



**Washington Suburban
Sanitary Commission**



2010-2011 Biennial Report

The Proof is in Performance

with Performance Report Insert



OUR MISSION

WSSC is 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 ethically and financially responsible manner.

OUR VISION

WSSC will become the world-class provider of water/wastewater services.

- Our products and services surpass the most innovative utility.
- Our customers are delighted with our caring service.
- Quality...always!

www.wsscwater.com



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Chairman Gene W. Counihan
FY'10 Chair, Montgomery County - 2007

COMMISSIONERS' MESSAGES

It was an honor and a pleasure to serve as Chairman of the Commission for fiscal year 2010. During this time we made great strides in setting a future course for WSSC.

Perhaps no task was more important than the hiring of Jerry N. Johnson as the new General Manager/CEO. His breadth of knowledge in the water and wastewater industry, along with his credentials as a strong manager and a leader in times of change, made him an ideal choice to take this utility to the next level. His strong commitment to our customers and to the environment makes him the right person at the right time.

Working with our two counties, we enacted a budget with a moderate rate increase that allowed us to maintain key activities such as the water main inspection program. It was this program, initiated four years ago, that detected a probable weakness in a 96-inch transmission main and avoided a potential major incident and disruption of service over the July 4, 2010, holiday weekend (although Mr. Johnson did call for mandatory water restrictions for the entire water and sewer district).

I am pleased to say that, during my tenure, WSSC initiated a Disparity Study to ensure that all businesses have a fair chance to supply the goods and services WSSC needs to provide our customers with first-class water and wastewater services, all in a financially responsible manner.

And finally, I take great pride in something our customers don't even see, but from which hopefully they will reap the benefits. By reorganizing our Commission meeting agenda and creating committees that are each made up of two Commissioners, we were able to increase the efficiency of the WSSC staff and the Commission as a whole, which of course better serves our customers.

I look forward to continued service on behalf of our stakeholders. And working with my fellow Commissioners, Mr. Johnson and the staff, I look forward to continued progress in tackling the challenges ahead.

Sincerely,
Gene W. Counihan

Commissioner Gene W. Counihan of Montgomery County served as Chair from June 2009 to June 2010.



Prem Agarwal
Prince George's County - 2003 - 2011



Joyce A. Starks
Prince George's County - 2004 -2011



Chris Lawson
Prince George's County - 2011



Chairman Antonio L. Jones

FY'11 Chair, Prince George's County - 2009

Serving as Chairman of the Washington Suburban Sanitary Commission for fiscal year 2011 was an unexpected challenge. At the time I was the newest Commissioner, having served only a few months.

But change, progress and long-term goals are not bound by years in office. We must build on the work begun under previous Chairs and lay groundwork for new initiatives and leaders to follow.

We now have a solid foundation to achieve that. We adopted changes to modernize the WSSC bylaws. One key provision reflects the bi-county nature of this organization – now, when a Commissioner cannot attend a meeting or must abstain, no measure can pass on a 3-to-2 vote with all three “aye” votes coming from one county.

Controversial issues no longer prevent us from handling the more routine matters of the day. The Minority Business Enterprise (MBE) Program had historically been one such controversial issue. In the fall of 2009, the Commissioners made a commitment to establish a new program before the old one expired on May 1, 2011. Under the leadership of General Manager/CEO Jerry N. Johnson, WSSC completed a Disparity Study by the end of 2010, establishing the legal basis for a new program. MBE 11-01 was approved by this board on time. We now have a solid foundation to allow women-owned and minority-owned firms to compete on a level playing field for contracts awarded by WSSC.

Rebuilding the aging infrastructure remains a major priority. WSSC staff and staff from both counties have re-established the Bi-County Infrastructure Funding Working Group to look at ways to help finance infrastructure renewal and ease some of the burden on our ratepayers. Thanks to the understanding of our political leadership, we have managed to secure reasonable rate hikes during unreasonable economic times. I know this is not easy for some of our customers, but I promise we are doing what we can to keep the rates reasonable while still considering what needs to be done for the future.

Our financial foundation remains strong. The combined capital and operating budget is \$1.2 billion and we continue to hold the AAA bond rating from all three of the major rating agencies.

The Commissioners have set forth the vision and the key strategies for the future, as part of our multi-year strategic plan and we have put in place measureable performance metrics to mark the way.

Sincerely,
Antonio L. Jones

Commissioner Antonio L. Jones of Prince George's County served as Chair from June 2010 to June 2011.



Dr. Roscoe M. Moore, Jr.
Montgomery County - 2008



Adrienne A. Mandel
Montgomery County - 2007



Melanie Hartwig-Davis, AIA LEED AP
Prince George's County - 2011



Jerry N. Johnson

MESSAGE FROM GENERAL MANAGER and CHIEF EXECUTIVE OFFICER JERRY N. JOHNSON

The proof is in performance. From the moment two years ago when I was given the honor to serve as General Manager of this crucial public utility, my goal has been to rebuild a culture using a strategy based on accountability and performance. As is detailed in this two-year report for FY 2010 and FY 2011, we have made great progress.

The Board of Commissioners, chaired in FY 2010 by Gene Counihan and in FY 2011 by Antonio Jones, set our strategic direction by revising our Vision Statement and Strategic Plan. Going forward, WSSC now has eight strategic priorities: Infrastructure, Financial Stability, Workforce Management, Procurement, Customer Service, Security and Safety, Environmental Stewardship and Communications and Stakeholder Relations. This Strategic Plan provides a road map to address our challenges and opportunities as we strive toward excellence. Maintaining the safety of our products and health of our customers are hard and fast commitments as we continue to meet all regulatory requirements and best management practices.

In the pages that follow we will detail some of the accomplishments and challenges we have faced over the past two years that also set the stage for the future.

Of course, a top priority is our basic mission: delivering world-class water and wastewater services to our customers in a financially responsible way. WSSC employees work hard to serve our customers better in all facets of our operations, and our employees do an extremely good job. As an organization it is our responsibility not only to give employees the tools they need now to serve our customers, but also to look beyond the present to develop and prepare them for pursuing an effective strategy for the future.

The Commissioners provided the strategic direction and their priorities and we have created metrics – measurements of performance compared to best practices in the industry – that can help us track our progress and map our route to the future. WSSC has never had a drinking water violation in its 93-year history. That's a pretty good metric itself and a winning streak I don't ever want to end.

Working with WSSC's senior leadership team, we have created a series of clearly defined performance measurements and goals – a dashboard, if you will. They can be found in the special insert contained in this report. We will report our performance on a regular basis at our Commission meetings, and I encourage you to read the included performance report for FY 2011 that is part of this document. Because, after all, the proof is in performance.

Sincerely,
Jerry N. Johnson
General Manager/CEO

ABOUT WSSC

WSSC is one of the largest water and wastewater utilities in the nation, serving nearly 2 million residents and approximately 460,000 customer accounts in Prince George's and Montgomery counties, and covering an area of nearly 1,000 square miles in Maryland. WSSC's three water reservoirs impound 14 billion gallons of water, and WSSC manages two water filtration plants, seven wastewater treatment plants, more than 5,500 miles of water main and more than 5,400 miles of sewer main. WSSC does this work 24 hours a day, seven days a week, 365 days per year. WSSC always meets or exceeds federal standards for drinking water.



INFRASTRUCTURE

THE PROOF:

// Responded to public safety and potential public health issues

// Replaced more miles of water main than anticipated

// Installed state-of-the-art technologies

// Upgraded water treatment plants

// Made significant progress on new infrastructure

At first, it seemed like just a traffic nightmare. In late January 2011, a 40-year-old water main broke in Capitol Heights, sending millions of gallons of water onto a portion of the Capital Beltway and nearby streets. In some areas, frigid temperatures turned the water to ice; other areas resembled whitewater rapids. About 400,000 residents experienced low water pressure, had no water at all or needed to boil water for consumption. Cars were overturned, businesses and schools closed and the rush-hour commute came to an angry standstill.

In a situation that needed some heroes, the Washington Suburban Sanitary Commission was there. Almost instantly, WSSC engaged nearly every level of the organization – tapping experts in infrastructure and technology, communications, safety and security, environmental stewardship and customer service – to inform and update the news media and the public, contain the damage and begin repairs, and work with all the necessary agencies to ensure public safety. Although the particular circumstances are always changing, it is exactly this kind of multipronged response to crises that has made WSSC so successful for more than 90 years.

WSSC and its customers are experiencing locally the effects of a national crisis brought on by aging infrastructure. In 2010 and 2011, a combined 3,760 breaks and leaks occurred in both counties in the WSSC service area. Despite these challenges, WSSC has been able to dramatically increase its performance in recent years in terms of miles of water pipes replaced each year. WSSC improved procurement and management processes to the point where even more miles can be replaced with adequate funding.

WSSC certainly understands the difficult economic times and burdens its customers are bearing. And the County Councils approved rate increases of 8.5 percent for both fiscal years 2010 and 2011. However, additional resources will allow us to accelerate the pace of water main replacement so that the breaks never exceed WSSC's ability to repair them. It is also critical that WSSC reinstate proactive maintenance practices that waned during the period from FY 1999 to FY 2004 when no rate increases were the norm. WSSC also has formed a Bi-County Infrastructure Working Group to study alternative methods of funding that will ease the burden on ratepayers, with the findings due in FY 2012.

In addition to repairing and replacing aging infrastructure, WSSC is upgrading existing facilities and adding both capacity and redundancy to the drinking water system to meet future needs.

Water Main Replacement	Planned Miles	Actual Miles
FY 2009	27	34.4
FY 2010	31	38.9
FY 2011	36	44.3



Water Main Replacement

The water main replacement program is growing. For the past several years, a lack of funding kept down the number of miles of pipe replaced, but a renewed emphasis on replacing aging infrastructure and additional revenue has allowed WSSC to move forward and add additional miles to the yearly replacement goals. Shown, in the chart, are the water main replacement goals for the last three fiscal years and the actual replacements achieved.

Transmission Lines and Acoustic Fiber Optics

While the smaller service distribution lines can be easily replaced, it is usually too costly in time, money and service interruptions, to replace entire large transmission lines, ranging from 36 to 96 inches in diameter. Large Pre-stressed Concrete Cylinder Pipes (PCCPs), which fail because of corrosion problems, manufacturing flaws, poor installation practices and fluctuating operating situations that exceed pipeline design conditions, have a more significant impact. For example, on December 23, 2008, a 66-inch PCCP failed underneath River Road in Bethesda, requiring a helicopter and boat rescue of motorists trapped by the rushing water.

In 2007, WSSC began using state-of-the-art technology known as Acoustic Fiber Optics (AFO) to detect the sound of pre-stressed wire breaks on PCCP sections that are deteriorating while the pipelines are in service. Immediately following PCCP pipeline inspections and repairs, an acoustically sensitive fiber optic cable is installed inside the entire length of the pipeline. The AFO system monitors the integrity of most of the large-diameter pipes 24 hours a day, seven days a week, and sounds an alarm if a potential problem is detected in any section along the pipeline.

Because of this system, WSSC avoided the potential rupture of a section of 96-inch PCCP along Tuckerman Lane in Potomac in July 2010. But to make the repairs to the faulty section of pipe, WSSC was forced to shut down a portion of the pipeline and enact emergency mandatory water restrictions over the July 4th holiday weekend. Fortunately, this emergency response action enabled WSSC to prevent potentially significant damage to property and injury to nearby residents.

To date, 55 of WSSC's 77 miles of PCCP pipelines larger than 48 inches in diameter have now been equipped with AFO technology. The approximately 20 miles of PCCP pipeline remaining will be equipped with AFO by the end of FY 2013. Currently, WSSC's large-diameter PCCP inspection plan stipulates a more frequent inspection cycle of approximately every five to seven years, instead of once every 10 to 15 years, previously.

Potomac Water Filtration Plant Upgrades

Water – fresh, clean healthy water – delivered home to the tap is WSSC's core business. And maintaining the two water filtration plants is a top priority. WSSC's Potomac Water Filtration Plant has undergone several updates, including a \$90 million upgrade substantially completed in FY 2011. Major improvements include new blades and motors for the flocculation process, electrical upgrades to improve reliability and the addition of ultraviolet (UV) disinfection.

Although the UV system is not currently required to satisfy regulatory requirements, WSSC is providing UV disinfection as another layer of safety for customers. WSSC's UV disinfection system is one of the largest in the country and includes 12 reactors that can disinfect up to 300 million gallons a day. It alters the DNA of pathogens, such as *Cryptosporidium*, which causes gastrointestinal illness, to keep them from multiplying in drinking water.

A UV disinfection system is under design for the Patuxent Water Filtration Plant as well.



Asset Management Program

WSSC is establishing one of the nation's few comprehensive Asset Management Programs (AMP). This process will dramatically improve fiscal planning and what we call "optimized decision making"; the choice of whether to repair, replace or rehabilitate each of the various assets has major implications for the immediate and lifetime cost of these investments.

WSSC's AMP is a \$20 million, multi-year implementation effort. We have now completed the second of six phases established under the AMP. Phase 2 provided for five asset management plans and 69 new procedures. The initial five asset management plans are for the Water Distribution System, the Water Transmission System, the Broad Creek Sewer Basin, the Broad Creek Wastewater Pumping Station and the Piscataway Wastewater Treatment Plant. This effort yielded financial planning infrastructure costs that feed directly into our capital planning efforts, facilitating rate setting, debt structure and alternative financing.

We'll continue to focus on infrastructure planning, replacement, condition assessment and the "triple bottom line" of environmental, social and economic measures to support our mission.

Bi-County Water Tunnel

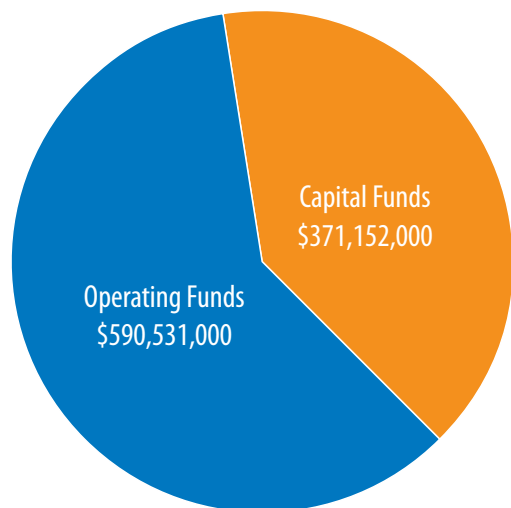
The Bi-County Water Tunnel Project will allow WSSC to meet future capacity requirements for Montgomery and Prince George's counties. The new line will connect an existing water main near I-270 and Tuckerman Lane to an existing water main in Rock Creek Park at Stoneybrook and Beach Drives and will have the capacity to carry 100 million gallons of water a day.

Planning for the \$169 million project began in 2004, with community outreach beginning shortly thereafter. Work during the last half of 2009 and first half of 2010 concentrated on constructing three shafts to provide access for and retrieval of a tunnel boring machine. The main access shaft near Connecticut Avenue, just outside the Washington Beltway was finished first and the Stoneybrook shaft was completed second. Work on the Tuckerman site is progressing.

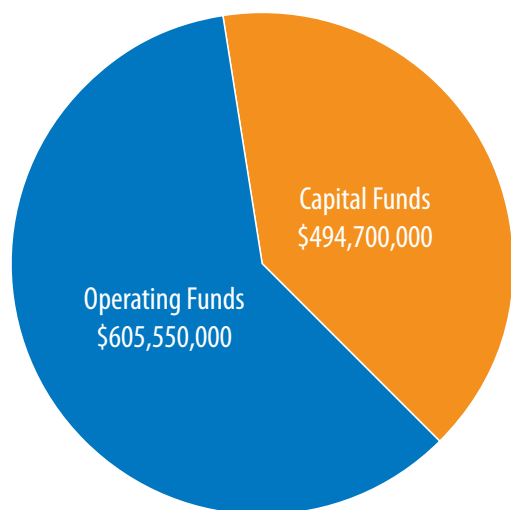
The project has now moved into the tunneling stage, boring a 5.3-mile tunnel that will house an 84-inch pipe. The first leg of the tunnel, 0.8 miles from its starting point at the Connecticut Avenue access shaft to Stoneybrook, has been completed. The tunnel-boring machine was returned to its Connecticut Avenue starting point and turned west, where it is now boring 4.5 miles to reach the Tuckerman shaft. Construction is expected to be completed by the end of 2013.



FY'10 Budget
\$961,683,000



FY'11 Budget
\$1,100,250,000



FINANCIAL STABILITY

THE PROOF:

- // Maintained AAA bond ratings
- // Implemented cost-effective systems
- // Managed a debt management program
- // Advanced long-term strategy for water and sewer reconstruction
- // Funded forward-thinking capital improvements

Financial stability remains a critical strategic priority for WSSC. It allows the organization to operate on a secure foundation, funding the significant projects that provide services to the nearly 2 million residents WSSC serves in a fiscally responsible way. WSSC's careful planning and adherence to core values assist in moving the organization forward.

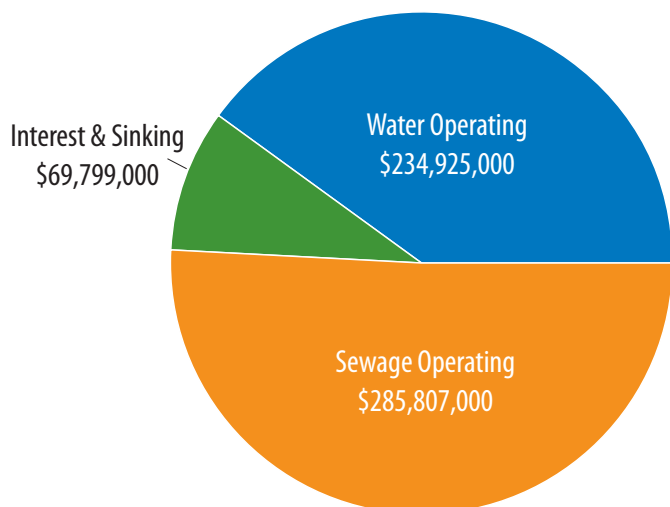
We are proud of the fact that in fiscal years 2010 and 2011, the organization maintained its AAA bond ratings from the top three financial houses (Fitch Ratings, Moody's Investors Service and Standard & Poor's). This is recognition that our financial practices are strong, and good news for our ratepayers because the AAA ratings keep our borrowing costs down. Our operating budget supports the massive sewer and water main system, which covers nearly 11,000 miles combined, with water production, maintenance and wastewater treatment facilities.

To help manage costs, our plants use instruments to monitor and automate many processes. This allows us to provide safe, reliable water continuously with only 25 employees at each plant. Our robust energy management program helps keep electricity costs at the water filtration plants as low as possible, too. Nearly 30 percent of our electricity comes directly from a wind power farm in Pennsylvania with the cost locked in for a 10-year period. Other elements of the energy management program include real-time power purchasing, an energy performance equipment upgrade program, a system that improves water quality and increases energy efficiency, and backup generators for peak saving and other efforts.

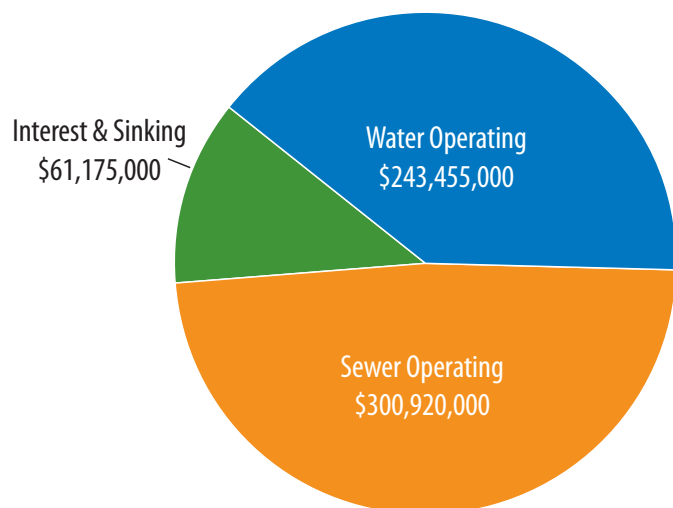
Managing the Wastewater System

For fiscal years 2010 and 2011, WSSC spent approximately \$46 million for Blue Plains Wastewater Treatment Plant's operating costs each year. The budget also provides for treating more than 200 million gallons per day (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. WSSC currently operates seven wastewater treatment plants (Piscataway, Western Branch, Seneca, Parkway, Damascus, Hyattstown and Marlboro Meadows) with a combined capacity of 89.5 MGD. WSSC also has an equity interest in Blue Plains, which is operated by the District of Columbia Water and Sewer Authority (now DCWater). WSSC has an allocated capacity of 169 MGD of the total Blue Plains capacity of 370 MGD. Approximately two-thirds of the wastewater generated in Prince George's and Montgomery counties is treated at Blue Plains.

FY'10 Operating Budget Breakdown



FY'11 Operating Budget Breakdown



WSSC is now beginning a study of anaerobic digestion at one or more of its wastewater treatment plants. WSSC received a federal appropriation of \$579,000 for the study, and the utility will continue to pursue federal funding for this and other projects. When implemented, the project will provide a reduction in energy and energy-related costs as well as operational savings.

Debt Management

In FY 2011, WSSC incurred debt service costs of approximately \$240 million and \$152 million, respectively, in the water and sewer operating funds. A significant portion of WSSC's capital program is funded with debt. WSSC uses a combination of long-term bonds, short-term borrowing and the state's Water Quality Revolving Loan Fund. Additionally, in the last two years of bond issues, WSSC used the Build America Bond alternative for a portion of the maturities, resulting in an overall interest rate of approximately 2.52 percent in FY 2011 and 2.84 percent in FY 2010, the lowest rates in more than 30 years. WSSC also is constantly monitoring the debt markets to take advantage of opportunities to refinance debt. The overall result of these strategies is an average interest rate on all outstanding bonded debt of approximately 4 percent.

Capital Budget and Improvements

WSSC's capital budget provides for increased spending in both the water and sewer reconstruction programs. During FY 2011, WSSC spent approximately \$65 million (a \$13.9 million increase from the FY 2010 budget) on the water main reconstruction program, replacing 36 miles of small water mains and related appurtenances.

WSSC also spent approximately \$69.5 million in FY 2011 (a \$12.6 million increase from the FY 2010 budget) on the sewer reconstruction program, rehabilitating approximately 25 miles of small main-line sewers and 10 miles of laterals (house connections). Additionally, two new projects began to address large-diameter water and sewer lines. Funding underground infrastructure replacement and rehabilitation will consume an ever-increasing portion of the capital programs' budgets, and no external funding sources are currently available to help shoulder that burden. WSSC's involvement in the bi-county working group will help the organization to develop infrastructure funding strategies.

In addition, WSSC was able to obtain federal stimulus funding for a sewer reconstruction project in the Lower Anacostia River Basin. WSSC will continue to seek funds to reduce the burden on our ratepayers through federal and other sources.

One notable capital project beginning in FY 2011 is a \$32 million expansion of the Patuxent Water Filtration Plant, along with \$37 million in improvements and upgrades to the raw water pipeline system and pumping station that support the plant. These projects are necessary to ensure that WSSC's water treatment capabilities can meet current customers' needs, provide for growth in both counties and provide a level of treatment redundancy in case of problems at the Potomac Plant.

The Bi-County Water Tunnel Project, now underway, is entirely funded by the System Development Charge, which was enacted by the Maryland General Assembly in the mid-1990s. This foresight by the legislature has enabled WSSC to allocate the costs of these growth projects to those new customers requiring the expansion, not to existing customers.

The Western Branch Wastewater Treatment Plant, whose last significant upgrade was more than 20 years ago, is being rehabilitated and updated to meet new discharge permit requirements. The upgrade portion of the project will cost \$43 million, with an additional \$39 million being required to attain the state's enhanced nutrient removal (ENR) levels. Part of the ENR

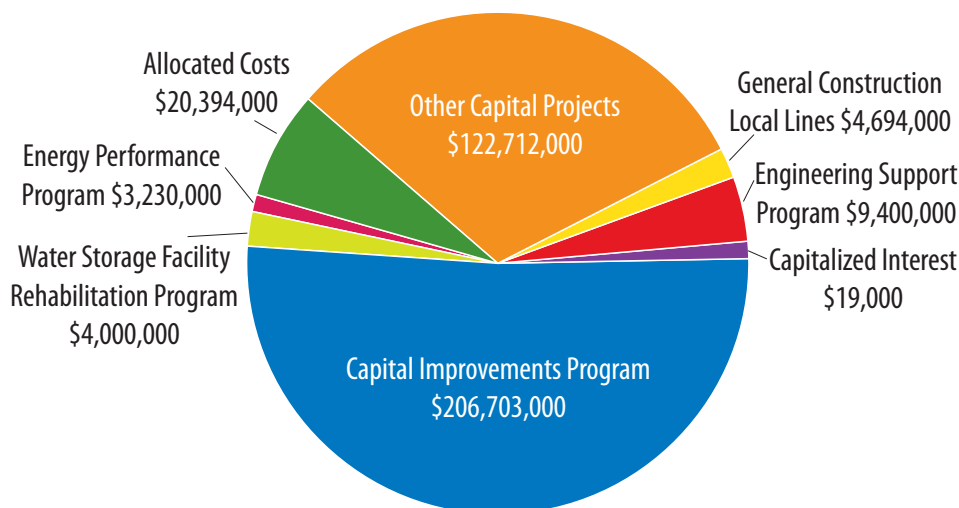
renovations will be funded via the Chesapeake Bay Restoration Fund. The remainder of the ENR upgrade will have to be funded by debt and subsequently by WSSC's customers.

The state of Maryland is requiring all but one of WSSC's wastewater treatment plants, plus the Blue Plains plant, to upgrade treatment processes to attain limit-of-technology, low-nutrient levels in their effluent. While this requirement will increase the quality of the Chesapeake Bay, the Bay Restoration Fund is not sufficient to pay for the required upgrades. For the WSSC facilities, the total cost is estimated to be \$73 million, with

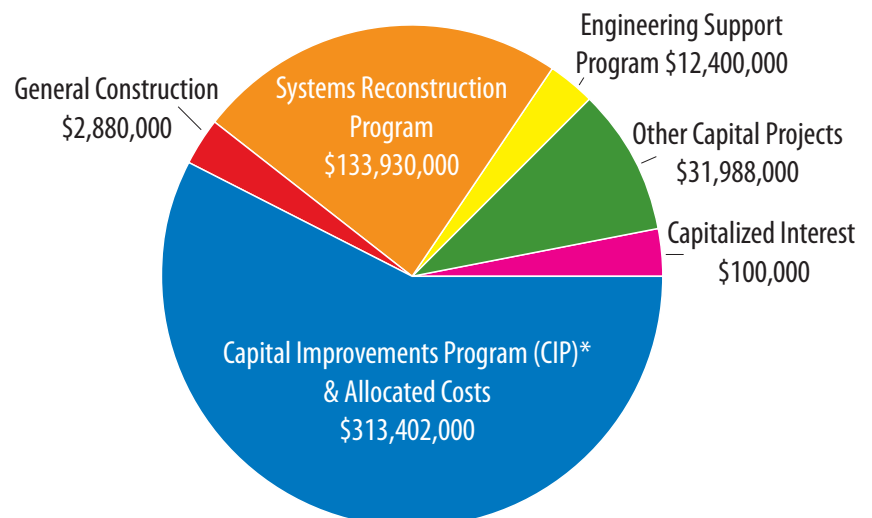
WSSC's share of the Blue Plains upgrade estimated to be almost \$200 million. At this time, WSSC is working with the Maryland Department of the Environment (MDE) to determine how much of the cost will be funded by the Bay Restoration Fund and how much will be left to utility customers.

The entire audited financial report is available for review on WSSC's website at www.wsscwater.com under ABOUT WSSC/Financial Information/Financial Reports/Audited Annual Financial Reports.

FY'10 Capital Expenditures by Program



FY'11 Capital Expenditures by Program





WORKFORCE MANAGEMENT

THE PROOF:

// Implemented multi-level approach to employee development

// Seeking to retain institutional knowledge

// Offering opportunities for employee leadership

WSSC's employees are essential to its success and organizational performance. Because of this, WSSC's focus for the past five years has been on developing and implementing strategies and programs to strengthen the workforce. WSSC's Workforce Management strategic goal is to sustain a high performing workplace that attracts and retains diverse, flexible and knowledgeable employees focused on service excellence. All workforce-related programs have been consolidated under this strategic umbrella and serve as the core of WSSC's Five-Year Human Resources Plan.

The Workforce Management approach has been organized around the following sectors:

// **Performance Management:** Expanded Performance Management goals to include almost all employees of WSSC except those in flexible worker positions. Employees are evaluated on attainment of their departmental operational goals, day-to-day performance and how well they demonstrate the Commission's core values.

// **Talent Management:** Refers to how we guide the recruiting, development and retention of talent. In the last two years, we've reduced job vacancy time periods from an average of 110 days to 54 business days. Staffing plans were developed and implemented to increase capacity to support strategic initiatives related to asset management, enhancing customer service and infrastructure rehabilitation. Our organization significantly grew the summer intern program by piloting year-round internships and establishing apprenticeships.

// **Employee Development:** Develops employees in several areas, including core leadership skills, project management, strategic management, workforce and supplier diversity and operational knowledge, skills and certifications.

// **Succession Management:** With a mature workforce, we are experiencing higher-than-usual retirement rates. More than 60 percent of WSSC's workforce is eligible to retire in the next five years. To prepare for the expected drain of knowledge and skills, we adopted a Succession Management goal in 2010. WSSC identified requisite functional/industry, business, organizational and interpersonal competencies for all leadership and critical positions. Full program implementation is planned for FY 2012.

// **Total Rewards:** Includes recognition, a highly competitive compensation and benefit package and other forms of remuneration rivaling other utilities. We've also added employee education programs and a much-needed and robust wellness component to our benefits package to support and encourage the physical, mental and financial well-being of our employees.

Employee Leadership

WSSC employees mentor youth in several schools and organizations. They also give generously to the needy through WSSC-sponsored programs and the United Way. Executive and senior leadership also participated in Leadership Maryland, Leadership Montgomery County, Leadership Prince George's County, the Society for Human Resource Management, the International Public Management Association, the Leadership Development Program of the National Forum for Black Public Administrators programs and a number of other growth opportunities.



PROCUREMENT

THE PROOF:

- // Reviewed and identified best practices for procurement
- // Increased employee training in high-level contracting strategies
- // Conducted the 2010 Disparity Study
- // Established the new Minority Business Enterprise 11-01 Program

It is essential that WSSC obtain, on behalf of ratepayers, the best value possible when acquiring goods and services, while ensuring a level playing field for all businesses. This requires that WSSC's Acquisition Office and the Small, Local and Minority Business Enterprise (SLMBE) Office work hand in hand to ensure that all suppliers have an equal opportunity to provide cost-effective products and services valued at hundreds of millions of contract dollars – and that the process runs smoothly. Both offices have marked significant accomplishments and initiated major changes in fiscal years 2010 and 2011 that will lay important groundwork for the coming years.

Acquisition

In FY 2010, the senior leadership began a process to:

- // Identify best practices as demonstrated by exemplary contract managers;
- // Identify gaps and inconsistencies in contract management practices;
- // Provide contract managers with an opportunity to inform senior leadership of their challenges and issues and receive support to resolve them; and
- // Reduce contract compliance risk by resolving critical issues with contractors and suppliers.

Over a seven-month period, approximately 100 contract managers briefed the team on more than 480 contracts at regularly schedule management meetings.

This process resulted in several continuing activities including updating procurement regulations and conducting end-user training sessions to improve employee skills in managing and monitoring contracts.

For FY 2011, the re-engineering of key procurement processes to ensure operational efficiency and reliable service to customers and stakeholders became a major focus. Performance measures that track end-user contract compliance and service-level agreements were developed to support performance improvement targets. A cross-section of employees was trained in procurement strategies and processes, including competitive intelligence, contract compliance and service level agreements. This alignment between the Commissioners' strategic priorities, performance measures, work processes and learning initiatives is designed to improve the speed of acquiring items for the Commission by reducing procurement cycle times.

**95% of our
drinking water
is used for other
purposes...
Showers, wash
clothes etc.**



In FY 2011, the Acquisition Office conducted 19 end-user training sessions designed to improve employee skills in managing contracts; conducted six supplier outreach sessions to improve relationships with the supplier community; and issued eight directives that improved the acquisition process.

Small, Local and Minority Business Enterprise Initiatives

In late 2009, new General Manager/CEO Jerry Johnson, at the direction of the Commissioners, promised the WSSC community a new, updated local Minority Business Enterprise (MBE) program before the last program expired on May 1, 2011. It was a formidable task.

An executive team was formed to oversee the process. The team's first step was to conduct the 2010 Disparity Study, which was designed to determine if a factual predicate existed for a new MBE program. It is considered a best practice to conduct such a study every five years.

The 2010 Disparity Study

The 2010 Disparity Study evaluated the business market in this region and how well our procurement practices coincided with the availability of minority businesses in awarding contracts. Mason Tillman Associates was contracted to conduct the study. The process included several public forums and interviews with more than 50 members of the diverse business and professional community. Tens of thousands of records were reviewed and data was compiled and analyzed.

The study, completed in record time in December 2010, determined that a statistical disparity exists between the awarding of WSSC contracts to women-owned and minority-owned firms and the availability of such firms in the marketplace.

MBE Program 11-01


Once the study was complete, the next step was to draft and enact a new MBE policy and program. We hosted three public forums and solicited ideas from all WSSC stakeholders, including employees and the business community at large. Every single comment was taken into consideration. The WSSC Commissioners passed MBE 11-01 on March 18, 2011, by a unanimous 6-0 vote. It became effective on May 1, 2011.

With evidence of continuing disparity based on historic discrimination put forth in the Disparity Study, the MBE Program is intended to increase participation of specific classes of minority- and women-owned businesses competing for construction and goods-and-services contracts with WSSC. The MBE program has both race-and-gender-conscious and race-and-gender-neutral remedies to address under-representation of specific classes of minority- and women-owned businesses in WSSC contracts.

The Commissioners also passed a new Small, Local Business Enterprise Program (SLBE 12-01), which took effect in August 2011. It incorporates many of the same provisions of MBE 11-01. The SLMBE Office has taken the lead role as WSSC implements the new programs.

Complete details of the new MBE and SLBE programs can be found on the WSSC website, wsscwater.com.

**A 150-pound
man is 90 lbs
of water...
11 gallons**



**Americans
typically flush
the toilet 5 times
a day...using
18.5 gallons**

A Proven Track Record

Even as new programs were being created, WSSC had continued success in meeting goals and awarding contracts to minority vendors under the existing SLMBE system. In FY 2010, WSSC paid \$59.9 million, representing 26 percent of all contracts, to certified MBE firms. A total of \$77.1 million (29 percent) in contracts was awarded to certified MBE firms. In addition, WSSC awarded \$4.3 million in contracts to SLBE firms. In FY 2011, WSSC produced even better results with almost \$67 million paid to certified MBEs, representing 27 percent of all contract dollars. Last fiscal year, WSSC awarded \$133 million to certified MBEs. A full accounting of the SLMBE activities – and successes – is available in the FY 2011 Legislative Report on the WSSC website.

Outreach and Awards

The continued success of the SLMBE programs depends on vigorous community outreach efforts to new potential vendors. Over the course of fiscal years 2010 and 2011 the SLMBE Office hosted, co-hosted or participated in more than 150 internal and external procurement events, such as tradeshow, business/procurement fairs and networking events. Also included in this number are more than three dozen internal outreach events, such as supplier development workshops and industry-specific Vendor Day and Matchmaking events.

WSSC is proud to have received several awards for its innovative efforts to promote small, local and minority businesses. In May 2011, the Washington Minority Contractors' Association named General Manager/CEO Jerry N. Johnson the Most Innovative Executive of the Year for Minority Business. The Commission also received the Minority Business Champion Award and the Minority Business Pioneer Award (FY 2010) for its advocacy for small, women-owned and minority-owned businesses.





CUSTOMER SERVICE

THE PROOF:

// Introduced new easy-pay billing options

// Developed WSSC mobile app

// Achieved record-high donations to the Water Fund

// Continued successful use of the Customer Notification System

// Initiated a Customer Satisfaction Survey

With nearly 2 million residents in the bi-county area, customer service is essential to WSSC's mission. We continue to leverage the latest technology as it develops programs and services that better serve customers. The result is easier bill payment, quicker responses and reduced waiting times.

Easy Bill Payment

In FY 2011, WSSC introduced two new options for customers to pay their bills 24 hours a day, seven days a week: web-based e-services and the Interactive Voice Response System. Both options save time and help customers avoid paying late fees. Through our web-based e-services, customers can pay their bill online using their credit or debit ATM card or e-check. WSSC also offers customers access to their previous bills and payment history. Customers enroll in the program online by creating a User ID and password.

Using the Interactive Voice Response System, customers can pay their bill by credit card, split their bill into two payments, place a seven-day hold on their account or enter a meter reading. To use this option, the customer simply calls 301-206-4001 and provides his or her WSSC account number.

WSSC Mobile App

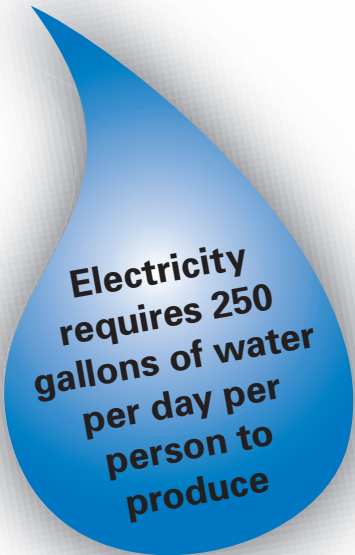
WSSC is proud to have become one of the first water utilities in the world to offer a mobile app to smartphone users. Developed in late FY 2011 and compatible with iPhone, Android and BlackBerry smartphones, the WSSC Mobile app allows customers to use their phones to pay water and sewer bills or view WSSC news or job openings. Users can even report water and sewer issues through their phone-based GPS system, which provides a location that is emailed to the dispatch center. This means more convenience and quicker responses to water and sewer issues.

Water Fund

WSSC understands that circumstances can cause some customers to have a hard time paying their past-due water and sewer bills. In 1994, WSSC established the Water Fund to raise money to assist customers in need. The maximum an eligible customer may receive from this fund is a yearly award of \$300.

To build up the Water Fund and assist even more customers, in July 2010 the Commission introduced a new program called RoundUp. This program enables ratepayers to have their bill payments rounded up to the nearest





**Electricity
requires 250
gallons of water
per day per
person to
produce**

dollar, with the extra change donated to the Water Fund. In fiscal year 2011, RoundUp raised more than \$65,000. When added to \$35,000 received through other contributions, the Water Fund achieved a record \$100,000 as of June 30, 2011. To participate in the RoundUp program, customers may opt to have every bill automatically calculated to the next dollar, or they can check the box on each bill to make a one-time donation.

Customer Notification System

One of WSSC's most important programs is its Customer Notification System (CNS), which launched in November 2008 to alert customers about water main breaks in their neighborhoods, traffic back-ups caused by WSSC repairs, budget proposal meetings and other matters. Customers, residents or anyone concerned with an address that falls in the WSSC service area can register for this notification system. CNS uses a neighborhood mapping system that allows WSSC staff to pinpoint the alert-related area so that only customers who might be affected by the incident are notified.

To sign up for CNS, a customer can use either cell phone numbers or e-mail addresses for any street address within the WSSC service area. The service is free, however, text messaging rates do apply.

Customer Advocates

We have also created four Customer Advocate positions to provide individual customer service in those cases where our standard policies and procedures have not resolved situations. The advocates are available 24 hours a day in an effort to reduce customer inconvenience, specifically related to our aging infrastructure.

Customer Satisfaction Survey

We began a Customer Satisfaction Survey near the end of FY 2011 to gather important information from our customers. Their thoughts on our services, convenience, quality, value and overall image were gathered by telephone questionnaire and in focus groups. We plan to use this information to improve our processes and services and develop communication focused directly on our customers.





SAFETY AND SECURITY

THE PROOF:

// Maintained 24-hour security patrols

// Increased the number of police officers on duty

// Reduced the number of accidents by 17 percent

Maintaining and promoting public health and safety has always been of paramount importance to WSSC Commissioners and staff. In the decade since the 9/11 attacks, this has been more critical than ever. WSSC's Safety and Security Services Group continues to implement procedures and use technology to make the organization and the water filtration and treatment processes WSSC manages as safe and secure as possible. This includes addressing the issue of cyber terrorism, which has been a growing concern among utilities. For security reasons we cannot provide specifics, but can assure you that we continue to take appropriate actions.

As with other organizations since 9/11, WSSC has assessed and adjusted processes to ensure optimal performance and safety. In addition to 24-hour security and facility patrols, WSSC maintains a strong presence in the community around all its plants, other facilities and watershed property. WSSC helps enforce water safety and monitors and responds to any violations or infractions regarding the WSSC watershed, water use or water restrictions. Furthermore, WSSC's water filtration plants are protected by state-of-the-art surveillance and security equipment. Over the past year WSSC has also increased the number of police officers who patrol and protect these facilities.

Employee training conducted by the Safety and Security Services Group helped to reduce the annual number of accidents from 127 in FY 2010 to 106 in FY 2011 – a decrease of 17 percent. Finally, as a vital part of the region's critical infrastructure, we realize the importance of Continuity of Operations (COOP) should a natural disaster or man-made event disrupt the area. All of WSSC's water filtration and wastewater treatment plants have completed COOP plans, and our communications and data systems are robust.





ENVIRONMENTAL STEWARDSHIP

THE PROOF:

- // Acquired more buffer land for environmental protection
- // Executed erosion control, tree care and watershed protection programs
- // Spent more than \$140 million on wastewater system improvements
- // Inspected 3,000 establishments regarding oil and grease disposal
- // Remained the top local-government user of renewable energy

WSSC is an environmental organization...period. And it always has been. And we are working harder than ever to uphold our corporate commitment to environmental stewardship. However, these efforts will not be fully effective without support from WSSC's customers and stakeholders; thus communication is another important part of the organization's environmental stewardship. With an array of educational materials, presentations, programs and campaigns, we strive to educate and enlist the community we serve.

Source Water Protection Efforts

Environmental stewardship is woven throughout WSSC's fabric, including protection of its source water. We use two Patuxent River reservoirs and the Potomac River as source waters and actively pursue their protection. We own and manage nearly 6,000 acres of land bordering the Rocky Gorge and Triadelphia reservoirs, which feed WSSC's Patuxent Water Filtration Plant. This fully forested area serves as a buffer protecting these critically important sources of drinking water. We have begun proactively regulating access to this buffer zone as a new, more comprehensive and robust approach to watershed management.

WSSC completed a land-acquisition initiative using a combination of fee simple and conservation easement, at a cost of more than \$3.3 million, to increase the land buffer area. In these critical buffer areas, WSSC also pursues stream bank restoration, erosion and sediment control, tree planting and deer management, as additional efforts to protect regional water quality. Partnerships with local agencies and community outreach are essential aspects of these endeavors as well.

Erosion and Sediment Control

One major focus of WSSC's environmental work involves erosion control. Construction of utility pipelines has the unfortunate side effect of causing soil erosion and deposition into receiving streams, which can negatively impact ecosystems. Since the mid-1980s, we have been granted authority from the Maryland Department of the Environment to establish and manage an



Erosion and Sediment Control Program focusing on utility work. The program includes review and approval of utility sediment control plans, along with issuing and enforcing permits for underground utility construction in both Prince George's and Montgomery counties. It also includes a training and certification program, which has trained more than 3,000 developers, contractors and WSSC personnel.

Tree and Wetland Protection

Roadside trees are ecologically important features of our landscape. WSSC understands that construction of underground utility lines can also negatively impact these essential trees. WSSC, in close coordination with and approval from Maryland Department of Natural Resources, has established a Roadside Tree Care Program for WSSC projects. The program reduces impacts to roadside trees through proper pruning and trimming practices, along with alternative methods of construction to avoid open-cut trenching near this vital vegetation.

Protecting Receiving Waters

Restoring and maintaining the health of the Chesapeake Bay watershed is the linchpin upon which WSSC bases its environmental protection efforts. If wastewater is discharged into receiving water bodies without being adequately treated, or if it is not treated at all, as is the case if there is a sanitary sewer overflow (SSO), it can negatively impact these critical waterways. To prevent this, we have installed advanced treatment processes to ensure that wastewater is properly treated before it's discharged into receiving waters. These processes remove and reduce phosphorus, nitrogen and other chemicals, such as oxygen-demanding substances and nutrients, to levels well below what is minimally required for ecosystem protection. In recent years we have replaced chlorination at three plants with UV disinfection in a step that improves treatment effectiveness as well as plant safety and security.

We are now strengthening our wastewater treatment system with the Enhanced Nutrient Removal program, and processes that are at the upper limit of available technology, in five of WSSC's wastewater plants. Upgrades to three of the five plants began in FY 2011.

Control of Sanitary Sewer Overflows

WSSC, like many other utilities across the nation, faced major challenges associated with SSOs from its wastewater collection system. In December 2005, WSSC entered into a Consent Decree with the U.S. Department of Justice and the Maryland Department of the Environment to establish a 12-year program to improve its wastewater system in ways that would significantly reduce – and eliminate where possible – SSOs. As the program approaches the halfway mark, WSSC has spent more than \$140 million on improvements to the wastewater system and has met all the goals to date.

Specific accomplishments include the following:

- // The plan calls for inspection of 1,120 miles of sewer mains within five years, specifically targeting those that are less than 15 inches in diameter and have been in service for more than 20 years. WSSC completed this requirement.
- // We are also required to inspect 625 miles of trunk sewer mains 15 inches in diameter and larger, along with the associated manholes. This initial inspection requirement is 100 percent complete. WSSC exceeded its goal, with a total of 825 miles inspected.





- // Within five years, we are required to clean 2,610 miles of sewer mains that are less than 15 inches in diameter and have been in service for more than 20 years. WSSC has completed this requirement.
- // We are required to complete Comprehensive Sewer System Evaluation Surveys (SSESs) of nine sewer basins within eight years. A sewer basin is a point at which discharge occurs. To date, four SSESs have been completed (Broad Creek, Beaverdam, Cabin John and Piscataway), and five are underway (Parkway, Little Falls, Rock Run, Watts Branch and Northeast Branch).
- // We have agreed to prepare a Sewer Basin Repair, Replacement, Rehabilitation Plan (SR3 Plan) for each basin in the wastewater collection system after completion of all sewer evaluations. The SR3 Plan is used to identify defective sewer system assets, pipes, manholes, pump stations, etc., and any other significant problems that might contribute to SSOs. So far, eight such plans have been approved by the Environmental Protection Agency (EPA) and the Maryland Department of the Environment (MDE).
- // We will continue to implement a Pump Station Preventive Maintenance Program and submit facility plans for the Anacostia and Broad Creek pump stations. So far, the EPA and MDE have approved both facility plans. The Anacostia Facility Plan improvements, including a storage facility, are currently in the construction phase and are on schedule. The Broad Creek Facility Plan improvements, including pump station upgrades, a new force main and a storage facility, are designed and waiting for construction permit approvals.

Regulation of Fats, Oils and Grease

The discharge of fats, oils and grease (FOG) into the wastewater collection system by residential customers and commercial facilities is a major cause of SSOs. To address this, WSSC has significantly strengthened our regulatory inspection and enforcement FOG program to eliminate or minimize the presence of FOG in the sanitary sewer system. The FOG program continues to exceed the inspection and permitting requirements for food service establishments. More than 3,000 of the 4,900 food service establishments that hold a health department permit in Montgomery and Prince George's counties and qualify for a WSSC FOG Discharge permit were inspected at least once in fiscal years 2010 and 2011.

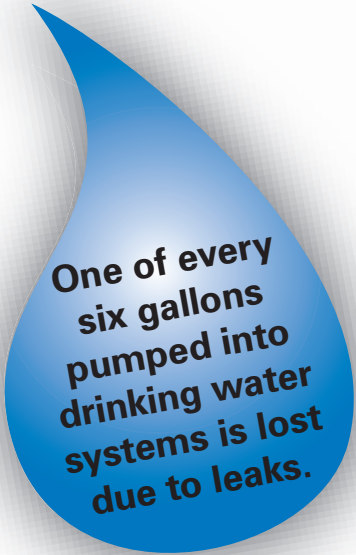
Public education is a very important part of our effort to address this problem as well. FOG works in conjunction with the "Can the Grease" public information campaign. The program is designed to educate customers on the proper disposal of cooking oil and grease. Additionally, WSSC staff work closely with university professors and the Water Environment Federation to establish scientifically defensible criteria and systemic guidelines for the FOG program, as well as to support EPA-funded projects related to controlling grease discharge into the sewer system.

Energy and Energy Recovery

According to the EPA, WSSC is among the Top 20 local-government users of direct renewable energy. Wind power, hydropower and energy-efficient pumps are just a few of the technologies we employ to efficiently use energy to power the water and wastewater processes. Through a 10-year wind power purchase agreement, which began in 2008, WSSC receives approximately 30 percent of its electrical power from wind.

Also, as part of our efforts to reduce energy and biosolids management costs at our wastewater plants, we are currently conducting a feasibility study

**49% of all
water in the
U.S. is used by
power plants**



**One of every
six gallons
pumped into
drinking water
systems is lost
due to leaks.**

to examine the possible use of anaerobic digestion. There are two products produced at the end of the wastewater treatment process: "effluent" is the flow that is discharged or returned to the recovery water, and "biosolids" are the nutrient-rich organic material. Anaerobic digestion could allow us to lower our dependence on carbon-based fuels, because it produces biogas that can be used to power our treatment plants, while reducing the amount of solids produced at the plants.

Recognition of Environmental Efforts

In April 2010, WSSC Commissioner Adrienne Mandel, WSSC Energy Manager Robert Taylor and Kevin Selock, superintendent of WSSC's Parkway and Marlboro Meadows wastewater treatment plants, were honored for their contributions to the environment by the Montgomery County Council during its observance of the 40th anniversary of Earth Day.

Among other accolades for WSSC's wastewater treatment plants, the National Association of Clean Water Agencies recognized all WSSC plants for their 100 percent compliance with discharge permits for calendar years 2009 and 2010.





COMMUNICATIONS AND STAKEHOLDER RELATIONS

THE PROOF:

// Instituted review and update of WSSC website content

// Maintained active Facebook, Twitter and YouTube accounts

// Participated in community and educational events

// Quickly responded to communication needs in times of crisis

// Maintained and strengthened credible, responsive media and intergovernmental relationships

Water may be the single most important thing that most people take for granted. So when Commissioners adopted the new Strategic Plan, we redoubled efforts to energize communications and relationships with customers and the public, focusing on messages that relate to infrastructure and environmental stewardship whenever there was a messaging opportunity. To better communicate these priorities and other matters, WSSC has incorporated new technology and modernized old methods to supply the public and ratepayers with vital and timely information.

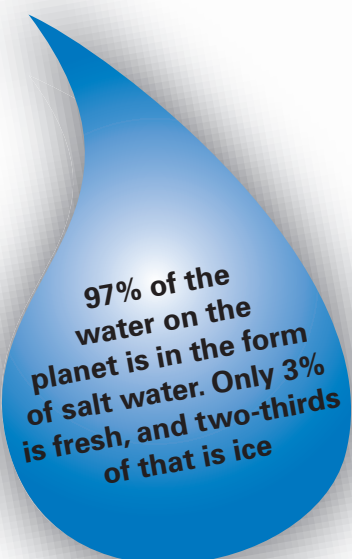
We will also continue to be proactive when it comes to keeping our customers, stakeholders and other members of the public well informed. We began to more frequently review all the content on the website, wsscwater.com, and devised a system to ensure that the information is fresh and that the site is quickly updated during urgent situations.

Social Media

WSSC has moved fully yet cautiously into social media waters by establishing two Facebook pages, WSSCWATER and Friends of Brighton Dam, as well as two Twitter accounts, WSSCWATERNEWS and WSSCWATEREVENTS. Customers can also now find WSSC's many informative and customer-friendly videos on YouTube. These efforts are part of an overall marketing strategy to convey messages directly to customers without having to rely totally on the news media. These tools do not eliminate the media "filter," but they provide a vehicle for delivering messages when the media isn't covering WSSC.

Community Outreach

WSSC is an active presence throughout the community. We regularly participate in more than 140 outreach events each year, including school classroom presentations, county fairs and other community gatherings. These events allow ratepayers to learn more about the organization, available services and environmental initiatives through fun-filled, family-oriented activities. In addition, WSSC representatives conducted more than 40



informative multi-media presentations to homeowner associations and environmental, civic and citizen groups in the two counties.

We also host our own events to engage and educate the community. One of these, the H2O Fest, helped to celebrate Earth Month by providing practical tips on caring for the Earth, our water and each other. This past April, an estimated 1,000 people attended the H2O Fest, which was held on the grounds of the Seneca Wastewater Treatment Plant, where a tour of the plant proved to be extremely popular.

Education

WSSC also places a priority on reaching out to a very special constituency – children. WSSC’s educational programs, such as WSSC in the Classroom, encourage children to think about ways to practice environmental stewardship in their schools and homes and to consider professions in the water and wastewater industry. Each year, for example, more than 700 elementary school students from Prince George’s and Montgomery counties participate in the annual Children’s Water Festival at Brighton Dam. This program teaches students about conservation and protecting the environment with 12 different hands-on activities.

WSSC also sponsored the Community Service Learning program, which offered 12 community service opportunities for middle school, high school and college students to learn about the environment, watershed management and careers in the water industry.

WSSC provides training and materials for students to create oyster reef balls, by casting a 120-pound cement model and facilitating learning about the Chesapeake Bay.

Several WSSC professionals participated in the WSSC in the Classroom program at more than 50 public and private schools in the two counties. These professionals mentor students, act as judges in science fairs, talk about their work duties at career days and provide information on water treatment, wastewater treatment, watersheds, water conservation and other topics for classroom presentations.

WSSC’s dedicated employees go beyond the core mission when it comes to serving the community. Employees donated more than \$100,000 over these past two years through the United Way and golf tournaments, which raised money for the Water Fund and the American Cancer Society. WSSC employees also conducted mentoring programs that support elementary, middle and high school students, with activities and tutoring in several subjects.

Crisis Communications

We continue to develop and update the plans we have put in place to inform the public of urgent incidents impacting public health, safety and convenience. Two major events during FY 2010 and FY 2011 tested WSSC’s ability to communicate with the public and a variety of stakeholders. As unfortunate as these incidents were, they allowed us to demonstrate to the public the importance of new technologies in the effort to warn us of potential failures in aging infrastructure. In both incidents WSSC worked with emergency personnel in both counties and the state to inform customers.

Potomac

A few days before the July 4th weekend in 2010, WSSC detected “pings” coming from the new Acoustic Fiber Optic (AFO) system technology monitoring the 96-inch-diameter water transmission pipe. It turns out that



those pings signaled the failure of a number of reinforcing wires in a section of the main. To protect public safety, the entire water main needed to be shut down to allow replacement of the deteriorating section.

WSSC immediately took advantage of the opportunity to educate the public about the AFO monitoring system. In addition, we communicated with residents to help comply with mandatory water use restrictions necessary during one of the busiest holidays of the year. We provided continuous updates on repair progress, posted new information on the website and helped reporters understand how the technology helped to prevent a serious incident.

Capitol Heights

On January 24, 2011, when the major water main in Capitol Heights broke, WSSC immediately began providing updates and live interviews to local and regional news media, explaining the process required to shut down the main, assess the damage, begin repairs and return it to service. To protect consumers, WSSC issued a Boil Water Advisory (BWA) in the affected area. We developed and displayed an interactive map on the website for customers to determine if they were within the BWA zone. With assistance from the Communications, IT and Production teams using Geographic Information System technology, this system was created for just such emergencies.

Media and Intergovernmental Relationships

The successful use of “traditional” media during crises requires preparation. WSSC maintains a proactive media philosophy to promote issues and messages in the public interest. By being consistently responsive over time to media requests for information and respectful of deadlines, the office has built a reputation of credibility and reliability among the media, which transcends to WSSC as a whole. As a result, the relationships and contacts that are cultivated on an ongoing basis pay dividends in crucial crisis situations, as well as over a longer period of time when disseminating important information.

In addition, WSSC’s legislative agenda must be represented before elected bodies at the local, state and federal levels. We are responsible for coordinating information exchanges with elected and government officials about key Commission priorities and needs. Our responsibilities include research analysis, and then lobbies for or against legislation impacting WSSC. WSSC also develops new or alternative legislative proposals in concert with the Commissioners.

In the last two fiscal years, staff met with key stakeholders in the Executive Branch to communicate our priorities and secure their support. Meetings have included staff from the White House, Office of Management and Budget, Department of Homeland Security, FEMA National Capital Region Office of Coordination, the Environmental Protection Agency, Department of Justice, Department of Energy, Department of Commerce, Department of Education and others as warranted.

Water Facts

**From “The Big Thirst” by Charles Fishman, copyright 2011*

**From “H2O - The Mystery, Art, and Science of Water”*



The United States uses three times as much water a day as the average European country, and many, many times more water than most developing nations

LOOKING FORWARD

As this report attests, WSSC has made remarkable progress toward all our strategic goals over the past two years. Across the board, we have worked to build on existing successes, leveraging state-of-the-art technology when applicable, but always relying on human resources – Commissioners, staff, government colleagues and customers – to lead the way and help improve the organization's business practices. We have ensured that the organization is financially responsible and sound, funding important infrastructure improvement projects and making certain that all businesses have an equal opportunity to work with the Commission.

Yet even successful organizations can always do better. This report proves that we are moving forward in a customer-focused direction that addresses the most pressing needs for ratepayers and the strategic priorities laid out by the Commissioners. Our forward-looking Commissioners have issued a directive of continuing focus, identifying key operational goals for the coming year:

- // Reorganizing the Commission's structure to better serve residents and customers;
- // Leveraging information technology both internally and externally to optimize performance and communications;
- // Continuing to revitalize and enhance critical infrastructure; and
- // Undertaking a significant ecosystem study to improve source water protection for our customers and more effectively manage our watershed.

We are proud to be a diverse, financially and ecologically responsible and vitally important organization that serves customers and the environment to the very best of our abilities. We have a clear vision of the future, new and better ways to serve our customers and the resolve of our dedicated employees to make it all happen. The proof is in performance.

Thank you for your support of this venerable utility.





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