</u>	<u>\$ 20,076</u>	<u>\$ 116,673</u>	<u>\$ 19,879</u>	<u>\$ 158,328</u>

**FY'19 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - SEWER
(In Thousands)**

<u>PROJECT NUMBER</u>	<u>PROJECT NAME</u>	<u>LAND AND RIGHTS OF WAY</u>	<u>PLANNING/ DESIGN FEES</u>	<u>CONSTRUCTION COSTS</u>	<u>OTHER COSTS</u>	<u>FY'19 TOTAL</u>
<u>MONTGOMERY COUNTY</u>						
S-84.47	Clarksburg Triangle Outfall Sewer, Part 2	\$ -	\$ 15	\$ 523	\$ 81	\$ 619
S-84.60	Cabin Branch Wastewater Pumping Station	-	51	1,160	182	1,393
S-84.61	Cabin Branch WWPS Force Main	-	51	102	26	179
S-84.67	Milestone Center Sewer Main	-	122	306	64	492
S-84.68	Clarksburg Wastewater Pumping Station	-	40	1,100	171	1,311
S84.69	Clarksburg WWPS Force Main	-	35	728	114	877
S-85.21	Shady Grove Station Sewer Augmentation	-	15	1,036	158	1,209
S-103.16	Cabin John Trunk Sewer Relief	-	192	5,423	842	6,457
<u>MONTGOMERY COUNTY SUBTOTALS</u>		\$ -	\$ 521	\$ 10,378	\$ 1,638	\$ 12,537
<u>BI-COUNTY</u>						
S-22.06	Blue Plains WWTP: Liquid Train Projects, Part 2	\$ -	\$ 3,409	\$ 15,224	\$ 186	\$ 18,819
S-22.07	Blue Plains WWTP: Biosolids Management, Part 2	-	1,086	9,528	106	10,720
S-22.09	Blue Plains WWTP: Plant-wide Projects	-	1,618	5,352	70	7,040
S-22.10	Blue Plains WWTP: Enhanced Nutrient Removal	-	1,720	3,708	54	5,482
S-22.11	Blue Plains: Pipelines & Appurtenances	-	1,705	15,084	168	16,957
S-103.02	Piscataway WWTP Bio-Energy Project	-	12,700	29,500	2,110	44,310
S-170.08	Septage Discharge Facility Planning & Implementation	-	53	4,832	344	5,229
S-170.09	Trunk Sewer Reconstruction Program	-	16,771	60,750	6,936	84,457
S-203.00	Land & Rights-of-Way Acquisition - Bi-County Sewer	95	-	-	-	95
<u>BI-COUNTY SUBTOTALS</u>		\$ 95	\$ 39,062	\$ 143,978	\$ 9,974	\$ 193,109

**FY'19 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - SEWER
(In Thousands)**

<u>PROJECT NUMBER</u>	<u>PROJECT NAME</u>	<u>LAND AND RIGHTS OF WAY</u>	<u>PLANNING/ DESIGN FEES</u>	<u>CONSTRUCTION COSTS</u>	<u>OTHER COSTS</u>	<u>FY'19 TOTAL</u>
<u>PRINCE GEORGE'S COUNTY</u>						
S-27.08	Westphalia Town Center Sewer Main	\$ -	\$ 19	\$ 89	\$ 16	\$ 124
S-28.18	Konterra Town Center East Sewer	-	58	388	67	513
S-43.02	Broad Creek WWPS Augmentation	-	1,500	13,000	725	15,225
S-57.92	Western Branch Facility Upgrade	-	200	2,800	150	3,150
S-68.01	Landover Mall Redevelopment	-	76	461	81	618
S-75.19	Brandywine Woods Wastewater Pumping Station	-	14	44	9	67
S-75.20	Brandywine Woods WWPS Force Main	-	8	50	9	67
S-75.21	Mattawoman WWTP Upgrades	-	-	4,049	-	4,049
S-77.20	Parkway North Substation Replacemen	-	300	2,000	350	2,650
S-86.19	Karington Subdivision Sewer	-	4	153	24	181
S-96.14	Piscataway WWTP Facility Upgrades	-	2,898	26,735	1,482	31,115
S-131.05	Pleasant Valley Sewer Main, Part 2	-	52	290	51	393
S-131.07	Pleasant Valley Sewer Main, Part 1	-	107	736	127	970
S-131.10	Fort Washington Forest No. 1 WWPS Augmentation	-	108	1,000	167	1,275
<u>PRINCE GEORGE'S COUNTY SUBTOTALS</u>		<u>\$ -</u>	<u>\$ 5,344</u>	<u>\$ 51,795</u>	<u>\$ 3,258</u>	<u>\$ 60,397</u>
<u>GRAND TOTAL SEWER PROJECTS</u>		<u>\$ 95</u>	<u>\$ 44,927</u>	<u>\$ 206,151</u>	<u>\$ 14,870</u>	<u>\$ 266,043</u>

SYSTEMS RECONSTRUCTION PROGRAM

<u>Systems Reconstruction Program</u>	FY'18 <u>Approved</u>	FY'19 <u>Proposed</u>
	\$175,070,000	\$183,406,000

This program provides for the systematic replacement or rehabilitation of the Commission's aging infrastructure of small diameter water mains (less than 16-inches in diameter) and sewer lines (less than 15-inches in diameter), as well as associated house connections (from the main to the property line). In order to extend their useful life, portions of these systems are rehabilitated each year. Through FY'17, WSSC maintained approximately 5,600 miles of water main and 5,500 miles of sewer main, along with 460,900 water house connections and 434,600 sewer house connections. In addition to the small diameter pipe rehabilitation programs, two rehabilitation programs for large diameter pipe projects (the Large Diameter Water Pipe & Large Valve Rehabilitation Program (W-161.01) and the Trunk Sewer Reconstruction Program (S-170.09)) are included in the Commission's Capital Improvements Program (CIP budget).

The Water Reconstruction Program consolidates several water main improvement activities designed to enhance water quality and reliability under one initiative. A majority of the funding is dedicated to replacing older water mains that are located in roadways and previously prone to breaks with new sections of cement lined zinc coated ductile iron pipe. The Program also includes installing cathodic protection and pipeline appurtenances, including large meter and fire meter vaults. The FY'19 proposed budget of \$118.7 million provides for the planned design and rehabilitation of 45 miles of water main and associated house connection renewals (\$103.0 million), large water service rehabilitation (\$8.0 million), cathodic protection (\$1.0 million), and funding for emergency/urgent pipe replacements (\$6.7 million). In FY'17, 69.2 miles of water main and associated house connection renewals were rehabilitated, along with 30 large water service meters, at a total cost of \$135.3 million dollars.

The Sewer Reconstruction Program provides for correcting structural deficiencies in sewer mains that may result from soil settlement, root penetration, or corrosion, and often contribute to sewage overflows and backups into homes. The FY'19 proposed budget of \$64.7 million provides for the rehabilitation of 20 miles of sewer main (\$32.1 million) and 6 miles of lateral lines located in roadways, as well as associated house connection renewals (\$29.7 million), and funding for emergency/urgent pipe repairs (\$2.9 million). In FY'17, 34.0 miles of roadway sewer mains, 9.9 miles of sewer laterals, and the associated house connections, were rehabilitated at a cost of \$59.4 million dollars.

ENGINEERING SUPPORT PROGRAM

	FY'18	FY'19
	<u>Approved</u>	<u>Proposed</u>
<u>Engineering Support Program</u>	\$18,000,000	\$16,000,000

The Engineering Support Program (ESP) represents the consolidation of a diverse group of multi-year projects and asset management processes to analyze, evaluate and support the extensive water and sewer infrastructure and numerous support facilities that are owned, operated, and maintained by the WSSC. ESP project requests for engineering support for planning, design, and construction management are initiated through the Asset Management Program process. ESP projects are diverse in scope, and typically include work needed to upgrade operating efficiency, modify existing processes, satisfy regulatory requirements, or rehabilitate aging facilities. The ESP does not include proposed “major projects” which, by law, must be programmed in the WSSC’s Six-Year Capital Improvements Program, or “growth” projects to serve new development.

The total FY'19 proposed program is \$16,000,000 in the capital budget. ESP projects are recommended based upon our Asset Management Program planning processes including developing confidence level ratings, evaluating level of service impacts, determining business risk exposure and performing business case analysis for future capital projects in an enterprise-wide asset management process environment. The ESP provides a stable funding level for projects that require engineering support. All requested ESP projects are evaluated, prioritized and then initiated subject to the available funding for the fiscal year. The projects described below may include both operating and capital costs.

Projects in the program include: underground fuel storage tank replacements; NPDES Industrial Stormwater Permit compliance; continuous discharge turbidity measurement systems at the Potomac WFP; elevator modernization, electrical and data center upgrades at the RGH building; and, safety upgrades to the Consolidated Lab gas storage facilities. Further details of the program are included in the Information Only section of the FYs 2019-2024 Proposed Capital Improvements Program document.

GENERAL CONSTRUCTION - LOCAL LINES

General Construction – Local Lines

FY'18
Approved
\$690,000

FY'19
Proposed
\$690,000

General Construction Bond funds are used for the design and installation of local water mains and sewers. As a class, these pipelines are smaller in diameter than those constructed with the proceeds from the sale of Water Supply and Sewage Disposal Bonds. The class includes all water mains up to 15 inches in diameter and sewer lines up to 14 inches in diameter. However, in some cases, larger water pipelines that provide a measure of service to individual customers are partially supported by General Construction funds in proportion to their localized function.

Applications for service requested after July 1, 1999, require the Applicant to finance and construct the local water and sewer mains needed for new development. The WSSC will construct those remaining projects serving one new residence, providing relief from a residential health hazard, or serving existing homes previously connected to private systems.

To initiate an Applicant-built project, the Applicant submits a Hydraulic Planning Analysis Request. Once it has been determined that the property to be served is located within the appropriate service category and the proposed extensions are adequate, the WSSC issues a Letter of Findings which delineates the project conditions that must be met prior to the start of construction. Finally, the WSSC will perform a review for system integrity of the design plans. After design plans have been approved and the Applicant has satisfied all project conditions, the Applicant is issued a permit for construction. The Applicant is responsible for the actual financing and construction of the project.

For WSSC-built projects, the WSSC will prepare the feasibility study and issue a Letter of Findings. The Letter of Findings will again delineate any project conditions and advise the Applicant of their cost responsibilities. If the Applicant elects to proceed with the project, the WSSC will arrange for the preparation of design plans, construction permits and rights-of-way. After design plans have been approved and the Applicant has satisfied all project conditions, WSSC will arrange for the construction of the project. The Applicant is responsible for financing of the project beyond what may be offset by front foot benefit charges.

OTHER CAPITAL PROJECTS

(\$ in Thousands)

Displayed below is the allocation of the Other Capital Projects category to the three major Capital Funds.

<u>Other Capital Projects</u>	<u>Grand Total</u>	<u>Water</u>	<u>Sewer</u>	<u>General Construction</u>
Water Storage Facility Rehabilitation Program	\$8,000	\$8,000	\$ --	\$ --
Specialty Valve Vault Rehabilitation Program	1,442	1,442	--	--
Advanced Metering Infrastructure	27,694	13,847	13,847	--
New House Connections	3,100	2,000	1,100	--
Relocations	5,000	3,500	1,500	--
Water Meters	2,824	--	--	2,824
TOTAL	\$48,060	\$28,789	\$16,447	\$2,824

FUNDING OF WATER AND SEWER CAPITAL PROGRAMS

For FY'19, expenditures of \$679.1 million are budgeted in the Water and Sewer Bond Funds to implement the Commission’s water and sewer Capital Improvements Program, Systems Reconstruction Program, Engineering Support Program, and other Information Only Projects. The capital budget presents the spending level required to *fully implement* during FY'19 all planning, design, and construction activities scheduled for projects in these programs. However, historical experience indicates that some activities will not be completed during the budget year because of difficulties in acquiring land or rights-of-way, delays in obtaining permits from other governmental organizations, changes in developer schedules, and other considerations beyond the WSSC’s control. Any delay in one or more of the projects will cause capital expenditures to be less than budgeted. Forecasts of FY'19 spending for capital programs are made by reducing the budgeted program dollars using completion and scaling factors. The completion and scaling factors are determined by analyzing projects in the programs and reviewing the historical relationship between budgeted and actual spending for capital projects.

Estimating actual spending is an important step in forecasting the issuance of new debt at a level which does not exceed the amount necessary to cover actual expenditures. Conservative issuance of long-term debt is essential to keep outstanding debt, debt service, and water and sewer rates at moderate levels. The amount of new debt is calculated by adjusting for other funding sources, such as grants and System Development Charges, from the total funding requirement. FY'19 spending for the Water and Sewer Bond Funds, adjusted for completion, is estimated to be \$589.2 million. The requirement for new long-term Water and Sewer Debt is estimated to be \$502.5 million.

FY'19 SOURCES AND USES OF WATER & SEWER FUNDS

(\$ in Thousands)

	<u>Water</u>	<u>Sewer</u>	<u>Combined</u>
USES:			
Budgeted Capital Expenditures	\$348,617	\$330,436	\$679,053
Capital Expenditures adjusted for completion factor	282,011	307,158	589,169
SOURCES:			
Long-term Bonds (new)	249,086	253,371	502,457
Federal & State Grants	-	11,924	11,924
System Development Charge (SDC)	14,472	5,628	20,100
PAYGO	15,693	19,157	34,850
Other	<u>2,760</u>	<u>17,078</u>	<u>19,838</u>
TOTAL SOURCES	<u>\$282,011</u>	<u>\$307,158</u>	<u>\$589,169</u>

FUNDING OF WATER AND SEWER CAPITAL PROGRAMS

(Continued)

Both non-rate-supported and rate-supported sources fund Water and Sewer Bond Fund expenditures. Non-rate-supported sources (System Development Charges, federal and state grants, and developer contributions) account for approximately 9% of the funding. Rate-supported sources (long-term debt, construction notes and PAYGO) account for the remaining 91%. The new debt required to fund the capital program is reflected in the operating budget as debt service expense. In FY'14, the Commission began issuing debt for 30 years as opposed to the prior practice of 20 years. The savings will be used to fund PAYGO capital projects. The table below presents the debt service associated with both existing debt and new debt proposed for FY'19.

WATER & SEWER BOND FUNDS
RATE-SUPPORTED DEBT SERVICE EXPENSES

(\$ in Thousands)

	<u>Water</u>	<u>Sewer</u>	<u>Combined</u>
Debt Service for Existing Debt	\$111,157	\$151,988	\$263,145
Debt Service for Planned New Debt	<u>8,216</u>	<u>8,355</u>	<u>16,571</u>
Total Debt Service	<u>\$119,373</u>	<u>\$160,343</u>	<u>\$279,716</u>

SELECTED MULTI-YEAR HISTORICAL DATA

SECTION 5

SELECTED STATISTICAL DATA

	<u>FY'13</u> <u>ACTUAL</u>	<u>FY'14</u> <u>ACTUAL</u>	<u>FY'15</u> <u>ACTUAL</u>	<u>FY'16</u> <u>ACTUAL</u>	<u>FY'17</u> <u>ACTUAL</u>	<u>FY'18</u> <u>APPROVED</u>	<u>FY'19</u> <u>PROPOSED</u>
Population Served	1,749,000	1,757,000	1,765,000	1,774,000	1,759,000	1,792,000	1,801,000
Customer Accounts	441,480	443,827	445,385	448,061	451,904	456,061	459,404
Water Produced (average MGD)	161.2	160.6	162.9	164.2	163.1	164.0	164.0
Water Produced (millions of gallons)	58,830	58,603	59,469	59,933	59,532	59,860	59,860
Water Mains Maintained (miles)	5,494	5,521	5,552	5,586	5,624	5,640	5,678
Water Mains Constructed (miles added by WSSC)	7.3	0.5	9.0	7.0	12.1	2.0	2.0
Water Mains Constructed (miles added by developers)	15.3	26.3	22.4	27.1	25.2	25.0	25.0
Water House Connections Maintained	446,453	449,333	453,004	457,393	460,891	465,393	468,391
Water House Connections Installed	2,269	2,880	3,671	4,389	3,498	4,000	3,500
Water Meters Issued	18,554	14,675	17,540	17,936	16,873	18,065	18,065
Sewage Systems Total Flow (average MGD)	177.2	195.6	190.8	184.8	179.0	207.2	201.4
Sewage Systems Total Flow (millions of gallons)	64,666	71,232	69,650	67,545	65,335	75,628	73,511
Sewer Mains Maintained (miles)	5,376	5,402	5,424	5,451	5,476	5,503	5,528
Sewer Mains Constructed (miles added by WSSC)	0.4	-	-	0.2	0.4	1.0	1.0
Sewer Mains Constructed (miles added by developers)	12.6	25.7	21.4	27.3	24.7	25.0	25.0
Sewer House Connections Maintained	423,110	425,445	428,279	431,589	434,586	437,789	440,786
Sewer House Connections Installed	2,018	2,335	2,834	3,310	2,997	3,100	3,100
Maintenance Work Orders (Emergency and Routine)	99,469	108,482	114,007	108,372	105,763	103,047	103,408
Vehicles in Fleet	955	1,079	1,004	960	974	970	986
Miles Traveled by Fleet	5,250,810	5,028,532	5,432,420	6,940,268	5,572,491	7,963,922	5,500,000
Water Meter Readings Completed	1,967,090	1,987,261	2,028,473	2,225,306	2,040,492	2,283,266	2,075,000
Authorized Positions	1,693	1,717	1,729	1,747	1,776	1,776	1,776
Authorized Workyears	1,693	1,717	1,729	1,747	1,776	1,776	1,776
Actual Employment Level - Beginning	1,549	1,549	1,550	1,561	1,633	1,620	
Actual Employment Level - Ending	1,549	1,550	1,561	1,633	1,620		
Actual Workyears	1,535	1,530	1,546	1,587	1,623		

SELECTED FINANCIAL DATA

	<u>FY'13 ACTUAL</u>	<u>FY'14 ACTUAL</u>	<u>FY'15 ACTUAL</u>	<u>FY'16 ACTUAL</u>	<u>FY'17 ACTUAL</u>	<u>FY'18 APPROVED</u>	<u>FY'19 PROPOSED</u>
1. Customer Water & Sewer Rate Percent Change							
<u>Consumption Charges</u>							
Water	2.9%	1.9%	7.7%	1.2%	5.9%	4.5%	3.7%
Sewer	11.5%	11.6%	3.9%	0.9%	0.8%	2.7%	6.1%
Combined	7.5%	7.25%	5.5%	1.0%	3.0%	3.5%	5.0%
2. Water & Sewer Bill Revenues (\$ in Thousands)							
Water Consumption Charges	\$225,212	\$227,923	\$242,867	\$235,805	\$270,134	\$267,080	\$276,909
Sewer Use Charges	<u>275,559</u>	<u>309,403</u>	<u>319,488</u>	<u>307,264</u>	<u>329,332</u>	<u>333,822</u>	<u>354,038</u>
Total Consumption Charges	500,771	537,326	562,355	543,069	599,466	600,902	630,947
Account Maintenance Fee	22,772	22,582	22,753	29,247	32,508	32,118	32,182
Infrastructure Investment Fee	<u>-</u>	<u>-</u>	<u>-</u>	<u>16,700</u>	<u>37,561</u>	<u>38,816</u>	<u>38,894</u>
Total	<u>\$ 523,543</u>	<u>\$ 559,908</u>	<u>\$ 585,108</u>	<u>\$ 589,016</u>	<u>\$ 669,535</u>	<u>\$ 671,836</u>	<u>\$ 702,023</u>
3. Water Production (average MGD)	161.2	160.6	162.9	164.2	163.1	164.0	164.0

COMPARATIVE OPERATING STATEMENTS

(\$ in Thousands)

	<u>FY'13 ACTUAL</u>	<u>FY'14 ACTUAL</u>	<u>FY'15 ACTUAL</u>	<u>FY'16 ACTUAL</u>	<u>FY'17 ACTUAL</u>	<u>FY'18 APPROVED</u>	<u>FY'19 PROPOSED</u>
<u>WATER OPERATING</u>							
Revenue	\$ 250,554	\$ 251,781	\$ 269,402	\$ 275,832	\$ 322,716	\$ 321,017	\$ 330,812
<u>Other Funding Sources</u>							
SDC Debt Service Offset	450	290	277	213	446	-	241
Reconstruction Debt Service Offset	-	-	5,000	1,000	2,800	-	4,000
Reserve Requirement	-	-	-	-	-	-	-
Use of Accumulated Net Revenue	6,428	13,659	15,399	10,102	9,362	-	5,906
TOTAL REVENUE	<u>\$ 257,432</u>	<u>\$ 265,730</u>	<u>\$ 290,078</u>	<u>\$ 287,147</u>	<u>\$ 335,324</u>	<u>\$ 321,017</u>	<u>\$ 340,959</u>
TOTAL EXPENSES	<u>\$ 240,378</u>	<u>\$ 266,714</u>	<u>\$ 289,275</u>	<u>\$ 282,952</u>	<u>\$ 300,599</u>	<u>\$ 321,017</u>	<u>\$ 340,959</u>
<u>SEWER OPERATING</u>							
Revenue	\$ 300,637	\$ 333,861	\$ 345,722	\$ 345,869	\$ 381,267	\$ 385,051	\$ 406,373
<u>Other Funding Sources</u>							
SDC Debt Service Offset	1,742	1,138	890	515	2,163	-	2,147
Reconstruction Debt Service Offset	11,000	10,500	5,000	7,500	7,000	7,700	8,500
Reserve Requirement	-	-	-	-	-	-	-
Use of Accumulated Net Revenue	12,100	13,822	14,794	10,619	15,088	11,580	5,674
TOTAL REVENUE	<u>\$ 325,479</u>	<u>\$ 359,321</u>	<u>\$ 366,406</u>	<u>\$ 364,503</u>	<u>\$ 405,518</u>	<u>\$ 404,331</u>	<u>\$ 422,694</u>
TOTAL EXPENSES	<u>\$ 308,107</u>	<u>\$ 319,652</u>	<u>\$ 337,768</u>	<u>\$ 343,235</u>	<u>\$ 374,234</u>	<u>\$ 404,331</u>	<u>\$ 422,694</u>

CAPITAL BUDGET VS. ACTUAL EXPENSES

FY'98 - FY'17
(\$ in Thousands)

Fiscal Year	Water Supply		Sewage Disposal		General Construction		Total Capital	
	Approved Budget	Actual Expenses	Approved Budget	Actual Expenses	Approved Budget	Actual Expenses	Approved Budget	Actual Expenses
1998	\$ 79,065	\$ 66,349	\$ 60,936	\$ 38,510	\$ 89,961	\$ 46,143	\$ 229,962	\$ 151,002
1999	79,079	67,245	59,689	30,821	65,217	50,820	203,985	148,886
2000	60,111	43,037	88,458	48,868	62,871	49,039	211,440	140,944
2001	61,968	38,350	81,801	68,568	52,426	40,086	196,195	147,004
2002	54,972	44,094	104,820	61,073	34,272	31,765	194,065	136,932
2003	56,124	37,478	108,276	97,446	35,892	18,226	200,292	153,150
2004	78,314	55,626	95,777	104,400	36,364	20,250	210,455	180,276
2005	96,998	59,997	97,271	63,210	31,361	23,692	225,630	146,899
2006	112,678	78,267	117,776	55,558	34,365	15,621	264,819	149,446
2007	122,550	76,151	108,731	60,033	23,730	23,750	255,011	159,934
2008	142,820	88,908	108,358	71,705	30,403	22,668	281,581	183,281
2009	185,620	106,490	142,718	82,687	32,637	24,271	360,975	213,448
2010	147,484	111,158	191,008	95,232	32,660	34,092	371,152	240,482
2011	181,815	104,278	276,524	94,308	36,361	41,664	494,700	240,250
2012	198,844	158,078	332,424	262,507	34,654	14,912	565,922	435,497
2013	240,107	182,393	527,914	356,179	19,984	8,617	788,005	547,189
2014	246,702	170,166	475,352	346,043	20,133	9,433	742,187	525,642
2015	265,079	198,830	341,997	353,417	18,305	11,910	625,381	564,157
2016	266,624	249,908	400,470	387,242	17,538	13,049	684,632	650,199
2017	317,309	263,569	355,522	280,632	17,467	12,784	690,298	556,985

APPENDICES

GLOSSARY

Account Maintenance Fee	A charge on customer water and sewer bills designed to recover the fixed cost of servicing a customer account independent of the amount of water used or sewage generated. The Account Maintenance Fee includes the cost of purchasing and reading meters; processing meter readings and generating, mailing, and collecting bills; and providing customer services. Prior to 1992, these costs were included in the water and sewer rate structure rather than identified and billed as a separate fee.
Accrual	The recognition of revenue or expenses at the time they are earned or incurred, regardless of when the money is received or paid out.
Accumulated Net Revenue	See Fund Balance.
Ad Valorem Tax	A property tax based “according to the value” of the property. Such taxes are levied on real and personal property according to the property’s assessed valuation and the tax rate.
Advanced Metering Infrastructure	An automated system that communicates remotely with metering devices to measure, collect and analyze consumption data. The system includes both hardware and software and can provide comprehensive real-time information to both the consumer and the utility.
Applicant	Any firm, corporation, municipality, agency, person, or persons who owns or develops property which requires water or sewer service provided by systems, facilities, or service connections within the Washington Suburban Sanitary District.
Asset Management Program	A multi-year effort to create an organization-wide Asset Management Plan which identifies the infrastructure needs for a 30-year planning period. This information will serve as the basis for future investment decision making and management of water, wastewater, communications, and buildings and grounds infrastructure.
Authorized Workyears	Employee workyears that are funded in the adopted budget and may be filled during the budget year.
Balanced Budget	A financial plan showing estimated or planned revenues equaling expenses.
Billing Factor	The amount of revenue received per 1,000 gallons of water production. Billing Factor = Annual Water & Sewer Revenue ÷ Annual Water Production (in thousand gallons).

GLOSSARY

(Continued)

Biosolids	Solids produced as a byproduct of treating sewage to produce clean water; also referred to as sludge.
Blue Plains	The regional wastewater treatment plant owned and operated by the District of Columbia Water and Sewer Authority. Approximately 65% of the wastewater from the Washington Suburban Sanitary District is treated at Blue Plains. The WSSC shares in the operating and capital costs of Blue Plains in accordance with the terms of a regional agreement signed by the Maryland and Virginia suburbs and the District of Columbia.
Bond	A written promise to pay a sum of money on a specific date at a specified interest rate.
Break/fix	Refers to any interruption to or failure of service that requires immediate attention. In a break/fix situation, the functionality of any automated system, whether hardware or software related, has been altered and must be repaired such that the service is restored.
Capital Budget	The annual request for capital funding for the first year of the Capital Improvements Program including those projects in the Information Only Section, new house connection construction, relocations and major systems contracts, water meter purchases, other engineering contracts, and for the associated administrative and support costs.
Capital Expenditures	An amount spent for the planned purchase of long-term assets (such as filtration/treatment plants and pump stations, storage, joint-use facilities, and equipment upgrades).
Capital Improvements Program	(Also referred to as CIP) The comprehensive presentation of capital project expenditure estimates, funding requirements, capital budget requests, and program data for the construction of all major water and sewerage projects planned by the WSSC over a six-year period.
Capital Project	A WSSC effort involving expenditures and funding for the creation, expansion, renovation, or replacement of major facilities and other assets having relatively long lives. Expenditures within capital projects may include costs of planning, design, land, construction, contract supervision, and associated administrative and support costs.
Capitalized Interest	Interest paid from proceeds of bond sales rather than from other operating revenues.

GLOSSARY

(Continued)

Consumer Price Index	(Also referred to as CPI) A measure that examines the change in the cost of a fixed basket of consumer goods and services, such as housing, utilities, transportation, food and medical care. The CPI is calculated by taking price changes for each item in the predetermined basket of goods and averaging them; the goods are weighted according to their importance. The CPI is a commonly accepted indicator of inflation, as changes in CPI are used to assess price changes associated with the cost of living.
Cost-of-Living Adjustment	(Also referred to as COLA) A general increase in salaries and wages to wholly or partially offset the adverse effect of inflation on employee compensation.
Cryptosporidium	A microbial contaminant of raw water that can potentially cause chronic or fatal intestinal disorders. In 1993, cryptosporidium was identified as the primary source of an outbreak of water-borne disease in Milwaukee that caused more than 400,000 illnesses and over 100 deaths.
Customer Care & Billing	(Also referred to as CC&B) A complete billing and customer care application that handles every aspect of the customer lifecycle, from service connection to payments processing.
Customer to Meter	(Also referred to as C2M) C2M combines the Customer Care & Billing and the Meter Data Management applications, thus providing a consolidated interface for data management and data capture from multiple sources.
Debt Service	The annual payment of principal and interest on bonded indebtedness.
Development Services Process	(Also referred to as DSP) The process by which the WSSC reviews Applicant's projects that extend the existing water or sewer system. Service to properties reviewed under the process almost always requires the extension of small-diameter subdivision lines, and may involve program-sized pipe, which must be included in the CIP. DSP projects are funded by the Applicant.
Energy Performance Program	(Also referred to as EPP) The program provides for the engineering audit, design and construction necessary to replace and upgrade energy consuming equipment and systems at all major Commission facilities. The program stipulates a reduction in energy usage and costs greater than, or equal to, the annual capital costs to be incurred.

GLOSSARY

(Continued)

Engineering Support Program	(Also referred to as ESP) The consolidation of a diverse group of projects whose unified purpose is to support the extensive water and sewer infrastructure and numerous support facilities that are owned, operated, and maintained by the WSSC. The ESP does not include major projects included in the CIP or projects to serve new development.
Enhanced Nutrient Removal	(Also referred to as ENR) Enhanced Nutrient Removal is the next step in the natural technological progression of wastewater treatment processes, starting with primary treatment, through secondary and advanced treatment, then biological nutrient removal, and now enhanced nutrient removal. Biological processes are used to further the removal of total nitrogen to levels as low as 3 mg/L and total phosphorus to 0.3 mg/L or less. The Maryland Department of the Environment (MDE) Chesapeake Bay 2000 Agreement calls for the use of ENR.
Enterprise Resource Planning System	(Also referred to as ERP) An automated system that integrates all data and processes of an organization into a unified system. A typical ERP system will use multiple components of computer software and hardware to achieve the integration. A key ingredient of most ERP systems is the use of a unified database to store data for the various system modules. The main benefits of implementing an ERP system are a single base of consistent information, tighter financial controls, ability to automate business processes, consolidation of redundant systems, improved system reliability, and improved long-term asset management.
Environmental Protection Agency	(Also referred to as EPA) U.S. Federal agency charged with overseeing waterways and water sources, decreasing water pollution and protecting drinking water from known and emerging contaminants that endanger public health.
Expenditure/Expense	Payment for an asset obtained or goods and services received.
Fats, Oils, and Grease Program	(Also referred to as FOG) A federally mandated program that advises customers on how to properly manage fats, oils, and grease; monitors and controls the discharge of FOG from commercial food service establishments; investigates sanitary sewer blockages and overflows caused by FOG discharges; and initiates enforcement action to ensure appropriate corrective measures are taken.

GLOSSARY

(Continued)

Fee	A charge for service to the user or beneficiary of the service. According to state law, charges must be related to the cost of providing the service.
Fiscal Policy	The WSSC's policies with respect to revenues, spending, and debt management as these relate to WSSC services, programs, and capital investments. Fiscal policy provides a set of principles for the planning and programming of budgets, uses of revenues, and financial management.
Fiscal Year	The 12-month period to which the annual operating and capital budgets and their expenditure authorizations apply. The WSSC's fiscal year starts on July 1 and ends on June 30.
Fixture Unit	(Drainage fixture unit or water supply fixture unit) A measurement of the probable discharge into the drainage system (sewer) or the probable hydraulic demand on the water supply (water) by various types of plumbing fixtures (bathtubs, lavatories, water closets, drinking fountains, etc.). For example, a drinking fountain corresponds to 0.5 drainage fixture units, while a conventional bathtub corresponds to 2.0 drainage fixture units.
Force Main	The discharge pipe from a wastewater pumping station through which flow is lifted under pressure to a higher elevation. A pipe of this type is used to overcome changes in topography by conveying flow over a ridge or other high point to a nearby, existing sewer line. This avoids the need to construct a longer conventional gravity line in another direction.
Fringe Benefits	Contributions made by the WSSC to help underwrite the Commission's share of the costs for Social Security and various pension, health, and life insurance plans provided to employees. Fringe benefits are centrally budgeted in non-departmental accounts.
Front Foot Benefit	(Also referred to as FFB or FFBC) A charge assessed owners of property abutting WSSC water mains and/or sewers who derive a benefit from the construction of these water mains and sewers. Revenue from front foot benefit charges is used to pay debt service on General Construction Bonds.

GLOSSARY

(Continued)

Fund	A set of interrelated accounts to record revenues and expenditures associated with implementing specific activities or achieving certain objectives in accordance with special regulations, restrictions, or limitations, and constituting an independent fiscal and accounting entity.
Fund Balance	The amount by which resources exceed the obligations of the fund. The beginning fund balance represents the residual funds brought forward from the previous year (ending fund balance). Fund balance is also referred to as Accumulated Net Revenue in this document.
General Bond Debt Service Fund	An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities associated with paying the debt service on bonds issued to finance the Commission's general construction and administrative and support facility construction program; and administering the Commission's front foot benefit assessment activities.
General Bond Fund	An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities associated with carrying out the activities of designing and constructing the Commission's minor water supply and wastewater collection and disposal systems (water mains less than 16 inches in diameter and sewer mains less than 15 inches in diameter), and all administrative and support facilities. Water meters are also purchased from this fund.
Geographic Information System	(Also referred to as GIS) A system that integrates hardware, software, and data for capturing, storing, managing, analyzing, and displaying all forms of geographically referenced information. The technology can be used for scientific investigation, resource management, or development planning.
Goal	A long-term, attainable target for an organization – its vision of the future.

GLOSSARY

(Continued)

Governmental Accounting Standards Board Statement No. 45	(Also referred to as GASB 45) A pronouncement that addresses how state and local governments should account for and report their costs and obligations related to post-employment benefits other than pensions. The statement generally requires that state and local governmental employers account for and report the annual cost of other post-employment benefits (OPEB) and the outstanding obligations and commitments related to OPEB in essentially the same manner as is done for pensions, rather than on a “pay-as-you-go” basis.
Haloacetic Acids	(Also referred to as HAAs) A group of chemicals that are formed when chlorine or other disinfectants used to control contaminants in drinking water react with naturally occurring organic and inorganic matter in the water. There are five haloacetic acids (referred to as HAA5) that are regulated by the EPA: monochloroacetic acid, dichloroacetic acid, trichloroacetic acid, monobromoacetic acid, and dibromoacetic acid.
House Connection Charge	A fee set annually by the WSSC to cover the cost of the installation of small diameter pipe between water and sewer mains and the owner’s property line. House connections feed water to a dwelling, place of business, or other structure and convey domestic sewage into the main line sewer for transportation to a wastewater treatment facility.
Infiltration	Groundwater that flows into sewer lines due to defective pipes or manholes.
Inflow	Surface stormwater from rainfall that flows into sewer lines due to defective pipes or manholes.
Information Only Projects	The CIP document contains an Information Only Projects section. Projects in this section are not required to be in the CIP under Section 23-301 of the Public Utilities Article, WSSD Laws, Annotated Code of Maryland, but may be included for any number of reasons such as: fiscal planning purposes; the reader’s improved understanding of the full scope of a specific set of projects; or in response to requests from county governments. Expenditures for Information Only projects are not included as part of the CIP six-year program costs, but are shown separately on the bottom line of the financial summary in the front section of the CIP for informational purposes.

GLOSSARY

(Continued)

Infrastructure Investment Fee	A fixed fee that funds a portion of the debt service associated with the Commission's water and sewer pipe reconstruction programs.
Level of Service	The existing or current services, programs, and facilities provided by the WSSC to its customers. The level of service may increase, decrease, or remain the same, depending upon needs, alternatives, and available resources.
Maryland Department of the Environment	(Also referred to as MDE) The Maryland Department of the Environment was created in 1987 to protect and preserve the state's air, water and land resources and safeguard the environmental health of Maryland's citizens. MDE's duties also encompass enforcement of environmental laws and regulations, long-term planning and research. MDE provides technical assistance to Maryland industry and communities for pollution and growth issues and environmental emergencies.
Memorandum of Understanding	(Also referred to as MOU) An agreement issued to cover design and construction of any water and sewerage system or facilities within the Sanitary District that will be constructed and financed by others.
Merit Increase	An incremental raise in an employee's pay within the salary range for a given class of work to recognize the completion of a period of satisfactory or above service. Merit increase percentages are applied based upon the overall performance review for the employee.
Meter Data Management	(Also referred to as MDM) A powerful platform critical to leveraging the full potential of meter data across the organization. The MDM application gathers and processes data from any type, variety, or brand of device; loads, validates, stores, and formats the data in ways that facilitate business processes across internal and external systems; analyzes usage and event data; and issues Service Investigative Orders based on exceptions, events, commands, missed readings and meter reader remarks. This proactive analysis supports revenue protection by initiating maintenance or repair tasks as needed, improving the performance, and prolonging the life of meter and network devices.

GLOSSARY

(Continued)

Mission	A written declaration of an organization’s core purpose and focus. An example of a mission is “. . . to provide safe and reliable water, life’s most precious resource, and return clean water to our environment, all in an ethical, sustainable, and financially responsible manner.”
Mobile Workforce Management	(Also referred to as MWM) An application providing fully integrated, real-time, best-of-breed planning, scheduling, dispatching, mobile communications, and performance analytics. It optimizes the deployment of internal and contract field workers and enhances visibility and control of assets, providing a shift from reactive to informed, proactive decision-making, enabling improved mobile workforce performance, and customer service at a lower operating cost.
National Pollutant Discharge Elimination System	(Also referred to as NPDES) The National Pollutant Discharge Elimination System is a permit program controlling water pollution by regulating point sources that discharge pollutants into waters of the United States. Point sources are discrete conveyances such as pipes or man-made ditches. (Individual homes that are connected to a municipal system, use a septic system, or do not have a surface discharge do not need a NPDES permit; however, industrial, municipal, and other facilities must obtain permits if their discharges go directly to surface waters.)
Nephelometric	A unit of measure to assess turbidity in a sample by using an instrument called a nephelometer. A nephelometer passes light through a sample and the amount of light deflected is then measured.
Nephelometric Turbidity Units	(Also referred to as NTU) A measure of the clarity of water. Maintaining very low levels of filtered water turbidity is recognized as a means of effectively guarding against Cryptosporidium and other chlorine-resistant pathogens.
Non-Departmental	Expenditure items essential to the operation of the WSSC which either do not fall within the functional assignment of any office or which provide for expenditures related to more than one office. Examples include fringe benefits and insurance.
Objective	A specific measurable and observable result of an organization’s activity which advances the organization toward its goal.

GLOSSARY

(Continued)

Operating Budget	A comprehensive financial plan by which the WSSC's operating programs are funded for a single fiscal year.
Other Post-Employment Benefits	(Also referred to as OPEB) Employees in the public sector may be compensated in a variety of forms in exchange for their services. In addition to salary, employees may earn benefits over their years of service that will not be received until their service has been severed due to retirement or other reasons. The most common type of post-employment benefit is a pension. Other post-employment benefits generally take the form of health insurance, dental, prescription drug, or other health care benefits. It may also include life insurance, legal services, or other benefits.
Outcome Measure	A measure of the degree to which an objective has been achieved. For the WSSC, this usually corresponds to the impact of a service on an organization's key responsibilities, especially the effect on citizens, customers, or other users of the service.
Pay-As-You-GO Financing	(Also referred to as PAYGO) The funding of capital expenditures with operating funds instead of debt.
Potable Water	Clean, safe, drinkable water.
Potomac WFP Consent Decree	A court-enforced legal document that was negotiated between the WSSC, the Maryland Department of the Environment, the United States Environmental Protection Agency, the United States Department of Justice, and a number of Citizen Groups that requires the WSSC to take certain actions in order to reduce the amount of solids discharged back into the Potomac River.
Power Purchase Agreement	A long-term agreement with a power (energy) provider to purchase electricity at a fixed rate for a fixed period. The provider designs, builds, and operates the power generation equipment (e.g. solar or wind) either at a remote location or on the customer's property.
Products and Technology	A budget category to account for the revenues and expenses associated with the sale, lease, or licensing of certain WSSC-developed products and technology. State law requires these revenues and expenses to be itemized in the annual budget.

GLOSSARY

(Continued)

Public Hearing	An opportunity for customers and the citizenry in general to voice opinions and concerns to appointed or elected officials. Section 17-202 of the Public Utilities Article of the Annotated Code of Maryland, requires that the Commission publish a budget before January 15, make it available to the public upon request, and hold a public hearing on the budget not less than 21 days after the budget is released for comment, but before February 15. Notice of the WSSC's public hearings is sent to all customers. In addition, public hearing specifics (date, time, location, contact information, and procedures for testifying) are advertised in local and regional newspapers.
Rate Stabilization	The implementation of a customer bill increase greater than the amount needed to support planned operating expenses in order to avoid a large future bill increase. The excess funds collected can be used to fund capital projects with cash to avoid the issuance of additional debt.
Reconstruction Debt Service Offset	(Also referred to as REDO) The use of surplus funds from the General Bond Debt Service Fund to offset a portion of the debt service cost of the Systems Reconstruction Program. REDO was established in FY'83 to use the surplus that had accumulated in the General Bond Debt Service account to benefit all WSSC ratepayers on a long-term basis.
Regional Sewage Disposal	The WSSC's share of the maintenance and operating costs of the District of Columbia Water and Sewer Authority's Blue Plains Wastewater Treatment Plant.
Remote Terminal Unit	(Also referred to as RTU) An electronic device located at a remote facility to collect status data from the facility's equipment (e.g., if a pump is running or is off, a level in a tank, etc.). The RTU sends the data to a central computer system via a wired or wireless network. Both the RTU and the central computer system are part of the Supervisory Control and Data Acquisition (SCADA) system.
Salaries and Wages	A budget expenditure category for monetary compensation in the form of annual or hourly pay for work performed.
Salary Lapse	The reduction of gross salary and wage costs attributable to turnover, vacancies, and normal delays in filling positions.

GLOSSARY

(Continued)

Sanitary Sewer Overflow Consent Decree	A court-enforced legal document that was negotiated between the WSSC, the Maryland Department of the Environment, the United States Environmental Protection Agency, the United States Department of Justice, and a number of Citizen Groups that requires the WSSC to take certain actions in order to improve the performance of the wastewater collection system and reduce the number of sanitary sewer overflows.
SDC Debt Service Offset	The use of a portion of System Development Charge (SDC) revenue to pay the debt service on bonds issued after FY'93 to pay for growth-related CIP projects. (FY'94 was the first year that the SDC was in effect.)
Sewage Disposal Bond Fund	An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities associated with carrying out the activities of designing and constructing/reconstructing the Commission's major wastewater collection, storage, and disposal facilities, including all sewer mains 15 inches and larger, wastewater treatment plants, force mains, and wastewater pumping stations. The fund also covers the reconstruction of all sized sewer lines and lateral lines.
Sewer Operating Fund	An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities associated with carrying out the activities of operating and maintaining the Commission's wastewater collection and disposal system.
Sewer System Evaluation Survey	(Also referred to as SSES) The Sewer System Evaluation Survey is an analytical evaluation of a sanitary sewer system to detect sewer pipe defects, blockages, and capacity problems through the use of techniques such as manhole inspections, trunk sewer inspections, smoke tests, dye tests, closed circuit television (CCTV), flow monitoring, rain monitoring, building service connection location/inspection, and night flow isolations. The SSES is performed to determine the specific location of problems, estimate dry and wet weather flow rates, possible methods of rehabilitation, and the cost of rehabilitation/replacement.

GLOSSARY

(Continued)

Significant Industrial User	(Also referred to as SIU) Defined by the Environmental Protection Agency as: (1) All industrial users subject to Categorical Pretreatment Standards under 40 CFR 403.6 and 40 CFR chapter I, subchapter N; (2) Any other industrial user that: discharges an average 25,000 gallons per day or more of process wastewater; contributes a process waste stream which makes up 5 percent or more of the average dry weather hydraulic or organic capacity of the treatment plant; or (3) Is designated as a SIU by the WSSC on the basis that the industrial user has a reasonable potential for adversely affecting the operation of the WSSC's wastewater treatment plants.
Spending Affordability	An approach to budgeting that assigns expenditure ceilings for the forthcoming year prior to the development of detailed budget estimates. Limits on new water and sewer debt, total water and sewer debt service, total water and sewer operating expenses, and the amount of the water and sewer bill increase are established each year by the Montgomery and Prince George's County Councils prior to the WSSC's budget preparation. This process started with the FY'96 budget.
Supply Chain Management	The identification, acquisition, access, positioning and management of resources an organization needs or potentially needs in the attainment of its strategic objectives.
System Development Charge	(Also referred to as SDC) A charge levied on new development to pay for the construction of major water and sewerage facilities needed to accommodate growth.
System Extension Permit	(Also referred to as SEP) A WSSC-issued permit for extensions to the WSSC's system. This permit is required for the Applicant to build water and sewer systems that the WSSC will, upon satisfactory completion, take over for maintenance and operations.
Trihalomethanes	A group of potentially cancer-causing substances that can be present as low-level contaminants in finished water. Trihalomethanes can be produced as disinfection byproducts when the chlorine used to treat the raw water reacts with certain normally occurring organic contaminants present in the raw water.

GLOSSARY

(Continued)

Trunk Sewer	As defined in the Consent Decree, “Trunk Sewer” refers to any sewer lines in WSSC’s Collection System that are 15 inches or greater in diameter, including components thereto, and stream-crossings.
Turbidity	Turbidity is the cloudy appearance of water caused by the presence of suspended matter. A turbidity measurement is used to indicate the clarity of water.
Turbidity Units	Turbidity units are a measure of the cloudiness of water. If measured by a Nephelometric (deflected light) instrumental procedure, turbidity units are expressed in Nephelometric turbidity units, or NTU.
Washington Suburban Sanitary Commission	(Also referred to as WSSC or Commission) The Commission is a bi-county agency established by an act of the Maryland General Assembly responsible for planning, designing, constructing, operating, and maintaining water and sewerage systems in Prince George’s and Montgomery counties.
Washington Suburban Sanitary District	(Also referred to as WSSD) The area served by the Washington Suburban Sanitary Commission, as specified by state law. The District includes nearly all of Prince George’s and Montgomery Counties, with the exception of the municipalities of Bowie, Rockville, and Poolesville, and rural areas in northeastern Montgomery County and southeastern Prince George’s County.
Wastewater	Water that originates from a combination of domestic, industrial, commercial or agricultural activities and, due to sewer inflow or infiltration, may also include surface runoff or stormwater.
Water Operating Fund	An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities associated with carrying out the activities of operating and maintaining the Commission’s water supply and distribution system.

GLOSSARY

(Continued)

Water Supply Bond Fund	An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities associated with carrying out the activities of designing and constructing/reconstructing the Commission's major water supply and distribution facilities, including all water mains 16 inches and larger, water filtration plants, water pumping stations, and water storage facilities. The fund also covers the reconstruction of all sized water lines and lateral lines.
Work and Asset Management	(Also referred to as WAM) A program providing an end-to-end roadmap maximizing the value assets can deliver. Understanding asset condition and criticality involves aggregating all asset data, including work history and condition rating into a single system, balancing the importance of one factor versus another, and updating condition changes as they occur. This process can reduce backlog and enable utilities to engage in more proactive work, eliminating future cost, tasks, and risk.
Workyear	A standardized unit for measurement of personnel effort and costs. A workyear is the equivalent of 2,080 work hours or 260 work days.

ACRONYMS

ADC	Average Daily Consumption	CoE	Center of Excellence
A/E	Architecture/Engineering	COLA	Cost-of-Living Adjustment
AFO	Acoustic Fiber Optic	CPI	Consumer Price Index
AMF	Account Maintenance Fee	CRM	Customer Relations Management
AMI	Advanced Metering Infrastructure	CRRT	Contamination Rapid Response Team
AMP	Asset Management Program	CSC	Customer Service Center
AMR	Automated Meter Reading	CSIS	Customer Service Information System
AWWA	American Water Works Association	CY	Calendar Year
BG	Billion Gallons	DBP	Disinfection Byproducts
BGE	Baltimore Gas & Electric	D.C.	District of Columbia
BMP	Best Management Practices	DCWASA	District of Columbia Water and Sewer Authority
BOA	Basic Ordering Agreement	DOD	Department of Defense
BOD	Biological Oxygen Demand	DOT	Department of Transportation
BRF	Bay Restoration Fee	DSP	Development Services Process
C2M	Customer to Meter	EAM	Enterprise Asset Management
CADD	Computer Aided Design and Drafting	EEO	Equal Employment Opportunity
CAP	Customer Assistance Program	EGIS	Enterprise Geographic Information System
CC&B	Customer Care & Billing	ENR	Enhanced Nutrient Removal
CCTV	Closed Circuit Television	EPA	Environmental Protection Agency
CEPS	Constellation Energy Projects and Services	EPC	Energy Performance Contract
CFR	Code of Federal Regulations	EPP	Energy Performance Program
CIP	Capital Improvements Program	ERP	Enterprise Resource Planning
CIU	Categorical Industrial User	ESA	Environmentally Sensitive Area

ACRONYMS

(Continued)

ESC	Emergency Service Center	I/I	Infiltration and Inflow
ESP	Engineering Support Program	ISD	In-Service Date
FFBC	Front Foot Benefit Charge	IT	Information Technology
FIS	Financial Information System	IVRS	Interactive Voice Response System
FLSA	Fair Labor Standards Act	JBAB	Joint Base Anacostia-Bolling
FM	Fire Meter	KSM	Key Success Measure
FMLA	Family and Medical Leave Act	LBA	Line Blockage Analysis
FOG	Fats, Oils, and Grease	MBE	Minority Business Enterprise
FSE	Food Service Establishment	MCL	Maximum Contaminant Level
FY	Fiscal Year	MDE	Maryland Department of the Environment
GAAP	Generally Accepted Accounting Principles	MDM	Meter Data Management
GASB	Governmental Accounting Standards Board	MG	Million Gallons
GBDS	General Bond Debt Service	MGD	Million Gallons per Day
GFOA	Government Finance Officers Association	MMIS	Maintenance Management Information System
GIS	Geographic Information System	M-NCP&PC	Maryland-National Capital Park & Planning Commission
GPD	Gallons per Day	MOU	Memorandum of Understanding
GPS	Global Positioning System	M & V	Monitoring and Verification
HAA	Haloacetic Acid	MVR	Meter, Vertical Turbine
H/C	House Connection	MWM	Mobile Workforce Management
HR	Human Resources	MWQ	Maryland Water Quality
HVAC	Heating, Ventilating, and Air-Conditioning	NPDES	National Pollutant Discharge Elimination System
IDCP	Industrial Discharge Control Program	NTP	Notice to Proceed
IFB	Invitation for Bid	NTU	Nephelometric Turbidity Units

ACRONYMS

(Continued)

OPEB	Other Post-Employment Benefits	SDC	System Development Charge
OSDI	Office of Supplier Diversity & Inclusion	SDWA	Safe Drinking Water Act
OSHA	Occupational Safety & Health Administration	SEP	System Extension Permit
PAYGO	“Pay-As-You-GO” Financing	SIU	Significant Industrial User
PCCP	Pre-stressed Concrete Cylinder Pipe	SLA	Service Level Agreement
PEPCO	Potomac Electric & Power Company	SLBE	Small, Local Business Enterprise
PLC	Programmable Logic Controllers	SLMBE	Small, Local and Minority Business Enterprise
PMO	Project Management Office	SMECO	Southern Maryland Electric Cooperative
PMP	Proactive Maintenance Program	SQL	Structured Query Language
PPA	Power Purchase Agreement	SSES	Sewer System Evaluation Survey
PPIS	Permits Processing Information System	SSO	Sanitary Sewer Overflow
PRV	Pressure Reducing Valve	SWR	Small Work Requests
PVC	Polyvinyl Chloride	THM	Trihalomethanes
QA	Quality Assurance	TTHM	Total Trihalomethanes
REDO	Reconstruction Debt Service Offset	UPS	Uninterruptable Power Supply
RFI	Request for Information	UV	Ultraviolet
RFP	Request for Proposal	WAM	Work and Asset Management
RFQ	Request for Qualifications	WASA	See DCWASA
RTA	Request to Advertise	WEF	Water Environment Federation
RTU	Remote Terminal Unit	WFP	Water Filtration Plant
SAN	Storage Area Network	WPS	Water Pumping Station
SCADA	Supervisory Control and Data Acquisition	WQM	Water Quality Monitoring
SCM	Supply Chain Management	WSSC	Washington Suburban Sanitary Commission

ACRONYMS

(Continued)

WSSD	Washington Suburban Sanitary District
WWOA	Water and Waste Operators Association
WWPS	Wastewater Pumping Station
WWTP	Wastewater Treatment Plant
W/S	Water/Sewer