

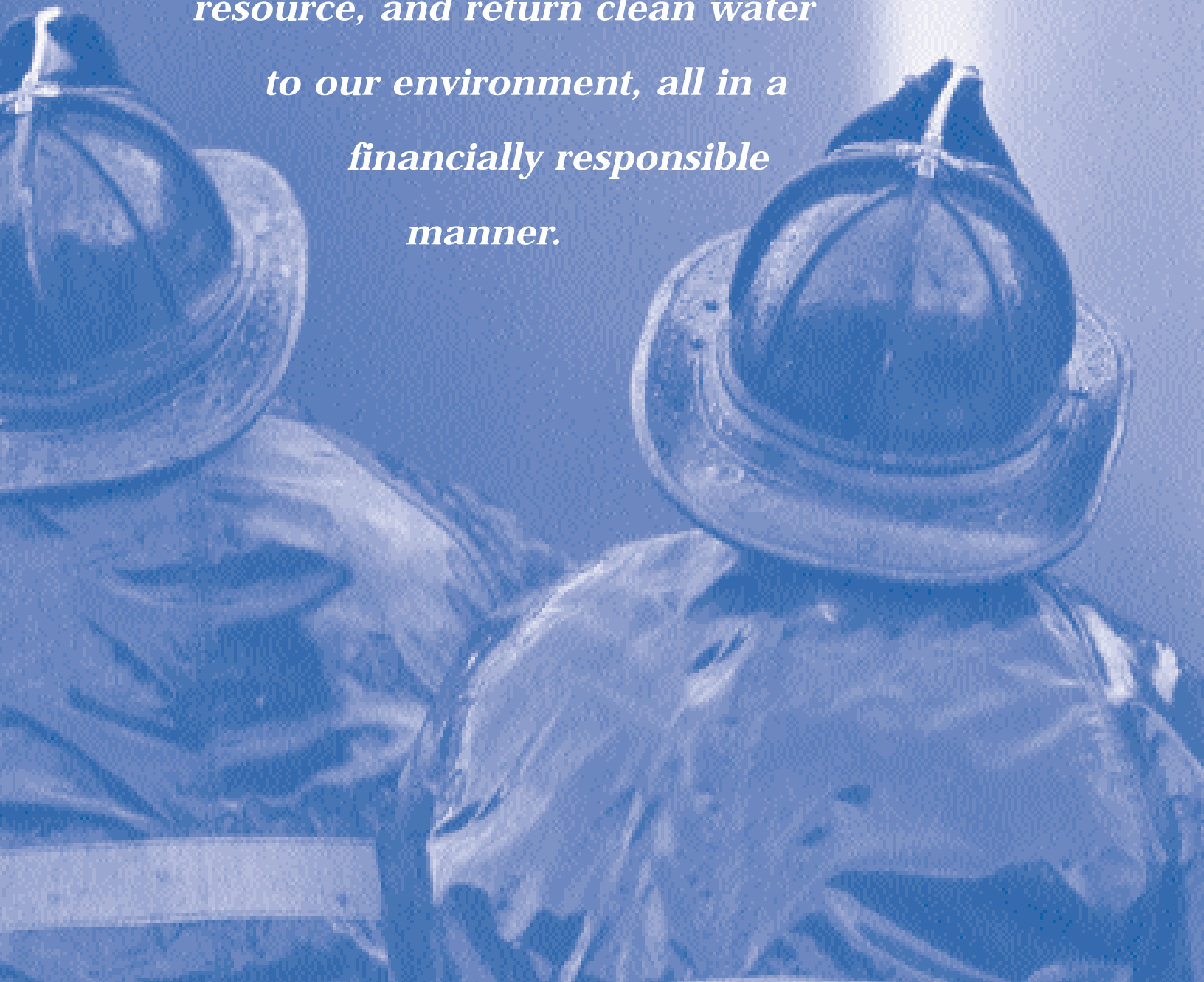
ANNUAL REPORT 2000

**Washington  
Suburban  
Sanitary  
Commission**

# O ur Mission

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*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 a  
financially responsible  
manner.*





# Introduction

It is life giving, life sustaining and life saving. It adjusts, always transforming to meet the changing needs of the growing life it supports. It is acutely sensitive to its environment.

It is water.

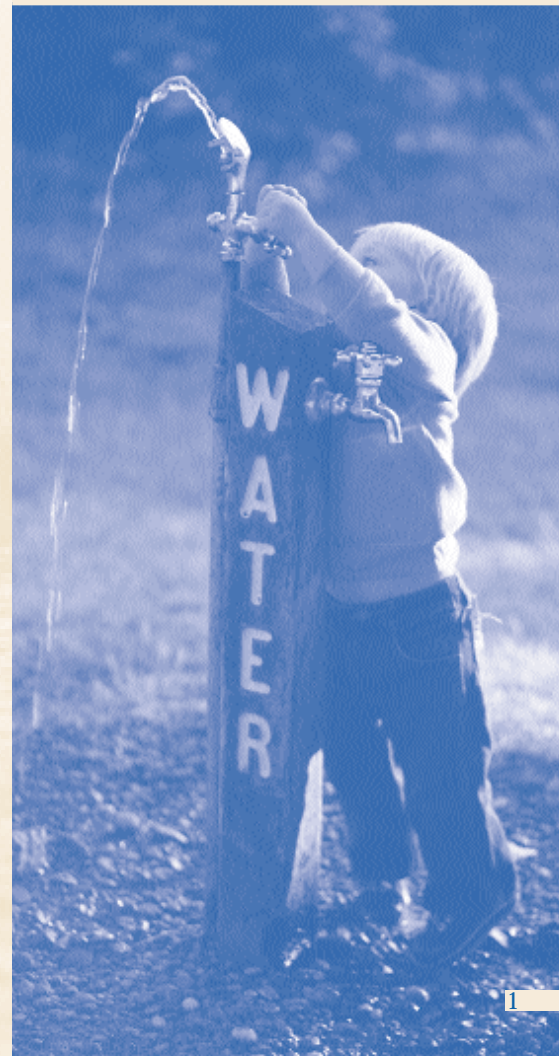
At the Washington Suburban Sanitary Commission (WSSC), we believe we have much in common with – and much to learn from – the water we protect, clean and provide to our 1.6 million customers.

We have learned that we must adapt to a changing industry if we are to be competitive in the future. We must use the best business practices and streamline our operations. We must invest in our employees and help them to continually improve our products and services. We must take calculated risks. We must take care of our environment and each other. And, above all, we must put our customers first in everything we do.

We, the men and women of WSSC, are continuing along our journey of transformation through teamwork. We invite you to read our 2000 Annual Report to learn more about our exciting evolution and our unequaled commitment to our customers.

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# MESSAGE

## *from the Commission Chairperson*



*"The attitude and commitment of every WSSC employee are at the heart of its success. I am proud to serve as Commission Chairperson and to work with a professional WSSC staff."*

*Juanita D. Miller  
Commission Chairperson*

As a longtime WSSC customer and current Commission Chairperson, I continue to be impressed with the commitment to quality that makes WSSC a leader among the 10 largest water and wastewater utilities in the nation. Being a leader presents many challenges, and the past year has been particularly challenging for WSSC. Its leadership team and many of its employees recognized that complacency does not sustain success. They realized that an industry once comfortable in its ways was susceptible to change. And they understood that fulfilling their mission included finding new and better ways to serve customers.

So WSSC took calculated, crucial steps along its journey to improve efficiency, take better care of its customers and become more competitive in its industry.

Those steps included:

- Providing employees with the latest technology so they can do their jobs faster and more accurately;
- Shaking the very core of WSSC's organizational structure and building a more streamlined, responsive agency; and
- Producing – for the first time – competitive fiscal and strategic plans.

WSSC's cultural change is an evolutionary – and revolutionary – process. The attitude and commitment of every WSSC employee are at the heart of its success. I have observed the hard work of dedicated staff as they take on new responsibilities and increased workloads. They continue to work at controlling costs and making certain there is no reduction in product quality, safety or customer services.

I am proud to serve as Commission Chairperson and to work with a professional WSSC staff. This report describes some of WSSC's experiences along its year 2000 journey. You will also see the accomplishments of its people in their consistent pursuit of excellence.

A handwritten signature in blue ink that reads "Juanita D. Miller". The signature is fluid and cursive, with a large, stylized "J" and "M".

Juanita D. Miller  
Chairperson

# WSSC

## *at a Glance*

WSSC is among the largest water and wastewater utilities in the nation. We were established in 1918 by the Maryland General Assembly to plan, construct, operate and maintain water and sewer services for residents and businesses in Maryland's Montgomery and Prince George's Counties, which border Washington, D.C.

Of interest...

- No rate increases for the past three years.
- 1.6 million people rely on our water and sewer services.
- We have nearly 400,000 customer accounts.
- We employ more than 1,500 people.
- We've always met or exceeded every industry standard and federal regulation for water quality and safety.
- We annually perform 680,000 lab tests on water and wastewater.
- Our capital and operating budget is more than \$600 million.
- Our service area covers more than 1,000 square miles.
- We operate and maintain: two water reservoirs with a combined capacity of 14 billion gallons; two water filtration plants that produce an average of 167 million gallons of clean water per day; 14 water pumping stations; six wastewater treatment plants; and 43 wastewater pumping stations.
- Our 63 water storage facilities hold up to 212 million gallons of clean water.
- Our infrastructure includes 10,200 miles of water and sewer mains, with more than 90 miles of new mains added each year.
- We supply water to 30,000 fire hydrants.



*Six Commissioners, including three residents from Montgomery County and three residents from Prince George's County, govern the WSSC. They are appointed to four-year terms by their County Executive and are confirmed by their County Council.*

Left to right

Commissioners  
Kevin P. Maloney, Montgomery County  
Juanita D. Miller, Chairperson, Prince George's County  
Marita B. Brown, Prince George's County  
W. Gregory Wims, Montgomery County  
Manuel R. Geraldo, Prince George's County  
Robert G. Berger, Vice Chairman, Montgomery County



# MESSAGE

## from the General Manager



*"It is my privilege to lead a team of talented professionals who are committed to carrying out a mission so crucial to life. In its distinguished 82-year history, WSSC has built a solid reputation as a national leader among water and wastewater utilities."*

*John R. Griffin  
General Manager*

It is a crisp early spring afternoon. After having been rather dim all day, the sky is now clearing and the welcome warmth of the sun is being delivered by rays peeking through the treetops. I am paddling a canoe in our Triadelphia Reservoir, and as I peer around the edge of the cove, it looks as though the tranquil water goes on forever.

I wonder whether most people appreciate how much our natural world can be a constant source of learning and imitation in our daily lives.

At WSSC, we do.

It is my privilege to lead a team of talented professionals who are committed to carrying out a mission so crucial to life. In its distinguished 82-year history, WSSC has built a solid reputation as a national leader among water and wastewater utilities. We are known for our good people, operational excellence, infrastructure investments and environmental stewardship.

Now, we are known for something else.

We are a great utility in the throws of industry-wide changes. At a time when international companies are taking over public agencies, we are creating our own destiny. We have embarked on a transformation to become an even stronger, more resilient organization. If we are to remain an industry leader, we must behave more like a private company.

We must put our customers first in all we do. We must compete each day for every act of customer loyalty -- just as if we could lose customers to another company at any time, because it could happen.

Our transformation really started several years ago with our Competitive Action Program (CAP) efforts to reduce costs and staff without sacrificing quality or impacting employee safety. Through CAP, employees are making significant progress in re-engineering our operations for increased efficiency and cost savings.

But we have not stopped there. We have streamlined our organizational structure to make it easier and faster to serve our customers. We have eliminated the need for several layers of management and have aligned functions to decrease task redundancy and increase coordination of services. We

have implemented a retirement incentive plan that accelerated attrition-based workforce reductions.

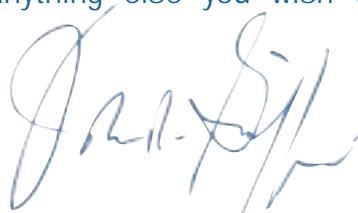
We have developed WSSC's first-ever roadmap for rate stabilization -- our five-year fiscal plan. Building on two fiscal years with no rate increases, the plan, going into its second year, calls for no rate increases for the fourth year-in-a-row. It further provides for no increases through June 30, 2005. The plan incorporates CAP reductions, continuous efficiencies and new revenue sources to offset rates. Our recent "AAA" bond ratings are important validations of our financial stability and fiscal vision. We are carefully pursuing new revenue generators such as selling our laboratory services and considering partnerships with some of the very companies that just a few years ago expressed interest in running our operations.

We know our vision needs to be more inclusive of who we are while breaking the traditional barriers of who we can be. We have begun a comprehensive strategic planning process that is creating a business plan, changing organizational culture and promoting employee development. We are striving to be more representative of the community we serve, and are increasing diversity in our employment and in contracting opportunities. We are serious stewards of our environment. We have been working harder to better communicate with our elected officials, regulators, customers and each other.

Perhaps the biggest challenges we face are within ourselves.

Many parts of nature can function independently, but ultimately, they depend on each other for survival. At WSSC, we are transitioning to a team-based work culture. Part of this transition includes implementing incentive-based pay programs. But it mostly has to do with our attitudes and how we handle our jobs every day. Our ultimate success depends on our ability to support one another.

Please, read on -- meet our dedicated employees and see how they are working to serve you better. We would also like your feedback -- on this report, or anything else you wish to discuss.

A handwritten signature in blue ink, appearing to read "John R. Griffin".

John R. Griffin  
General Manager

A young pine tree stands in the center of the frame, its branches reaching upwards. The ground is rocky and uneven, with some sparse vegetation. The sky is a clear, deep blue. The overall tone of the image is serene and natural.

# O ur Environment

*“Simply put,  
our purpose is  
to keep people and fish  
healthy and happy.  
In many respects,  
we’re an environmental  
organization that  
cares for the area’s  
watersheds and streams, as  
well as the Chesapeake Bay.”*

*Mohammad Habibian,  
Environmental Group Leader  
Engineering and Construction Team*



## Caring

At our heart, we're an environmental organization. Human life and natural resources depend on us. We take this responsibility very seriously, and consider it an honor and privilege to serve you and our environment.

## Working

Environmental stewardship is reflected in all we do -- from operations to policies to volunteer efforts. We're helping to meet Chesapeake Bay restoration goals by using the latest phosphorus and nitrogen removal technologies at all of our wastewater treatment plants -- well ahead of other utilities in the region. We recently completed a \$20 million Biological Nutrient Removal upgrade at our Piscataway Wastewater Treatment Plant that will reduce its nitrogen discharge by 280,000 pounds per year. Our Patuxent Reservoirs Protection Program safeguards local streams from sediments and nutrients. Additionally, the reservoirs filter as much as 95 percent of sediments and phosphorus before they reach the Bay.

We permit and enforce the state's Erosion and Sediment Control Program for utility work within our service area. We've trained more than 4,000 people in best field practices to protect our waterways. Minimizing sanitary sewer overflows (SSOs) is also a top priority, and a recent national survey named us one of the top utilities in the country for our effective SSO management initiatives.

## Sharing

Our Environmental Advisory Committee (EAC), comprised of area residents, provides us with ideas on how we can better plan and design projects to avoid or minimize community and environmental impacts.

We also coordinate numerous volunteer efforts. One major volunteer event is our annual Potomac Watershed Cleanup -- the largest of its kind in the area. Working with our neighbors, we remove trash from a very popular public fishing area of Piscataway Creek, a tributary to the Potomac River. In its seventh year, our Adopt-a-School program that teaches environmental stewardship has enlightened nearly 5,500 students -- 475 in the past year. We believe that caring for our watersheds and teaching our children to do so are important steps in our ongoing efforts to provide safe, clean water.



Right, top to bottom: Nick Selock, son of employee Kevin Selock, participates in the 12th Annual Potomac Watershed Cleanup. Waterfowl at the Triadelphia Reservoir.

A photograph of a woman with short dark hair, wearing a white V-neck shirt and a name tag, sitting at a table and smiling at a young girl. The girl has braided hair, wears glasses, a white shirt, and a dark tie, and is resting her chin on her clasped hands. An open book lies on the table between them. The background shows bookshelves filled with books. The entire image has a blue tint.

# O ur Community

*"I think it's great that WSSC gives employees time to help kids in our community. Cooper Lane Academy is special to me because my Mom was a teacher's assistant here. Seeing my student's face light up when I arrive makes mentoring worthwhile!"*

*Julie Douglas, Quality Assurance  
Representative and Mentor Program Volunteer  
Mission Support Team*

## Reaching Out

At WSSC, community outreach is more than a catchy term. Reaching out to the communities we serve is a natural extension of our non-stop commitment to delivering one of life's most precious resources.

## Educating

Many employees enjoy being mentors and tutors to school-age children. Founded 11 years ago, WSSC's Mentor Team helps shape the lives and future careers of hundreds of area students. Through our annual Speak Out program, employees visit elementary and middle schools to talk about water conservation, clean water and the environment. Our doors are also open year-round to host tours of our treatment plants so children and adults alike can learn first hand of our passion for safe water. Additionally, we provide you with important information on our website at [www.wsscwater.com](http://www.wsscwater.com), in our quarterly bill insert, *Pipeline*, and through a variety of educational brochures.

## Listening

When you talk, we listen. The Customer Advisory Board provides us with common sense advice on how we can best serve you. Other venues for feedback are our public hearings that are part of our annual budget and Capital Improvements Program approval process. We also hold community meetings and work with local citizen advisory committees on a project-by-project basis to keep the lines of communication open.

## Giving Time and Resources

From sharing technical knowledge in judging local school science fairs to renovating homes for low-income area residents, many employees regularly participate in countless volunteer efforts. We're proud to say we raised \$74,725 during our 2000 United Way campaign, exceeding our goal of \$67,500.

Ask a WSSC employee about community outreach and you're likely to get an earful. After all, we're linked to the communities we serve by much more than 10,200 miles of underground pipes.



Left: Dwayne Hall, 7, eagerly listens as Julie Douglas reads one of his favorite stories. Right, top to bottom: Gwendolyn Leftwich, community leader, celebrates the dedication of the Suitland Tank and Community Room. Employees team up to support the American Heart Association's Annual Heart Walk.



# Customer Care Team

*"Our top priorities are providing customer support, resolving issues and developing relationships. I have a personal interest in how we care for our customers. After all, I'm a WSSC customer too. I put myself in the customer's shoes, then ask myself, how would I like to be treated?"*

*Al Richardson  
Group Leader  
Customer Outreach*



At WSSC, we're committed to providing you with more than excellent service. We care. We care about making sure you receive our fresh, clean water everyday and that your sewer system works well. We care about answering the questions you may have about your bill. We care about responding quickly in the event of a service interruption, such as a water main break.

We realize that truly caring about you and your needs also means we must continually look for ways to improve our services. Through technology, good old-fashioned common sense and a renewed spirit for putting you first, we're working to make all of your experiences with us pleasant and efficient.

### **Customer Relations Group**

We're often your first point of contact. Each Group member is a Director of First Impressions and Chief Problem Solver. We answer your inquiries regarding routine billing matters, emergency situations and WSSC services. We also handle walk-in transactions at our One Stop Shop, provide permit services to plumbers, take orders for new meters, review, correct and adjust bills, and investigate and resolve water and sewer service claims.

### **Customer Care North, West, Central and South Groups**

As our name implies, we care for you in specific regions of WSSC's service area. We read, maintain, test and fix meters and handle water and sewer infrastructure repairs. We understand that WSSC's water and sewer services go largely unrecognized... until there's a problem. And when there's a water main break or a sewer blockage, we respond "24/7" to make repairs, regardless of the weather, because that's our greatest opportunity to show how much we care.

Left: Al Richardson and Peggy Hanna.  
Right, top to bottom: Greg Evans. Ameka Wright.







### **Information Support Group**

Maintaining detailed information for nearly 400,000 customers and over 10,200 miles of pipe can be quite a challenge. We use technology and other resources to keep your information updated and accessible so Customer Care Team members can efficiently do their jobs.



### **Customer Outreach Group**

We're your "on the scene" support during emergency situations. We know that a disruption to water service is a problem for you, so we're happy to provide an explanation, a repair update and much-needed bottled water. We also provide information concerning scheduled maintenance and construction projects, outreach programs for the plumbing and development communities and customer education through our *Pipeline* bill insert, brochures, public forums and our web site – [www.wsscwater.com](http://www.wsscwater.com).

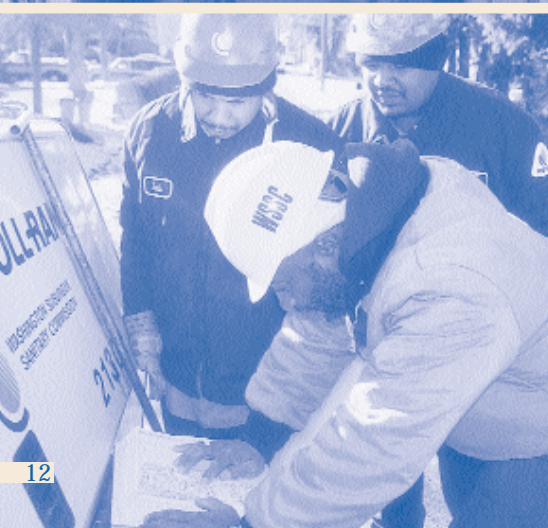


### **Support Services Group**

Keep it working. Keep it working well. We work hard to upgrade mains and meters. We ensure that water and sewer lines are replaced and meters are modernized. We remedy discolored water problems, analyze blocked lines and conduct fire-flow tests on our 30,000 hydrants.

### **Strategic Planning Group**

We keep the Customer Care Team "on its toes." We seek out the best industry practices to make sure our team members continue to improve the services we provide.



Left, top to bottom: Thomas Dudley. Luis Tapia. Becky McKenney. Joe Ennis, Lacey D. Rainey Jr. and James Weston.



## Customer Care Team Works

- Repaired a record number of water main breaks – 1,821.
- Distributed wireless laptop computers to field service team members for immediate access to WSSC's mainframe, Intranet and WebMap systems.
- Began phone interpreter service to better assist non-English speaking customers. The service enables any WSSC employee to access interpreters fluent in more than 120 languages.
- Implemented the first phase of Permits on the Web -- WSSC's on-line permit application process -- allowing customers to view existing WSSC Plumbing, Gasfitting, or Service Connection permits via the Internet.
- Expanded WSSC web site content to include on-line updates of service disruptions and repairs.
- Cross-trained customer relations representatives on total customer care.
- Replaced nearly 23,000 meters after completing a residential meter age study that accelerated our meter replacement schedule. The new schedule ensures that meters perform at their optimum levels and are replaced before they begin to under-register water usage.
- Revamped the large meter preventive maintenance schedule so that all large meters are on a testing schedule.



Right, top to bottom: Greg Evans. Laura Ecker. Sean Kelly. Bobby Gregory and Robert M. Thomas.



# P

## roduction Team



*"I love my job and the responsibility it brings. WSSC's streamlining efforts are providing opportunities for employees to learn new skills, which allows for advancement. I believe others in the water and wastewater industry are going to look at WSSC as a role model and say, 'WSSC did it and we can too!'"*

*Franz Eder,  
Sr. Water Plant Operator  
Potomac Water Filtration Plant*



We think we're really lucky. How many people go to work every day and get to provide their family, friends and neighbors with products and services they truly can't live without? It's our honor to supply our 1.6 million customers with fresh, healthy water and to return clean water back to our environment.

This past year was a busy one for us. We launched several new major projects, upgraded existing facilities with the latest technology and refined our operations to meet increasingly stringent water quality guidelines.

### **Plant Operations Group**

Day in and day out, we keep our water collection, treatment and wastewater management systems in excellent working order. But trust us, no two days are the same. From the daily fluctuations in river water and changing weather conditions to the nuances behind water and wastewater treatment, we're constantly monitoring and adjusting our operations to meet your needs and maintain our standards for superior water. We oversee two water filtration plants – the Potomac and the Patuxent – and six wastewater treatment plants – Piscataway, Parkway, Western Branch, Seneca, Damascus and Hyattstown. Each day, we produce an average of 167 million gallons of clean water and treat approximately 181 million gallons of wastewater. Much like the water we collect, produce and treat – it's up to us to remain fluid.

### **Facilities Support Maintenance Group**

Before we can collect, produce and treat millions of gallons of water each day, the plants have to work. It's that simple. Engines must run, pumps and generators have to work at the flick of a switch. We provide specialized in-house electrical, mechanical, fabrication, welding, repair, and machine shop support for all WSSC facilities. After all, running water starts with equipment that runs. And we make sure it runs well and is well run.

### **Facilities Support Contracts Group**

As you have read, we place a lot of emphasis on our facilities – and for good reason. Our multi-million dollar



Right, top to bottom: John Mitchell and Annette Thomas review plans at Seneca Wastewater Treatment Plant expansion site. Tom Dennison examines water sample at Parkway Wastewater Treatment Plant.





plants, labs and other buildings are actually long-term investments in safe, clean water. And don't think for a second that we don't know who actually invests in these facilities – you do. That's why we make every effort to protect your investments. It's our responsibility to oversee, inspect and ensure all of our facilities are maintained to the same standards we set for our water quality – the highest!

### **Regional and Regulatory Affairs Group**

OK, admit it – you've often wondered where your water goes after you've finished taking a shower or washing the dishes. Relax, that's normal – and a darn good question. The simple answer is a wastewater treatment plant - but which one? Nearly 75 percent of all the wastewater we collect goes to the Blue Plains Wastewater Treatment Plant – a regional facility that also serves Washington, D.C. and several Northern Virginia jurisdictions. That's where we come in. Our job includes working and planning with neighboring utilities and our regional partners to ensure shared water and wastewater facilities – like Blue Plains – continue to meet your current and future needs. Other shared facilities include Jennings Randolph Reservoir and Little Seneca Lake. We also work closely with federal and state regulatory agencies to develop and implement sound, effective environmental policies. This partnership ensures our water continues to meet or exceed all requirements – including those pertaining to the Safe Drinking Water Act, source water protection and wastewater discharge limits.

### **Systems Control Group**

Water storage tanks are an often overlooked – yet vitally important – part of our water distribution system. Through our computerized control center, it's our job to monitor water levels in all of our water storage sites – making sure that when you turn on the tap, water is there. This includes anticipating and planning for peak water demands during emergency situations – fires, power outages and pipeline breaks. With the touch of a button and click of a mouse, we can remotely fill all 63 water storage sites with 212 million gallons of water.

Left, top to bottom: Triadelphia Reservoir. Emma Klingenstein tours the Potomac Water Filtration Plant and samples water quality at the in-house lab. Perry Violet. Russ Samuels and Richard Tripp.

## Laboratory Services Group

We're the ones who paid attention in biology and chemistry classes – and it paid off – for you! Our single most important function is to ensure the water flowing from your tap is safe and clean. To do that, we analyze tap water at more than 100 locations in communities throughout both Counties – collecting and testing nearly 480 samples each month. Our testing doesn't stop at tap water, however. We also continually test wastewater at every stage in the treatment process – providing valuable information to our plant operators. Additionally, we work closely with our Regulatory Services Group to test discharges into the sewer system from industrial users. We're put to the test each day – and we love it.

## Production Team Works

- Proudly met or exceeded every single federal and state standard for drinking water quality.
- Opened the Consolidated Laboratory Facility – a full-service, state-of-the-art laboratory – providing analytical support for plant operations, environmental programs and regulatory monitoring.
- Began construction to replace the Patuxent Water Filtration Plant – a \$30 million effort to upgrade the plant and produce 56 million gallons of quality water per day.
- Started the three-year expansion of the Seneca Wastewater Treatment Plant – a \$47 million project that will meet future needs of customers living in northern Montgomery County.
- Received numerous Peak Performance Awards from the Association of Metropolitan Sewerage Agencies.
- Continued our outreach efforts through the Adopt-A-School Program and Potomac Watershed Cleanup – giving hundreds of area students hands-on education about the importance of environmental protection and water quality.

Right, top to bottom: Jeff Vanhorn. Water intake along the Potomac River. New geodome at Patuxent Water Filtration Plant. Jeffrey Ellis.





# E ngineering and Construction Team

*“Our new team-based structure makes my job easier. Barriers that often inhibited a good understanding of the project are diminished. Now everyone on the teams works toward our common goal of maximum value for the customer.”*

*Kathy McGinnis,  
Lead Project Manager  
Engineering and Construction Team*



Nestled in your neighborhood, tucked behind trees and buried deep underground is where you'll find our work. From two-million-gallon water towers and state-of-the-art treatment plants, to underground water pipes so large you can drive a car through them, we ensure our fresh, clean water is delivered to your tap every day.

Attention to detail is the cornerstone of any successful construction project, but what sets us apart from the rest is our attention to your needs as we plan, design, build and maintain a world-class water and wastewater system. We work with you to minimize construction impacts, reach out for your ideas and use the latest techniques to deliver projects to you on time and on budget.

### **Planning Group**

How does WSSC know what to build, when to build it and how big it should be to meet your current and future needs? Just ask us. By analyzing existing water demands, sewer flows, population projections and input from both Counties concerning their development plans, we determine when facilities and major pipelines will reach capacity. We continually look ahead to meet your needs and those of generations to come.

### **Development Services Group**

We work closely with homeowners and developers to plan for water and sewer main extension projects. When an area is approved for development, we're ready. Additionally, we help extend services to homes with failing wells and/or septic systems.

### **Project Delivery Group**

When major facilities need to be built, we deliver. We oversee planning, design, construction management and inspection for facility projects. We also handle designs for major pipelines and special projects. We deliver high-quality projects on time and on budget.

### **Technical Services Group**

Despite our name, we like to keep it simple. We make sure the "i's" are dotted and the "t's" are crossed before you see our work crews in your neighborhood. It's our job to survey, acquire land and rights-of-way, prepare mechanical/electrical designs, provide specifications for construction contracts and estimate project costs. Our work helps ensure that the construction phase of any project goes as smoothly as possible... it's that simple.

Right, top to bottom: Construction to replace the Patuxent Water Filtration Plant. Don Smith inspects sewer replacement work done by a WSSC-licensed plumber, Corey Norris, to ensure the job meets WSSC's Plumbing Codes.







### **Infrastructure Systems Group**

Through flow monitoring and pipe inspections, we decide when mains need to be cleaned and lined, rehabilitated or replaced. Ensuring our pipes are clean and well maintained is crucial to our mission of delivering safe, clean water. We also work to get the most out of your investment in our system by testing the strength and durability of the concrete pipe we use. Additionally, we design water and sewer relocation projects and review sewer house connections for replacement.

### **Systems Inspection Group**

We manage and inspect underground construction related to our water and sewer system done by contractors and developers. We also manage and inspect new and rehabilitated water and sewer construction, as well as sod replacement and road patches as a result of maintenance work and emergency repairs. Through new technology and smart inspection, we minimize inconvenience to you, ensure that work is progressing on time and, more importantly, make sure the job is done right. From road paving following water or sewer line work to the installation of new pipelines, we make sure projects above ground and below are done to our high standards – and yours.

### **Regulatory Services Group**

Our name covers a broad range of regulatory functions. We protect you by enforcing regulations for all plumbing and gasfitting work done on private property in both Counties. We protect our sewer system workers, treatment plants and local waterways by inspecting industrial users and sampling their discharges into the sewer system to ensure compliance with WSSC regulations. We quickly respond to and conduct investigations of hazardous materials spills entering the sewer system. Additionally, we regulate the discharges of waste transport companies and see that restaurants are properly disposing of fats, oils and grease to minimize sewer blockages. We enforce strict regulations for cross-connections and backflow prevention devices to avoid contamination of the public water supply. The services we provide are an important part of WSSC's efforts to protect the environment and your health and safety.

### **Environmental Group**

We're the environmental voice of WSSC – and a very loud one at that. Our mission is to ensure we're doing everything possible to protect, preserve and enhance our environment in a comprehensive and cost effective manner. Examples of our work include: watershed protection; assessing water and wastewater treatment processes to meet or exceed increasingly stringent

Left, top to bottom: Construction under way for the new Potomac Solids Handling Facility. Shari Djourshari and Rizwan Elahi. Suitland Tank. Kenneth Green and Kathy McGinnis.

Environmental Protection Agency guidelines; preparing landscaping plans; and implementing a thorough erosion and sediment control program for utility work.

### **Process Control Group**

By now, you've read that as an organization we're streamlining operations and doing more with less. Well, it's our job to make sure the technology and systems are in place to make that happen -- without compromising service to you or the safety of our employees. We design, develop, implement, and troubleshoot the latest technological advances to maximize efficiencies at our water filtration and wastewater treatment plants.

### **Engineering and Construction Team Works**

- Used an innovative, time-saving construction process -- known as design/build -- to construct the new Consolidated Laboratory building.
- Began the \$30 million Patuxent Water Filtration Plant replacement project.
- Began the \$47 million expansion of our Seneca Wastewater Treatment Plant.
- Finished a six-mile section of 78-inch water main from I-95 to MD 450 (Annapolis Road). This pipe, which follows the Capital Beltway, connects with another six-mile section of water main to deliver an average of 33 million gallons of fresh water per day.
- Continued work on the state-of-the-art Potomac Solids Handling Facility. This \$18 million facility will handle solids removed from our Potomac Water Filtration Plant treatment process.
- Completed a four-mile, 48-inch water main project from Wheaton to Norbeck in Montgomery County. The \$14 million project can transport 32 million gallons of quality water each day to customers in northern Montgomery County.
- Joined local officials and residents to officially open 2,500 square-feet of community space at the base of a new, two-million-gallon water tank in Suitland, Prince George's County.
- Participated in ongoing outreach efforts to seventh and eighth-grade students interested in engineering careers.

Right, top to bottom: New Consolidated Lab under construction. Construction for the new Potomac Solids Handling Facility. Stanley Dabek, Kenneth Green and Kathy McGinnis. Construction at Patuxent Water Filtration Plant replacement.





A blue-tinted photograph of a man wearing a white hard hat and a dark uniform, sitting in the driver's seat of a vehicle. He is looking down at a laptop computer that is open on his lap. The vehicle's steering wheel and dashboard are visible. The background is slightly blurred, showing an outdoor setting.

# Information Technology Team

*“Using the latest technology at the work site gives us faster access to water and sewer main maps so we can better pinpoint breaks and other problems. The bottom line is to serve our customers, and having the best tools helps me to do the best job possible.”*

*Tom Harley, Sr.,  
Crew Chief  
Customer Care West*



Information anytime, anywhere! That's our motto. Of course, we're about computers. But we're so much more... we see to it that your account is updated with the click of a mouse and that the elevated water tank serving your community is filled at the push of a button. For every WSSC service that relies on digital, wireless, cellular or automated technology, we put the "art" in state of the art.

### **Systems Support Group**

We make it easier for you to do business with us. We maintain and upgrade WSSC's Information Technology (IT) systems, including automated business transactions and the financial information network.

### **User Services Group**

We're the helpers on the help desk. We keep our systems up and running. We direct the service and integration of all technology applications and make sure WSSC employees know how to best use our systems to serve you.

### **Decision Information Technologies Group**

Call us the information management gurus. We handle the Geographic Information System (GIS) mapping program, oversee WSSC's library, archive important documents and develop knowledge management systems.

### **Strategic Planning/Projects Group**

We work on the leading edge of technology and beyond. We develop WSSC's Intranet and Internet, coordinate mainframe systems with web-based applications and manage web and database servers. We provide the technology vision to complement WSSC's strategic plan.

### **Telecommunications and Network Services Group**

We keep the lines of communication open -- literally. We coordinate WSSC's telecommunications, data services, instrumentation/process control networks and components to support the IT infrastructure.

### **Information Technology Team Works**

- Managed an incident-free Y2K.
- Received the E-government Award for Outstanding Service through Technology for WSSC's Electronic Open Enrollment program from the Metropolitan Washington Council of Governments.
- Developed systems technology for phase one of Permits on the Web, an initiative that allows customers to check the status of permit requests via WSSC's web site.
- Expanded the GIS system to give field technicians easy access to property, water and sewer line maps.





# Mission Support Team

A man in a light-colored uniform shirt and dark tie is holding binoculars. He has a name tag that says "T. S. FRYE" and a badge on his chest. The background is a blurred outdoor scene.

*"Protecting the environment  
in which I live and serve  
is a fulfilling experience. I enjoy working  
outdoors and educating folks  
on ways we can preserve our 6,000 acres  
of watershed land and its wildlife."*

**Tony Frye,**  
WSSC Watershed Protection Supervisor  
Mission Support Team



We keep WSSC running smoothly behind the scenes, ensuring the best value and quality in contract services, materials and supplies. Our team recruits the best personnel, maintains and repairs vehicles and safeguards WSSC property.

#### **Small, Local & Minority Business Enterprise (SLMBE) Group**

We open doors to more opportunities for small, local and minority-owned companies to do business with WSSC. We handle contractor inquiries and promote equity and responsiveness throughout the contracting process.

#### **Procurement Group**

It's all about value. We purchase top-quality supplies and services at the best prices to support WSSC's operations. We also bid and award construction contracts.

#### **Materials and Services Group**

We support those who serve you by managing the acquisition and distribution of materials and supplies used to build and maintain the WSSC system. We also offer support through our printing and graphics, mail processing, photography, office furniture and equipment acquisition services. Providing these services and items "in house" saves money and resources.

#### **Human Resources Group**

We recruit, train and retain the best, highly-skilled people. Keeping our employees' skills sharpened with the latest technology and cross-training to reduce redundant tasks means we can serve you better and smarter. We also manage employee benefit, classification and compensation programs.

#### **Fleet Services Group**

Serving you in an area of more than 1,000 square miles can take a toll on vehicles and heavy equipment. We maintain and repair WSSC's 2,700-unit vehicle and equipment fleet at six garages. We keep our people on the move by providing prompt preventive maintenance, on-the-road repairs, fuel service, tag and title processing, emissions inspection and fleet management.

#### **Security and Safety Services Group**

We protect WSSC property and ensure the safety of our employees, customers and visitors at our facilities. We protect your wallet too, by investigating theft of service cases in which individuals "steal" water from the WSSC system. We also help safeguard our environment by investigating any illegal discharge of harmful substances into the wastewater collection system.

#### **Mission Support Team Works**

- Re-established the SLMBE program.
- Implemented an early retirement incentive program for more than 300 employees, contributing to a more streamlined workforce.
- Along with WSSC's Information Technology Team, developed an on-line employee benefits Open Enrollment System that saved more than \$100,000.
- Rehabilitated nearly 15 vehicles and pieces of equipment instead of purchasing new items, saving \$300,000.
- Automated WSSC's security surveillance system.

Right, top to bottom: Shaaron Phillips welcomes potential contractor, Chandler Peaks, to WSSC's first-ever SLMBE Open House. Ronald Bauguess fine tunes one of WSSC's big rigs.







# E ntrepreneurial Team

*“Looking out for our customers’ best interests is what I enjoy most about my job. I test our water quality daily. After all, our mission is to provide safe and reliable drinking water! It’s great knowing that I play a role in making this a reality. It’s also exciting to be part of potential revenue opportunities through our new lab.”*

*Ginger Le,  
Lab Technician  
Production Team*

Where do we want to be in five, 10, 15-plus years? That's a question we've been continually asking ourselves over the past year. The answer – to be the best water and wastewater utility in the nation. But how do we get there? What's the plan? What obstacles do we have to overcome? It's our job to answer these questions. We're the newly created Entrepreneurial Team. Think of us as a team of explorers, because that's exactly what we do. We seek untapped business opportunities that will benefit you by helping us to stabilize rates and improve our services and products to better meet your needs.

### **Strategic Planning Group**

To be successful, an organization must plan well. WSSC is no different. We excel at capital improvements, production and maintenance plans. But to go beyond successful and truly be the best in class, you need a long-term, comprehensive strategic plan. We anticipate and research trends and take into consideration the changing environment in the utility industry. Then, we develop a long-term strategic plan that serves as a roadmap for us to follow to ensure we continue to meet your needs – now and in the future.

### **Business Development Group**

Call us locksmiths. We unlock WSSC's potential by analyzing new business opportunities that will earn additional revenue -- all part of our long-standing efforts to stabilize your rates. This includes the sale of products, services and under-utilized property. An example of our efforts to enhance revenue is providing lab services at our new Consolidated Laboratory to local county governments on a fee-for-service basis.

### **Corporate Business Group**

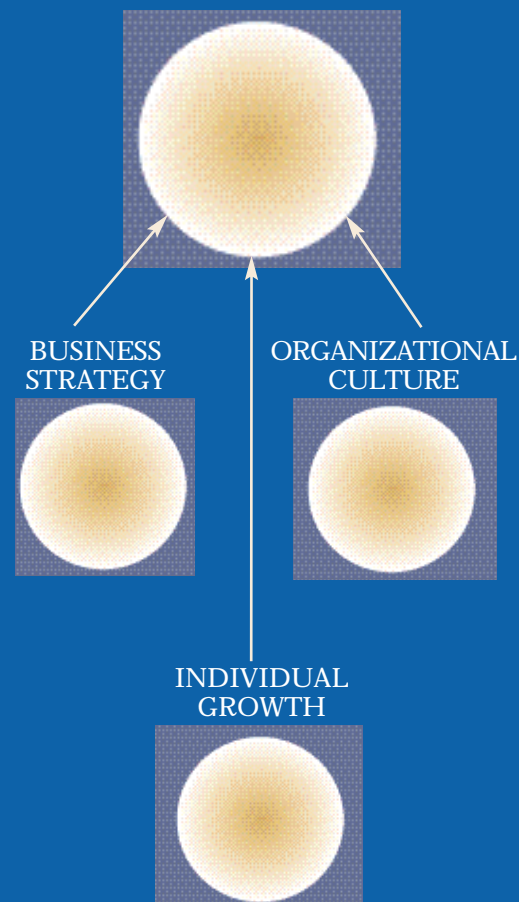
WSSC has great people with innovative ideas on how to improve services to our customers. But do these ideas make sense on paper? How do they fit in with our overall strategic plan? Will they float, or drain precious resources? It's our responsibility to work with our co-workers to figure that out. Before a strategic initiative is implemented, we assess it to make sure the desired result is achievable. We also work collaboratively with the Rate Stabilization and Debt Reduction Team to develop a financial model that will link our Fiscal Plan to our Strategic Plan. We make sure ideas make sense first so we can save you cents later.

### **Entrepreneurial Team Works**

- Selling laboratory services to local county governments and the private sector; contracting our technical expertise to others; and selling WSSC surplus property.
- Pursuing opportunities to provide water and sewer services to local military bases.
- Partnering with community businesses and industry associates to increase revenues and provide services at lower costs.



## **EVOLVING WSSC**





# Rate Stabilization and Debt Reduction Team

# AAA

*“Saving money for our customers is something that I really enjoy. Stabilizing rates is extremely important and my team takes great pride in being able to contribute to this goal. WSSC’s AAA bond ratings—the highest attainable—mean we can secure the lowest interest rates on our capital borrowing. This strengthens our fiscal planning as we look forward to our fourth consecutive year without a rate increase.”*

*Jean E. Maase,  
Budget Analyst, Budget Group*

We're accountable for ensuring that WSSC operates in a financially responsible manner. We prepare for the future with a fiscal plan, develop budgets with a focus on rate stabilization and monitor results to ensure that WSSC's financial commitments to you are achieved. We improve and strengthen financial management and controls while streamlining operations and increasing the efficiency and effectiveness of WSSC's programs and staff.

### **Accounting Group**

We're the ones who grew up knowing the exact amounts in our piggy banks. We maintain "the books" and prepare financial statements that openly and accurately present WSSC's fiscal position and operations.

### **Revenue Group**

We're the central location for the receipt of all payments to WSSC. Our property assessment unit works to recover WSSC's construction and related financing costs for water and sewer lines by accurately and equitably assessing front foot benefit charges per Maryland law.

### **Budget Group**

It's a little more than allocating for the family's weekly grocery costs and a little less than the federal budget. We handle WSSC's Operating and Capital Budgets and the six-year Capital Improvements Program. We also help develop WSSC's Fiscal Plan.

### **Disbursement Group**

What comes in must go out, for your benefit. We pay WSSC's bills for goods and services and handle our employee payroll. We also coordinate the issuance of WSSC debt and maintain records of note and bond indebtedness.

### **Retirement Group**

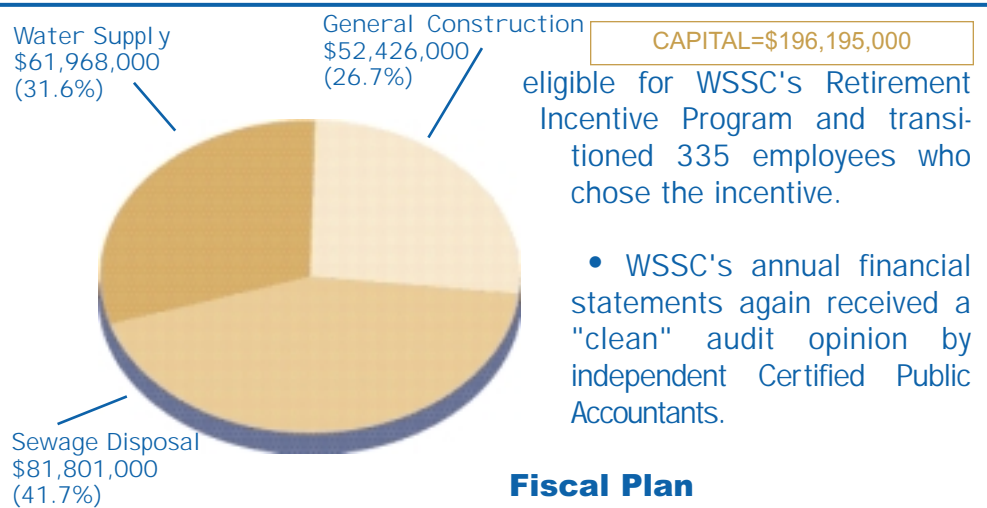
We maintain our employee Retirement Plan. We counsel employees and help transition them into retirement. We prudently invest funds contributed by employees and WSSC to guarantee sufficient assets to pay the annuities of all retirees.

### **Rate Stabilization and Debt Reduction Team Works**

- FY '01 – the third consecutive year with no rate increases!
- System Development Charge (SDC) collections supported all growth-related construction projects. SDC impact fees cover the cost of growth-related construction projects in our Capital Improvements Program.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for our FY '01 Budget document.
- The Retirement Group assisted 500 employees who were







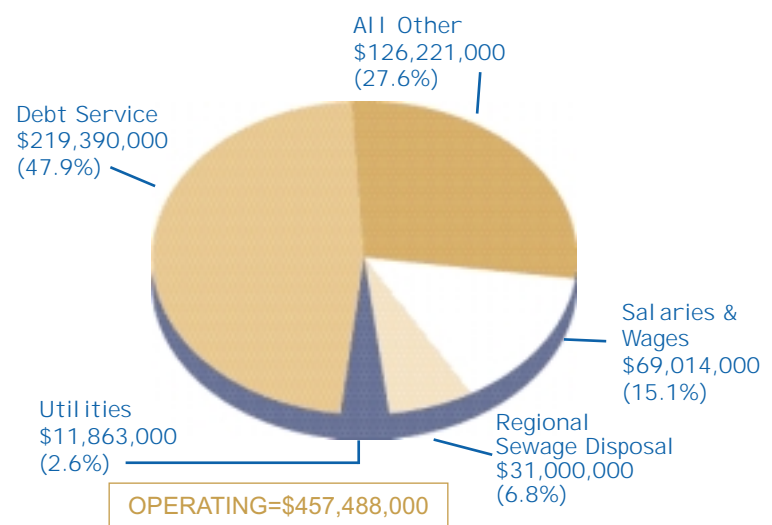
### Fiscal Plan

For the first time in WSSC's history, our budget is part of a formal multi-year fiscal plan. This plan projects no increases in water and sewer rates for the next five years and anticipates reductions in staffing levels. It minimizes issuing additional long-term debt by using more Pay-As-You-Go (PAYGO) funding for capital projects.

### Approved Fiscal Year (FY) 2001 Budget

The FY '01 Approved Operating Budget of \$457.5 million represents an increase of \$11.5 million (2.6 percent) over the FY '00 Approved Budget of \$446 million. The FY'01 approved Capital Budget of \$196.2 million represents a decrease of \$15.2 million (7.2 percent) from the FY '00 Approved Budget of \$211 million. The budget has a number of important policy decisions and customer service enhancements.

It also reflects ongoing implementation of the Competitive Action Program - our comprehensive, multi-year effort to reduce costs and staff without sacrificing quality or impacting employee safety. The budget ensures we'll continue to provide safe drinking water, guarantee reliable service and safeguard the environment — all in a financially responsible manner.



## **Office of the Commissioners**

### **Internal Audit**

We make sure WSSC's system of internal controls keeps everything on track, on budget and above board. We report to WSSC's Commissioners and also provide them with staff support.

### **General Manager's Office**

### **Intergovernmental Relations**

Much of our time is spent in the hallowed halls of the State House in Annapolis, in County Council meetings or with representatives of local municipalities. We handle WSSC's legislative agenda and serve as a liaison between WSSC and elected officials.

### **Field Liaison**

Maintaining two-way communications with hundreds of employees who work at field locations can be quite challenging. WSSC's field liaison enhances communications between field employees and WSSC's Senior Leadership Team.

### **General Counsel**

We keep it brief. Legal briefs, that is. We provide quality, cost-effective legal support to WSSC.

### **Executive Staff Coordinator**

Someone has to keep them organized. The Executive Staff Coordinator assists the General Manager and Deputy General Manager with the oversight of day-to-day operations and serves as a liaison with the Senior Leadership Team.

### **Public Communications Office**

Lights, cameras, action! We're the official spokespeople for WSSC and we work to provide you with timely, accurate information. We manage media relations and crisis communications, write educational materials and conduct a variety of community outreach activities.





# Senior Leadership Team



John R. Griffin  
General Manager



Michael Errico  
Deputy General Manager



Tim Barr  
Chief Information Officer  
Information Technology Team



Allen W. Cartwright, Jr.  
Chief of Mission Support  
Mission Support Team



Michael Crean  
Associate General Manager



Ernie Crofoot  
General Counsel



Monica Johnson  
Director Intergovernmental  
Relations Office



Carla Joyner  
Chief of Customer Care  
Customer Care Team



Liz Kalinowski  
Director Public  
Communications Office



Chuck Murray  
Chief of plant Operations  
Production Team



Lamont Queen  
Field Liaison



Mel Schwartz  
Secretary/Internal Audit



Rich Shagogue  
Chief Engineer, Engineering  
and Construction Team



Tom Street  
Chief of Strategic Planning  
and Business Development  
Entrepreneurial Team



Tom Traber  
Chief Financial Officer  
Rate Stabilization and Debt  
Reduction Team



Linda Turner  
Executive Staff Coordinator



**Washington  
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Sanitary  
Commission**

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