

WSSC Water Strategic Plan

April 2021



Table of Contents

About WSSC Water	2
Our Governance	3
Our Leadership	4
Introduction to the Strategic Plan	5
Strategic Plan Cycle	6
Strategic Plan Timeline	7
Journey to World Class	8
Mission/Vision/Core Values	9
Strategic Priorities	10
<i>Enhance Customer Experience</i>	11
<i>Optimize Infrastructure</i>	15
<i>Protect Our Resources</i>	20
<i>Spend Customer Dollars Wisely</i>	26
<i>Transform Employee Engagement</i>	32
COVID-19's Impact on our Operations	35
Appendix	39



About WSSC Water

Established in 1918, **WSSC Water is currently among the largest water and wastewater utilities in the nation**, with a network of approximately 11,000 miles of water and sewer mains covering nearly 1,000 square miles in Prince George's and Montgomery counties. We serve 1.8 million residents through approximately 475,000 customer accounts. WSSC Water drinking water has always met or exceeded federal standards.



WSSC Water Operates and Maintains:



3 reservoirs – Triadelphia, Rocky Gorge, and Little Seneca have a total holding capacity of 14 billion gallons (Note: Jennings Randolph Reservoir holds an additional 13 billion gallons of water shared with Fairfax Water and the Washington Aqueduct).



2 water filtration plants – The Patuxent (max 110 million gallons per day (MGD)) and the Potomac (max 280 MGD) plants have the capacity to produce a total of 390 MGD of safe drinking water.



6 water resource recovery facilities* – Western Branch, Piscataway, Parkway, Seneca, Damascus, and Hyattstown with a total capacity to treat and disinfect 95 million gallons of wastewater per day.

* The Blue Plains Advanced Wastewater Treatment Plant, operated by DC Water, handles as much as an additional 169 MGD under a cost-sharing agreement with WSSC Water, treating on average approximately 65 percent of WSSC Water's wastewater annually.



Our Governance

Commissioners are appointed to four-year terms by the County Executive of either Montgomery or Prince George's County. Commissioners are subject to confirmation by the County Council of the county from which they are appointed. Each county appoints three Commissioners.

Commissioners review the Strategic Plan annually and receive updates on trends, risks and opportunities that inform revisions to the Plan. Commissioners receive regular progress updates in the General Manager's (GM) Report and Commission Performance Report.



Howard A. Denis

Chairman
Montgomery County



Keith E. Bell

Vice Chairman
Prince George's County



T. Eloise Foster

Montgomery County



Chris Lawson

Prince George's County



Fausto R. Bayonet

Montgomery County



Sandra L. Thompson

Prince George's County

Our Leadership



Introduction to the Strategic Plan

WSSC Water is guided by our strategic plan as we journey toward our world-class vision. The strategic planning process is an iterative one as we consider emerging trends and identify risks and opportunities that can be leveraged to sustain our core mission and improve our service to customers (see Strategic Plan Cycle diagram on Page 6). The plan reflects updates initiated in 2018 following analysis of industry trends, performance benchmarking with peers, employee engagement and Commissioner feedback through Strengths, Opportunities, Aspirations and Results (SOAR) workshops, and was formally adopted in 2019.

In 2020, WSSC Water introduced the Strategic Roadmap in the FY21 adopted budget, which described the specific strategic initiatives WSSC Water is pursuing to make progress toward the strategic priorities (for more information about the development of the Strategic Plan see the Strategic Plan Timeline on page 7). This report elaborates on the Strategic Roadmap by providing the thinking behind each strategic initiative and ensuring visibility on action plans. We support accountability, a core value of WSSC Water, by publishing this plan on wsscwater.com and noting Senior Leadership Team members responsible for implementing and supporting each initiative.

In 2020, COVID-19 meant a real-time test of WSSC Water’s ability to adapt to change. When your mission is to deliver life’s essential, shutting down is not an option. WSSC Water needs to keep the water safe and keep it flowing, especially during a pandemic, when access to clean, safe water is a must. In May 2020, the Senior Leadership Team re-evaluated the strategic initiatives in this strategic plan in light of COVID-19, and decided to add an emphasis on “Addressing the New Normal.” Our Employees (H₂O People) worked in cross-functional teams and developed innovative solutions in support of our strategic priorities (see COVID-19’s Impact on the Strategic Plan, H₂O People Adapting and Innovating).

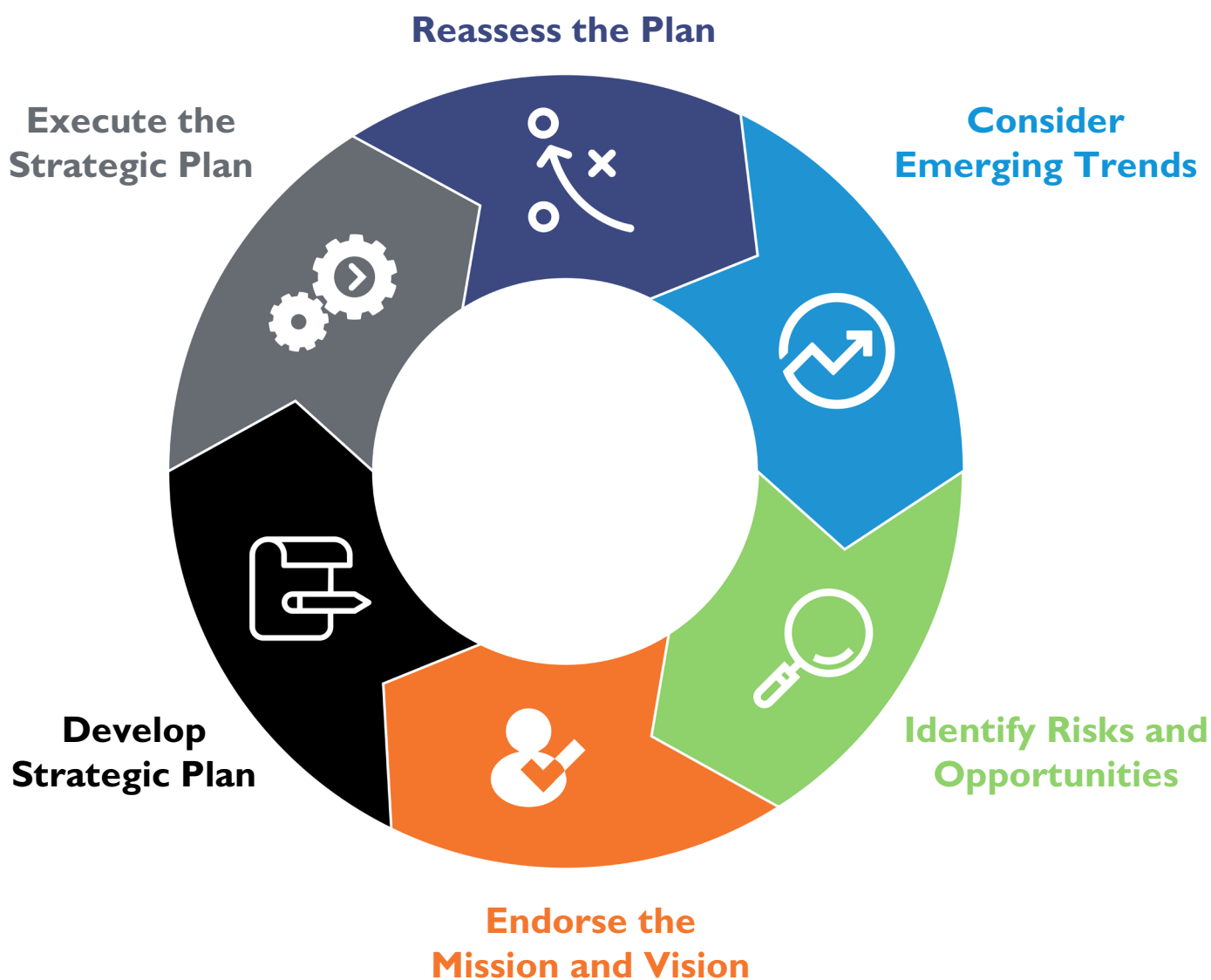
The strategic plan serves as a dynamic tool to govern daily operations by, and for stakeholders to stay informed. We report on these initiatives in regular management meetings and in regular communication with our employees (H₂O People) and customers. WSSC Water will continue to bring updates on strategic plan progress to the public at the monthly Commission meeting through the General Manager’s Report and the Commission Performance Report.





Strategic Plan Cycle

The diagram below illustrates WSSC Water’s strategic planning cycle. This process is iterative, and begins with obtaining insights on emerging trends and identifying risks and opportunities that lead to an endorsement of our vision and mission. The next step is to develop the strategic plan, which is described in detail in this report. What follows is WSSC Water working the plan (execute the strategic plan). On a regular basis, the strategic plan is re-assessed to ensure it is addressing trends, risks and opportunities. Throughout the process, WSSC Water stakeholders are engaged, and updates on progress are shared each month in the General Manager’s Report and Commission Performance Report.



Strategic Plan Timeline



WSSC WATER STRATEGIC PLAN

Journey to World Class

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



CORE VALUES

- Accountability
- Collaboration
- Environmental Stewardship
- Excellence
- Innovation

STRATEGIC PRIORITIES

- Enhance Customer Experience
- Optimize Infrastructure
- Spend Customer Dollars Wisely
- Transform Employee Engagement
- Protect Our Resources

GUIDING PRINCIPLES

- Simplify
- Focus
- Connect

VISION

To be THE world-class water utility, where excellent products and services are always on tap.



Our Mission

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



Our Vision

To be THE world-class water utility, where excellent products and services are always on tap.

Our Values



Accountability

We are responsible employees who act ethically, are accountable, and conduct ourselves with integrity and transparency.



Collaboration

We work as a team across WSSC Water to fulfill the needs of our customers.



Environmental Stewardship

We continuously enhance and protect natural resources and the environment for the health of future generations.



Excellence

We achieve the highest level of quality, safety, productivity, and cost-effectiveness, demonstrating world class service to everyone.



Innovation

We promote creativity to develop new products, streamline processes and enhance services.

Our Strategic Priorities



Enhance Customer Experience

- Deliver safe, reliable and consistent service
- Provide timely response to customer queries
- Be a good citizen within our communities



Optimize Infrastructure

- Achieve industry-leading reliability and asset integrity
- Expand resilience and balance risk



Protect our Resources

- Maintain best-in-class operating environment safety for employees
- Resolve and learn from past incidents
- Plan proactively with community stakeholders
- Secure the Commission's critical infrastructure



Spend Customer Dollars Wisely

- Improve operational efficiency
- Improve fixed asset use
- Improve financial process efficiency and fiscal sustainability



Transform Employee Engagement

- Acquire the best people
- Retain top performers
- Develop and grow talent
- Communicate effectively



Enhance Customer Experience

- Deliver safe, reliable, and consistent service
- Provide timely response to customer queries
- Be a good citizen within our communities

WSSC Water delivers the essential to customers, serving 1.8 million residents through approximately 475,000 customer accounts in Prince George's and Montgomery counties. Our state-of-the-art laboratory performs an estimated 500,000 tests annually to ensure water safety and quality. WSSC Water is committed to our customers and providing financial assistance to support them when they need help the most. This has been a particular focus during COVID-19 as economic conditions have made it difficult for customers to pay.

One of the ways WSSC Water is enhancing customer experience is by leveraging technology. Industry research shows many world-class utilities use technology to provide timely notifications on high usage, potential leaks, water conservation tips, water quality alerts and payment due dates.

The strategic initiatives defined on the following pages were identified as key methods of supporting our strategic priority to Enhance Customer Experience.



Strategic Initiatives

EI. Deliver the essential: Produce an average of 163 MGD of safe, clean reliable drinking water and safely process an average of 192 MGD of wastewater each day for our 1.8 million residents (approximately 475,000 customer accounts)

Initiative Owner: **J.C. Langley**, *Production Director*

WSSC Water operates and maintains two water filtration plants (WFPs) – Patuxent and Potomac – drawing water from the two respective rivers to filter and process drinking water for WSSC Water customers. WSSC Water operates six water resource recovery facilities (WRRFs) and partners with DC Water to treat approximately 65 percent of WSSC Water’s wastewater annually.

This initiative focuses on keeping our production facilities working reliably, efficiently and at sufficient capacity through the following actions:



- Completed upgrade to Patuxent Water Treatment Plant to expand treatment capacity from 56 to 72 MGD: upgraded to raw water pump station, and will soon be adding a fourth raw water line (Patuxent Raw Water Pipeline Project), which will bring total treatment capacity up to 110 MGD.
- Piscataway Water Resource Recovery Facility Clarifier Project is currently underway, which will rehabilitate existing clarifiers and add a new fourth clarifier.
- Prepare a water treatment plant master plan to ensure the technology in use continues to meet the needs of WSSC Water.

E2. *Initiate Advanced Metering Infrastructure (AMI) so customers can better track their water usage, which can significantly reduce their bills and save them money*

Initiative Owner: **Damion Lampley**, *Utility Services Director*

Supporting SLT Members: **Crystal Knight-Lee, Christopher Carter and Todd Allen**

AMI replaces outdated manual meter reading with a modern system that allows water meters to communicate encrypted usage information wirelessly using radio or cellular technology. A recently completed cost-benefit analysis showed the project pays for itself in 11 years and saves customers \$286 million over 20 years. Through a user-friendly portal, customers would have near real-time water usage information at their fingertips and receive leak alerts, thereby reducing high bills and saving money through managing their water use. From an environmental perspective, new smart meters will mean fewer WSSC Water vehicles on the road, helping WSSC Water reduce its carbon footprint by 130 metric tons per year.

Note: WSSC Water Commissioners voted on November 18, 2020 to indefinitely defer all activities related to the AMI project, due to the ongoing pandemic and corresponding economic uncertainty. WSSC Water will continue to closely monitor the economic conditions in both counties and revisit the project at the appropriate time.

E3. *Enhance and expand customer financial assistance programs*

Initiative Owner: **Crystal Knight-Lee**, *Customer Service Director*

Supporting SLT Member: **Karyn Riley**

Customer financial assistance programs, such as the Water Fund, have been a crucial way to offer support to our communities' most financially vulnerable members. COVID-19's economic impact changed or exacerbated the employment and financial situation of many of our customers. The unemployment rate and number of new unemployment claims have increased in both Montgomery and Prince George's counties since the pandemic started, making these financial assistance resources even more critical. While WSSC Water has received no Federal, state, county or municipal funding for customer assistance programs to meet the needs of our customers during this time of heightened financial stress and uncertainty, WSSC Water has enhanced financial assistance programs and plans further development of programs to:

- Develop an advancement plan and donor relations strategy for the Water Fund to cultivate donors and prospects and increase internal and external giving.
- Develop an outreach and community engagement strategy to build awareness of and participation in WSSC Water's financial assistance programs.
- Identify targeted customers and develop additional financial assistance programs to support indirect customers and other financially vulnerable populations.
- Grow relationships with government, business, community and nonprofit organizations to develop partnerships that result in enhanced financial assistance for customers.
- Create comprehensive customer engagement strategies, revenue recovery initiatives and other solutions to mitigate the impact of the COVID-19 pandemic on past-due accounts and estimated bills.

E4. Stabilize and optimize Customer to Meter (C2M) billing system

Initiative Owner: **Crystal Knight-Lee**, *Customer Service Director*

Supporting SLT Members: **Damion Lampley** and **Christopher Carter**

WSSC Water went live with the C2M billing system in 2019 to implement a modern and simplified rate structure, replacing a 40-year-old billing system. A big change for WSSC Water's use of technology and employee work processes, this initiative aims to not only stabilize but also optimize the C2M billing system through the following actions:

- Continue to prioritize incidents for resolution and implement technical solutions through regularly scheduled releases to help stabilize business operations.
- Proactively identify and implement technical configuration and automation solutions to continuously improve business processes.
- Conduct disaster recovery exercise to improve resiliency in the event of a C2M system outage.
- Ensure staffing strategies enable attainment of performance targets and advance business transformation, including regular communication, targeted training and insightful data analysis.





Optimize Infrastructure

- Achieve industry-leading reliability and asset integrity
- Expand resilience and balance risk

As one of the largest water and wastewater utilities in the country, WSSC Water provides drinking water to our 1.8 million residents daily. Providing clean and reliable drinking water to the residents of Montgomery and Prince George's counties and processing and returning cleaned water to the environment is our core mission. It's at the root of all we do.

This core mission could not be fulfilled without near constant improvement, maintenance and optimization of our infrastructure, which consists of three reservoirs, two water treatment facilities, six water resource recovery facilities and approximately 11,000 miles of water and sewer mains. Therefore, we have included Optimize Infrastructure as a strategic priority within our strategic plan.

The strategic initiatives defined on the following pages were identified as key methods of supporting our strategic priority to Optimize Infrastructure.



Strategic Initiatives

01. Implement the first year of the FY 2022-2027 Capital Improvements Program (CIP)

Initiative Owner: **Mike Harmer, Chief Engineer**

Supporting: **Asset Management Program**

The six-year CIP is annually prepared as required by the Public Utilities Article of the Annotated Code of Maryland and outlines key improvements to our infrastructure and resources, which are required to meet our responsibilities to our stakeholders.

Here are a few examples of projects within the FY 2022-2027 CIP:

- Piscataway Bioenergy Project, which will handle wastewater solids for WSSC Water, is in construction (estimated completion: November 2024). Upon completion, the Piscataway plant will evolve into a bioenergy production facility that uses efficiency, technology and sustainability to enhance the financial and environmental health of the region.
- Laboratory Building Expansion Project, which updates and expands WSSC Water’s laboratory capabilities is in design and expected to bid in Fall 2021.
- Anacostia 102-inch Trunk Sewer Project, which rehabilitates a major sewer pipeline, is in construction.
- Patuxent Raw Water Pipeline Project to increase available water to meet current plant capacity will start construction in the Winter of 2020-2021.
- In the summer of 2021, construction is scheduled to start for the Old Branch Avenue Water Main Project, which aims to provide redundancy capacity to customers in southern Prince George’s County.



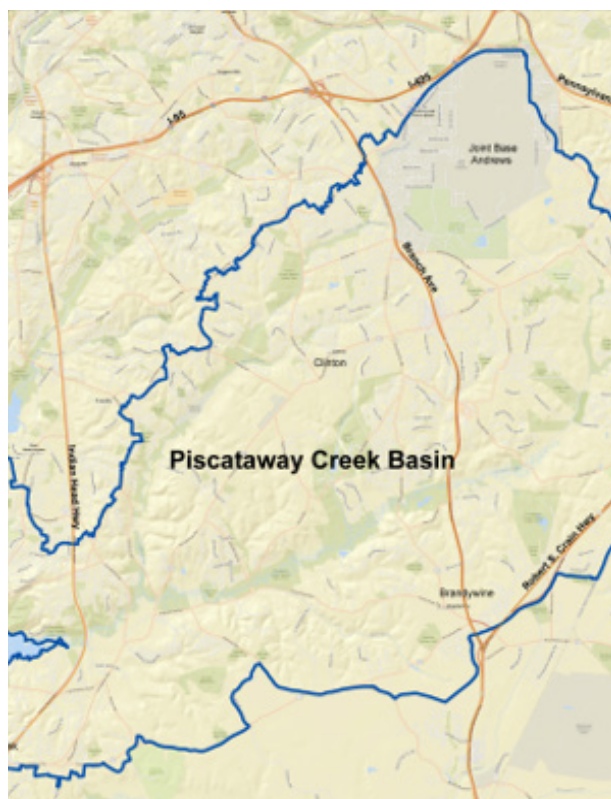
O2. Rehabilitate and repair the Piscataway sewer basin located in Southern Prince George’s County to reduce infiltration and inflow

Initiative Owner: **Mike Harmer, Chief Engineer**

Supporting SLT Members: **Damion Lampley and J.C. Langley**

Infiltration and inflow occurs when stormwater or groundwater enters sewer lines. This can reduce the available capacity of the pipes to handle sewer, as well as increase costs associated with wastewater treatment. These can also lead to Sanitary Sewer Overflows (SSOs). In keeping with our mission to reliably return clean water to the environment, we are taking the following steps to decrease the frequency of these events.

- Urgent Manhole Program progress: 761 manholes have been identified as needing urgent rehabilitation. Of these, approximately 400 are complete, 81 are under construction and 280 are in review with Engineering & Construction for assignment to a construction Indefinite Delivery Indefinite Quantity Contract, as of November 2020.
- 15 miles of Piscataway Sewer Assets in the Environmentally Sensitive Areas (ESAs) were identified for rehabilitation where approximately seven miles have been designed pending modifications of the existing Consent Decree permits (modifying permits helps to expedite). An additional 8 miles are to be completed in FY 2023 in accordance with the schedule for the Piscataway Urgent Rehabilitation Program (PURP).
- Solicitation of the enhanced grouting sewer contract for continued Piscataway Sewer Assets rehabilitation was out to bid between December 2020 and January 2021.
- Piscataway Sewer Assets in the public roadway at 24 miles were identified for urgent rehabilitation where approximately four miles have been sent for construction and 20 miles are in design to be completed in FY 2023 in accordance with the schedule for the PURP.



O3. Continue to invest in innovative technology, processes and ideas

Initiative Owner: **Todd Allen, Chief Strategy and Innovation Officer**

Supporting SLT Members: **All Senior Leadership Team (SLT)**

The Office of Innovation and Research is focused on finding new technologies and processes, primarily for the pipeline networks and treatment plants, to reduce operating expenses, increase safe work practices, improve sustainability, and identify, evaluate and pursue revenue opportunities created from innovative ideas. WSSC Water employees' innovative ideas have already been turned into pilot projects through the office, but there are always more opportunities for improvement and growth in this area. The following actions have been identified as ways we can continue to live our core value of innovation.

- Evaluate and explore employees' innovative ideas and business process challenges as they are discovered by our Office of Innovation and Research. Provide support to employees through testing and piloting to facilitate implementation of innovation initiatives. For example, the tool that was developed to remove the main valve in a fire hydrant was developed after an employee identified the need for a better tool.
- Invest in applied research projects through industry association and supporting local university research studies. For example, WSSC Water has worked with the University of Maryland and Howard University on phosphate studies and COVID-19 research and Virginia Tech on biosolid odor studies.
- Explore innovative technologies to improve and optimize operations. For example, we continue to research the side stream enhanced biological phosphorus removal technology at our Parkway WRRF to potentially reduce chemical usage.



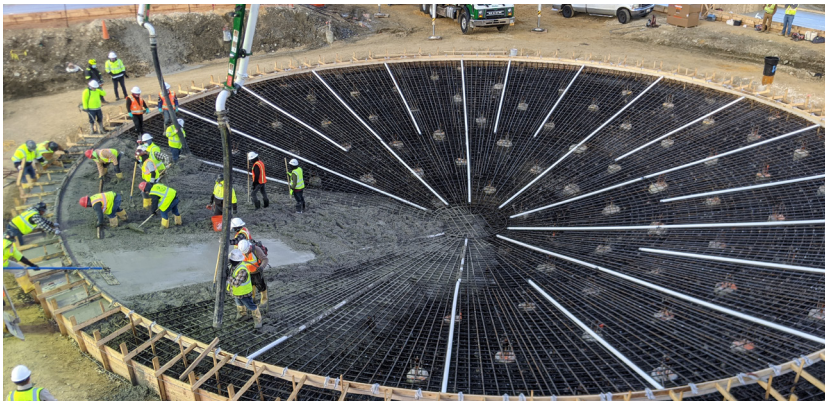
O4. Invest in maintenance programs to improve the condition of buildings, systems and grounds

Initiative Owner: **J.C. Langley**, *Production Director*

Supporting SLT Member: **Al Roshdieh**

Facility condition assessment is an ongoing need, which has been identified as a business improvement opportunity within our Enterprise Asset Management Plan. Many of our buildings are now aging and require improvements to electrical and structural systems to continue fulfilling our mission. The action items listed below are the identified next steps toward facility condition improvement.

- Remote Facility Rehabilitation pilot program launched at Anacostia Depot, which will involve demolition of existing buildings needing repair and construction of a new consolidated building in their place.
- At the Consolidated Lab, completed construction of a Bulk Storage Facility to allow for safe storage of compressed gas tanks. Additional laboratory expansion plans are in final design.
- Piscataway WRRF electrical upgrades underway to improve reliability.
- Maintenance and replacement efforts underway within the Piscataway WRRF to address water flow capacity caused by high flows from aged systems, Southern Prince George's County resulted in adding a chemically enhanced primary treatment system to reduce the nutrient loads.





Protect Our Resources

- **Maintain best-in-class operating environment safety for employees**
- **Resolve and learn from past incidents**
- **Plan proactively with community stakeholders**
- **Secure the Commission's critical infrastructure**

Water is one of life's most precious resources, and is the core of what we do. Providing clean and reliable drinking water is our mission and our responsibility, and we are proud that we have been able to provide this service to our community for over a hundred years with no water quality violations. We are also responsible for returning safe, clean water to the environment in a safe, sustainable, and cost effective manner which serves both our customers needs and those of the environment.

None of these core services would be possible without a variety of resources, such as our infrastructure, facilities, people, tools, assets, and technology systems. Carefully examining our resource needs and strategically planning for our future ensures we have the tools we need to continue to meet our essential mission.

The strategic initiatives defined on the following pages were identified as key methods of supporting our strategic priority to Protect Our Resources.



Strategic Initiatives

PI. Assess and adapt to the impacts of climate change on WSSC Water infrastructure and continue to invest in projects that reduce greenhouse gas emissions

Initiative Owner: **Al Roshdieh, General Services Director**

Climate change threats to our region and WSSC Water are significant. Looking particularly at water impacts, local and regional flooding from more precipitation and coastal flooding from sea-level rise and storm surges are possible. To protect WSSC Water's critical facilities to ensure delivery of our mission, we are adapting existing facilities and designing new facilities to protect from future climate extremes by reducing our carbon footprint. The State of Maryland and Montgomery County have set specific greenhouse gas reduction targets, and Prince George's County is completing a Climate Action Plan. WSSC Water is supporting these plans by reducing our own greenhouse gas emissions by 60 percent by 2035. Key actions for this initiative are:

- Conduct greenhouse gas annual Carbon CO₂ inventory.
- Analyze and recommend asset-hardening measures for critical sites.
- Currently provide electric vehicle charging stations at the WSSC Water Headquarters building and efforts underway for installation of charging stations at other WSSC Water facilities.
- Develop design guidelines for climate change in FY21.
- Plans are underway to introduce electric vehicles into the WSSC Water Fleet in 2021. The initiative will continue in each of the following years replacing gasoline-dependent vehicles with fully electric types when possible.



P2. Comply with the Sanitary Sewer Overflow (SSO) and Potomac WFP consent decrees

Initiative Owner: **Mike Harmer, Chief Engineer**

Supporting SLT Members: **Damion Lampley, J.C. Langley, and Amanda Conn**

The Sanitary Sewer Overflow and Potomac WFP consent decrees settled lawsuits and established plans to meet the public health needs of WSSC Water's customers and return clean water to our environment. WSSC Water has worked closely with our partners at the federal, state and local levels to develop these proactive plans, which include the following key actions:

- Potomac WFP will have leaking drain valves removed and replaced on all 32 filters.
- Final design underway on the Gravity Thickeners Expansion Project at Potomac WFP with construction bid anticipated in Fall 2021.
- Final design underway on upgrades to the Sedimentation Basins and Backwash Treatment System at Potomac WFP with construction bid anticipated in early 2022.
- Sanitary Sewer Consent Order sewer rehabilitation design and construction is currently on schedule for completion in February 2022.



P3. Develop a biosolids and water treatment residuals master plan

Initiative Owner: **J.C. Langley**, *Production Director*

Supporting SLT Member: **Todd Allen**

The Piscataway Bioenergy Project will transform how WSSC Water handles biosolids - the nutrient-rich organic materials resulting from the wastewater treatment process - from five existing WSSC Water WRRFs.

Using cutting-edge technology, the new facility will significantly reduce the amount of biosolids left over from the treatment process, thus reducing costs to haul and dispose of the product. The remaining biosolids will be significantly cleaner (Class A), making the disposal process much easier and allowing the final product to be sold and distributed as fertilizer. With cleaner Class A biosolids, WSSC Water will also save money by eliminating the use of lime, which is currently applied to Class B biosolids to control odor.



This new process will save money for our customers by reducing operating costs by more than \$3 million per year. As an added benefit, the process to create the Class A biosolids will generate renewable fuel through production of methane gas to help run the Piscataway WRRF. The new process will reduce WSSC Water's greenhouse gas emissions by 15 percent. Key actions for this initiative are:

- Plan underway to create a new Biosolids Management Division to shift to a new centralized approach to biosolids management. Includes a long-term goal of transitioning from land application of Class B biosolids to production of a Class A, exceptional quality product, which could be a potential source of revenue for WSSC Water.
- The Piscataway Bioenergy Project has been in the design phases with first steps in construction phases, which began November 2020, and staffing plans under development.
- WSSC Water has conducted Phase I of a Biosolids & Residuals Master Plan, which includes an outline for a comprehensive Master Plan that can be used as the basis for request for proposal for future phases.
- A Biosolids & Residuals Hauling and Management Strategic Sourcing Team is working to put flexible contracts in place in the next few years to allow for shift in current biosolids contracts for hauling and management (land application) to allow for hauling from WRRF to Piscataway.
- The Piscataway Bioenergy Project will formally begin in 2023, with plans for a one-year performance testing period with results available in 2024.

P4. Conduct analysis to determine resource needs to support core mission

Initiative Owner: **Patti Colihan**, *Chief Financial Officer*

Supporting SLT Member: **DeAnna Thomas**

WSSC Water's critical mission cannot be achieved without sufficient resources, but choosing the right resources to invest in is equally essential. Budget allocation during times of decreased revenue stability requires financial planning strategies driven by actionable, evidence-driven data. The following key steps will assist us ensure we have the means to fulfill our mission in a cost effective and efficient manner.



- Ask each department, during FY 22 Budget preparation, to clearly document the impact of any critical budget requests that do not fit within Spending Affordability Guidelines (SAG).
- Communicate clearly in the proposed budget the size of the funding gap to meet SAG; include the reductions made to departmental requests and the impact.
- Request that operating departments track the impact of underfunding by selecting a few key areas on which to report out.

P5. Develop a digital strategy to create value-added improvements for WSSC Water and its customers, while ensuring confidentiality and integrity

Initiative Owner: **Todd Allen**, *Chief Strategy and Innovation Officer*

Supporting SLT Member: **Christopher Carter**

Modernizing technology is a key requirement to achieve the initiatives described in this strategic plan. To know how far we've advanced on our journey, we need data from our technology systems to analyze our current performance and plan for our world-class future. In developing a digital strategy, WSSC Water will identify prioritized technology investments that drive efficiency and improve customer and employee experience, all while protecting our information assets. Key actions for this initiative include:

- Develop Technology Roadmap, documenting current enterprise architecture and to-be architecture.
- Implement new technology scorecard for evaluating new IT project requests.
- Conduct initial research on WSSC Water's digital challenges and opportunities, assess readiness for change, gather input from stakeholders and confirm vision for digital strategy.
- Develop digital strategy to drive smart and secure technology modernization for enhanced operational efficiency and customer satisfaction, simplifying and optimizing IT infrastructure and applications.

P6. Ensure resiliency of WSSC Water's water supply and delivery

Initiative Owner: **David McDonough, *Police and Homeland Security Director***

Supporting SLT Member: **J.C. Langley, Mike Harmer and Christopher Carter**

As a utility service provider, WSSC Water's critical infrastructure and operations must be maintained and secured against any potential natural disasters, cyber attacks, acts of violence, terrorism, political unrest, pandemics, economic uncertainty, or any other unforeseen circumstances. The COVID-19 pandemic has been the ultimate test of this resilience, but other disasters could occur at any given moment. The actions listed below are ones we are currently planning to implement to reduce the risks of being unprepared for an uncertain future.

- Harden WSSC Water's physical assets to reduce risks identified in the Risk and Resiliency Assessment prepared to comply with the America's Water Infrastructure Act.
- Design and implement a holistic and comprehensive cybersecurity framework.
- Be prepared to continue normal operations and effectively respond to emergencies by developing and exercising emergency operations plans that define roles and responsibilities and continuity of operations that describe how WSSC Water can continue to function or rapidly return to normal functions following a disaster.



Spend Customer Dollars Wisely

- Improve operational efficiency
- Improve fixed asset use
- Improve financial process efficiency and fiscal sustainability

WSSC Water's infrastructure is aging and revenues are plateauing as WSSC Water's customer portfolio and water consumption are remaining steady. Both factors are the greatest contributors to the challenge of spending each dollar efficiently, especially given the added strain caused by the COVID-19 pandemic on our business operations and revenue streams. WSSC Water is taking this unprecedented opportunity to use innovative solutions to fulfill its fiscal responsibility.

The strategic initiatives defined on the next pages were identified as key methods of supporting this strategic priority to Spend Customer Dollars Wisely.



Strategic Initiatives

SI. Continue efforts to control costs and save through strategic sourcing (SIa), reducing overtime (SIb), freezing positions (SIc), streamlining group insurance plans (SIe), conserving energy (SIe), and focusing on employee safety to reduce lost workdays (SI f)

SIa. Strategic sourcing

Initiative Owner: **Todd Allen, Chief Strategy and Innovation Officer**

Supporting SLT Members: **Caprecia Poole-Williams and Courtney Edmonds**

To proactively and effectively support WSSC Water's procurement activities, sourcing capacities have been developed to generate cost avoidance/cost reductions for its strategic categories of capital improvements, goods and services. Strategic Sourcing's mission includes designing and implementing projects plans to avoid unnecessary costs and managing spend for executed contracts.

Actions for this initiative include:

- Coordinate Supply Chain Management Steering Committee activity to drive decisions about strategic purchases, based on analysis of performance, financials and risk.
- Identify and facilitate cross-departmental strategic sourcing initiatives to ensure WSSC Water receives the best value for customer dollars.
- Calculate Cost Avoidance/Cost Reduction for completed Strategic Sourcing Initiatives and coordinate the collection from other WSSC Water acquisitions.



Slb. Reducing overtime

Initiative Owner: **Damion Lampley**, *Utility Services Director*

Supporting SLT Members: **J.C. Langley** and **Crystal Knight-Lee**

Field activities such as water main break repairs are inherently unpredictable and require an immediate response to continue delivering the most essential service to WSSC Water's customers. WSSC Water is reimagining its workforce planning by developing new internal capacities and knowledge, designing lean processes and revisiting time use to reduce overtime. Actions for this initiative include:

- Monitor employee staffing plans to maximize productive work hours.
- Build overtime management into supervisor's performance management plans goals.
- Use metrics to understand crew performance and capabilities and make informed decisions regarding task delegations to WSSC Water crews or contractors.
- Standardize maintenance operating procedures across all WSSC Water facilities to improve efficiency.



Slc. Freezing positions

Initiative Owner: **Patti Colihan**, *Chief Financial Officer*

WSSC Water's mission is to deliver water to the 1.8 million customers it serves every day across the two counties. The COVID-19 pandemic has triggered re-evaluation of current staffing plans to meet this new challenge. WSSC Water has seized this opportunity to be one step closer to its world-class vision by holistically reconsidering its workforce planning while leveraging the market conditions to benefit WSSC

- Pilot program currently underway for using filled positions to cross-train employees to perform critical work in areas with currently frozen positions.
- Evaluate opportunity for debt refunding opportunities in January/February to generate debt service savings, which may provide resources for unfunded FY 22 critical needs.

Sld. Streamlining group insurance plan

Initiative Owner: **DeAnna Thomas**, *Human Resources Director*

At WSSC Water, our commitment to our employees' wellbeing is one of our biggest priorities. We are continuing to provide support for our H₂O People and their families in a cost-effective manner by providing them with additional resources to supplement existing insurance options through the following actions:

- Provide MyLife Wellness programs to support the reduction of group insurance costs.
- Review insurance options and assess potential changes to support cost controls, cost reductions and savings.

Sle. Conserving and supplying energy

Initiative Owner: **Al Roshdieh**, *General Services Director*

Energy is key to WSSC Water's mission, powering our facilities that produce and treat water. WSSC Water is constantly seeking ways to conserve, reuse and protect the energy essential to its mission by partnering with the major energy providers, assessing new techniques or technologies, and by strictly managing and monitoring its equipment. For example, we recently authorized the development of solar power to be generated in Prince George's County. We also awarded a contract that includes Renewable Energy Credits to Sandy Ridge Wind Farm for the next 10 years. These two actions save approximately \$700,000 per year.

Additional actions for this initiative include:

- Purchase electricity wholesale through PJM (multi-state transmission grid) sub account.
- Manage electric peak loads at Potomac WFP, water distribution storage and other potential locations.
- Promote installation of energy-efficient systems (lighting, aeration, mixers, pumps and variable frequency drives).
- Purchase natural gas wholesale by becoming our own gas supplier.
- Generate revenue by selling renewable natural gas (rNG) to a local jurisdiction bus fleet.
- Establish and promote program for the use of wastewater thermal to heat and cool large building complexes in Montgomery and Prince George's counties.
- Develop and promote program for a private developer to design, build, own and operate a microgrid at the Potomac WFP.



Slf. Focusing on employee safety to reduce lost workdays

Initiative Owner: **DeAnna Thomas**, *Human Resources Director*

WSSC Water's employees are our most valuable resource to deliver on our mission and advance toward our goal of becoming a world-class utility. The safety of employees has always been prioritized and innovative, which gave WSSC Water a cutting-edge advantage when the COVID-19 pandemic hit. The use of technology as a standard business practice was expanded upon to continue delivering safety training online and to develop new online safety trainings as a proactive response to the crisis. WSSC Water continues to examine additional proactive steps for the safety of all H₂O People, such as the actions below.

- Review Occupational Safety & Health (OSH) course offerings against Workers' Compensation claims to establish proactive training.
- Assess OSH staffing levels to ensure adequate staffing to support WSSC Water.
- Direct OSH to work with management, field employees, and Strategy & Innovation to explore ideas on how technology may be used to detect incidents or emergencies.
- Leverage technology to enhance or improve OSH training programs to offer more on-demand options.

S2. Improve contract management to ensure deliverables are provided on time, on budget and within scope

Initiative Owner: **Christopher Carter**, *Chief Information Officer*

Supporting SLT Members: **Mike Harmer**, **Caprecia Poole-Williams**, **Damion Lampley**, **J.C. Langley** and **Amanda Conn**

Managing contract performance across the entire supply chain life cycle is paramount to WSSC Water's mission. Proper contract management saves time and money, while also enabling us to execute critical projects to better meet our stakeholders needs. Working cross-functionally, WSSC Water is pursuing creative initiatives toward an efficient contract management process that proactively mitigates risks and leverages opportunities, such as the actions listed below.

- Document and follow life-cycle policies and procedures for IT contracts as a model for application by other departments. For example, reviewing contract performance regularly, requiring justification for continuation, ensuring strong candidates for staff augmentation positions and multi-step review of invoices.
- Establish cross-functional working groups to ensure Statements of Work (SOW) are robustly defined and meet the needs of WSSC Water, and are in compliance with legal and procurement policies. Share SOW templates for use throughout WSSC Water. Meet regularly with Procurement to address issues and avoid delays.
- Train contract managers on best practices and their individual roles and responsibilities. Develop succession plans that ensure availability of experienced and cross-trained contract managers.
- Create standardized procedures for vendor/contractor performance reviews as part of contract initiation. These procedures will include project managers performing regularly scheduled reviews to verify compliance with contract requirements and performance targets.

S3. Maintain Triple-A Bond Rating through strong financial policies and planning

Initiative Owner: **Patti Colihan, Chief Financial Officer**

WSSC Water closely monitors market conditions to identify opportunities that may arise while performing regular data-driven financial analysis. This leads to risk identification, assessment, response, monitoring and reporting to proactively develop risk mitigation plans. Actions for this initiative include:

- Update long-term fiscal plan for fiscal years 22-27 that reflects progress in meeting more robust fiscal metrics.
- Propose FY 22 Operating and Capital Budgets consistent with the long-term plan to meet fiscal metrics and fall within SAG limit approved by the two counties.
- Monitor and report on savings plan compliance in cooperation with departments through publishing the monthly status reports.
- Communicate rating agencies' comments to Commissioners and County Council members regarding the importance of their support for rate increases for financial stability.



Transform Employee Engagement

- Acquire the best people
- Retain top performers
- Develop and grow talent
- Communicate effectively

Industry trends and WSSC Water's employee demographics show that our workforce is aging, creating a need for strong programs to transfer knowledge, recruit and train employees and develop future leaders. Our employees today and in the future will need new skills and capabilities to embrace Innovation, a core value added to this plan in 2019, harness the potential and leverage data for decision-making.

This past year illustrated that our workforce is resilient and able to adapt to unplanned changes brought on by COVID-19 (see this report's section called H2O People Adapting and Innovating for examples). This strategic plan anticipates more big changes ahead – ones that we have the opportunity to plan for – such as biosolid reuse and climate adaptation. We will continue to empower our workforce with the skills needed to thrive through whatever challenges may arise in the changing world around us. We will also engage them in planning for our future by connecting their important individual contributions to the vision described in this strategic plan.

H₂O People are WSSC Water's most important asset, and this strategic priority describes the strategic initiatives WSSC Water has selected to invest in our employees' development, and achieve these plan objectives: acquire the best people, retain top performers, develop and grow talent and communicate effectively.



Strategic Initiatives

T1. *Infuse innovation and creativity throughout the workforce to address the new normal*

Initiative Owner: **Todd Allen**, *Chief Strategy and Innovation Officer*

Supporting SLT Members: **Chuck Brown and DeAnna Thomas**

In 2019, WSSC Water formally adopted Innovation as a core value. This initiative describes how the core value is promoted within WSSC Water. As we reflected on COVID-19's impact on our operations, we recognize the "new normal" our employees have experienced. The pandemic has prompted us to find new and more efficient ways of working, and we will continue to improve upon those approaches.

- Continue to promote the innovative ideas and accomplishments of our workforce.
- Create additional training content to enhance employee innovative thinking.



T2. *Consolidate and enhance employee training, learning and development*

Initiative Owner: **DeAnna Thomas**, *Human Resources Director*

Industry trends and WSSC Water's employee demographics show that our workforce is aging, creating a need for strong programs to transfer knowledge, recruit and train employees, and develop future leaders. Our employees today and in the future will need new skills and capabilities, and this Initiative organizes WSSC Water to meet this need.



- Prepare consolidation business case for Senior Leadership Team review.
- Assemble project team to identify opportunities to enhance employee training and develop an action plan to implement recommended changes to existing programs.
- Review future workforce needs and develop training and succession management strategies including e-learning opportunities.

T3. Drive employee culture change through research, data-driven decision making and program management

Initiative Owner: **Todd Allen**, *Chief Strategy and Innovation Officer*

Supporting SLT Member: **Chuck Brown**

A water main is one of the most recognizable of WSSC Water's assets. Less visible but increasingly important is WSSC Water's data. The Effective Utility Management framework, endorsed by the US Environmental Protection Agency (EPA) and ten national water organizations, encourages water utilities to leverage data for decision making to optimize operational efficiency. From anticipating a water main break before it happens to notifying a customer of a toilet leak to avoid a high bill – data can accelerate our achievement of this strategic plan by guiding customers and H2O People to make well-informed decisions. The US Environmental Protection Agency (EPA) encourages water utilities to leverage this data for decision making as part of the Effective Utility Management framework.



- Engage WSSC Water stakeholders in strategic planning and manage achievement of strategic initiatives.
- Drive employee culture change through implementation of the Employee Engagement Survey Action Plan to strengthen connection with and commitment to WSSC Water's Strategic Plan.
- Encourage data-driven and risk-informed decision making to support continual improvement on our journey to world class.

T4. Update employee onboarding process and new employee orientation

Initiative Owner: **DeAnna Thomas**, *Human Resources Director*

In the Commission Performance Report, we note that 35 percent of WSSC Water's workforce is eligible for retirement. In addition to knowledge transfer and training described earlier, we also need to update our processes to efficiently on-board new employees and ensure they receive the information they need to get started in their roles at WSSC Water and to feel supported as new employees.

- Human Resources to map out WSSC Water's onboarding and orientation processes and identify areas of improvement.
- Identify and implement the technology that best meets the needs of WSSC Water to reduce paper transactions and increase the use of automated processes to reduce new employee paperwork.
- Develop a leadership orientation program for new leaders.





COVID-19's Impact on our Operations: H₂O People Adapting and Innovating

When your mission is to deliver life's essential, shutting down is not an option. WSSC Water needs to keep the water safe and keep it flowing, especially during a pandemic, when access to clean, safe water is a must.

Thankfully, we had planned for a pandemic and put procedures in place to help manage this crisis – the longest emergency event we've ever faced. But for many of our customer-facing operations, teams had to find creative ways to get their jobs done without placing the lives of our employees and our customers at risk.

In May 2020, the Senior Leadership Team re-evaluated the strategic initiatives in this strategic plan in light of COVID-19, and decided to add an emphasis on “addressing the new normal.” Using cross-functional working teams that demonstrate WSSC Water's core value of collaboration, H₂O People applied innovative solutions to support its strategic priorities, for example:

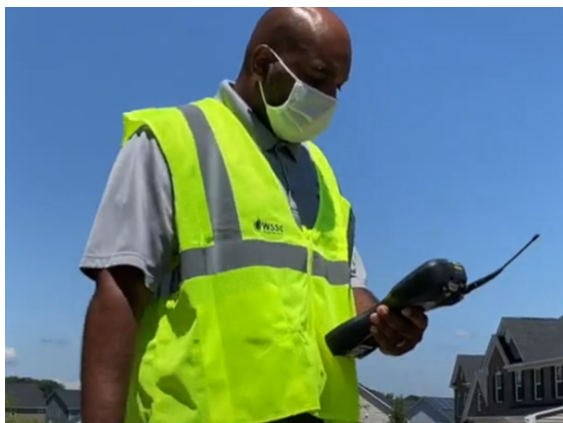
Enhance Customer Experience

Water Sampling

With restaurants and other businesses closed because of the pandemic, many of our 90+ sampling sites were no longer accessible. Our water samplers had to quickly switch gears to meet the EPA requirements and make sure we remained in compliance. “Clean water is extremely important in a pandemic and our lab team did not let up,” says Sr. Water Quality Specialist Daniel Yuan.

For Water Quality Technician Bryan Crampton, it was simply a matter of finding alternative sites for weekly sampling, such as a nearby fire hydrant. “It takes double the time because we have to flush the hydrant while it's open, and then flush through the adapter that we attach to the hydrant,” Bryan says, but he was up to the challenge. “Our water samplers work really hard to collect every single sample we need, but they're doing it because it's important work for the community,” says Daniel. “Their hard work is the reason we have no violations.”





Meter Reading

As a safety measure, in-home meter reads were discontinued. Thanks to flexibility and staggered work schedules, our meter readers have been able to do their readings outside and from a safe distance. For customers who have inside meters, IT developed a convenient way on the MyWSSCWater portal for customers to submit their own meter reading to ensure an accurate bill.

Education and Outreach

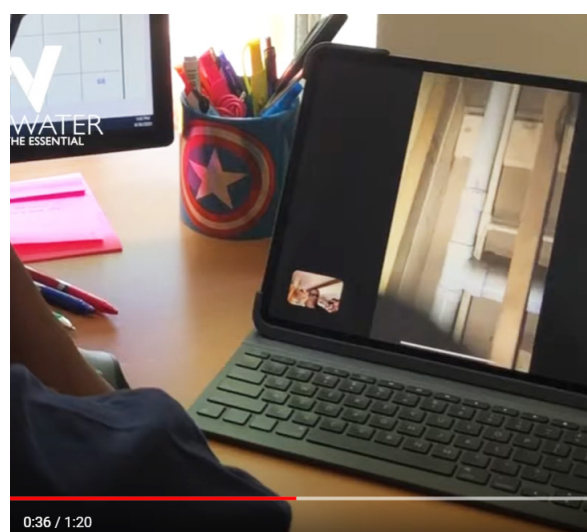
Our educational outreach efforts continued because of some ingenuity on the part of our community outreach coordinators. With kids not in school, the team used technology to host virtual educational events. They were able to recreate popular courses and activities using online learning platforms like Prezi Live Video and Ed Puzzle. They even hosted a virtual summer camp, where students used household items to build water delivery systems. Even virtually, young people are learning about the value of water, doing hands-on activities that explain the water and wastewater processes, and being introduced to careers in the water industry.



Optimize Infrastructure

WSSC Water Inspections

To reduce in-person interaction, the inspections staff have been using mobile devices and video chat applications to view site conditions and perform inspections remotely. For plumbing inspectors like Corey Norris, the effort has turned them into film directors as they guide plumbers through filming the various parts of the inspection while the inspectors watch it on their computer screen. Corey says having the plumbers take a step back and look so carefully at the entire job, and knowing they are filming the inspection, they're doing a better job.





Pipeline Construction

Repairs to our infrastructure are vital, and our Pipeline Construction Division never missed a beat in getting the jobs done -- and they are completing them ahead of schedule. At one project involving replacement of nearly two miles of pipe along Brandywine Road, less traffic made the crew's work easier.

As Dan Hamilton notes, "with meetings being conducted virtually, we're able to spend more time on the job site, and it makes us more productive overall."

Spend Customer Dollars Wisely

Transition to Teleworking

On March 12, when we announced that employees who were able to telework should do so, we quickly and easily made the transition to a majority remote workforce. IT leveraged its recent investment in laptops and Microsoft Office 365 (especially Teams) to make the transition possible. They further aided remote operations by signing an agreement with DocuSign to enable electronic signatures, so business could continue as normal.

HR automated paper forms and training was moved to a virtual platform. New virtual classes and curricula were created for employees to adjust to the new remote work approach. This virtual training was especially critical for employees who must maintain certification to remain in good standing with regulatory agencies such as the Maryland Department of the Environment and the Environmental Protection Agency.

Protect Our Resources

3-D Safety Solutions

Prior to the pandemic, we acquired an industrial 3-D printer to produce innovative design and product solutions. Principal Product Engineer James Haldeman has developed several cost- and time-saving devices for WSSC Water using the new printer. But early in the pandemic, James put the 3-D printer to use creating much-needed Personal Protective Equipment for healthcare workers in Maryland.

James connected with We the Builders, a Baltimore-based organization that was coordinating production and delivery of 2,000 protective face shields to be used on the front lines. The printer builds frames for the face shields that go over the N95 masks required for healthcare workers, which early on were in short supply. While the process of building something in a 3-D printer is not quick, our industrial machine can build three frame shields in approximately eight hours, or 24 in a day. More than 650 face shield frames were donated.

James also leveraged the 3-D printer to produce face mask supports to reduce fatigue on employees wearing cloth face masks and hands-free door openers for use at our more heavily trafficked locations such as at the Anacostia Depot, the Lab, and the first floor of the RGH building.

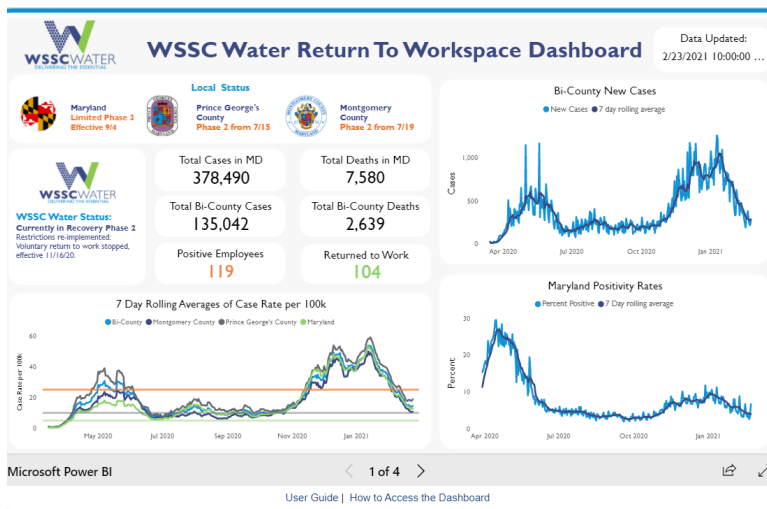
Transform Employee Engagement

Emergency Preparedness/Transparency

We've planned for potential emergencies – even a pandemic – but nothing could have fully prepared us for this ongoing COVID-19 health crisis. Still, because our Office of Homeland Security and Police was prepared, it has made our response much more solid.

Our previously established Operational Continuity Team, consisting of senior leadership, was prepared to make decisive responses about internal operations, customer service, logistics, finance, planning and remote operations. Led by Incident Commander David McDonough, the team made a commitment to transparency with employees.

Weekly situation reports were initiated in March and a Return to Workspace dashboard was developed, which allowed employees to track key metrics. In addition, bi-weekly livestream meetings have become a great source for updates and a chance to field questions from employees. During the surge of COVID-19 cases in January 2021, David and the team doubled down on the message to employees about staying safe and adhering to WSSC Water travel advisories, per CDC (Centers for Disease Control and Prevention) guidelines.



h2OPeople Covid-19 Update - April 16, 2020

WSSC Water COVID-19 Report to Employees February 19, 2021

Dear H₂O People,

With news that the rate of new Covid-19 cases is declining around the world, there is light at the end of this dark Covid-19 tunnel. Nationally, the numbers are trending in the right direction. And locally, the D.C. region has experienced the lowest number of new infections since early November.

If this trend continues, I'm hopeful that we can begin limited return to the office beginning on April 1. We will keep you updated if this date holds. When the time comes to safely reopen, I want you to know there has been a lot of changes. From new signage, directional stickers and hand-sanitization stations to stringent safety protocols, we continue to put employee safety first. And more changes are on the way, including a new daily wellness survey that we plan to roll out to employees in the coming weeks.

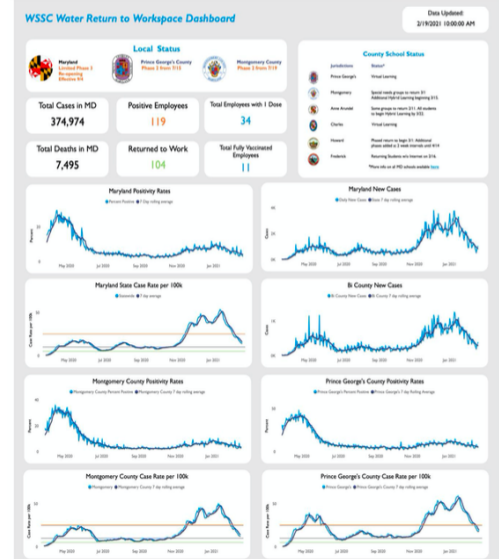
The survey will be rolled out location by location and targeted to those employees physically coming to work at that location. Think of it as an added layer of personal protection to keep us all safe... just like washing your hands, wearing your mask and staying socially distant. The wellness survey will become a daily part of our safety precautions.

We will be sending out more details on the survey in the coming weeks. If you are asked to fill it out, please do so on a daily basis so we can continue to crush Covid-19!

We can only be **Stronger Together** if we are **Safer Together**.

Stay well and be safe.

Carla



Important Reminders about Health and Hygiene

Per the CDC, the most common form of transmission is person to person.

The current situation in Maryland

374,974 confirmed positives
7,495 deaths statewide

What's Our Progress?

Q4 FY21 Strategic Plan Implementation Status



Strategic Priority: Enhance Customer Experience

Status Legend	
●	Complete
●	Underway
●	Not Started

Strategic Initiatives & Supporting Actions	Example of recent activity	Status
--	----------------------------	--------

E1: Deliver the essential: Produce an average of 163 MGD of safe, clean reliable drinking water and safely process an average of 192 MGD of wastewater each day for our 1.8 million residents (approximately 475,000 customer accounts)

Completed upgrade to Patuxent Water Treatment Plant to expand treatment capacity from 56 to 72 MGD: upgraded raw water pump station, and will soon be adding a fourth raw water line (Patuxent Raw Water Pipeline Project), which will bring total treatment capacity up to 110 MGD.	<i>Patuxent Raw Water Pipeline Project is under construction currently.</i>	●
--	---	---

Piscataway WRRF Clarifier Project is currently underway, which will rehabilitate existing clarifiers and add a new fourth clarifier.	<i>Addition of one clarifier completed, and three existing clarifiers have been rehabilitated with one more left to rehabilitate.</i>	●
--	---	---

Prepare a water treatment plant master plan to ensure the technology in use continues to meet the needs of WSSC Water.	<i>Funding has been included in FY22 Budget, pending approval.</i>	●
--	--	---

E2: Initiate Advanced Metering Infrastructure (AMI) so customers can better track their water usage, which can significantly reduce their bills and save them money

<i>Note: WSSC Water Commissioners voted on November 18th, 2020 to indefinitely defer all activities related to the AMI project, due to the ongoing pandemic and corresponding economic uncertainty. WSSC Water will continue to closely monitor the economic conditions in both counties and revisit the project at the appropriate time.</i>	<i>Exploring options to possibly implement AMI on commercial accounts using cellular technology as a pilot.</i>	●
---	---	---

E3: Enhance and expand customer financial assistance programs

Develop an advancement plan and donor relations strategy for the Water Fund to cultivate donors and increase internal and external giving.

Draft plan developed and under review.



Develop an outreach and community engagement strategy to build awareness of and participation in WSSC Water's financial assistance programs.

Conducted 10 presentations on financial assistance programs to community groups with plans for further presentations as opportunities arise.



Identify targeted customers and develop additional financial assistance programs to support indirect customers and other financially vulnerable populations.

Plans in place to develop criteria and plan for customer assistance programs for indirect customers, such as those who live in master meter buildings.



Grow relationships with government, business, community and nonprofit organizations to develop partnerships that result in enhanced financial assistance for customers.

Continuing outreach with over 225 non-profit agencies, home owners associations, and elected officials to raise awareness regarding Customer Assistance Programs.



Create comprehensive customer engagement strategies, revenue recovery initiatives and other solutions to mitigate the impact of the COVID-19 pandemic on past-due accounts and estimated bills.

Sent over 85,000 letters, made over 92,500 robo-calls, and established over 9,000 pay plans as of April 7, 2021, in addition to organizing utility town halls.



E4: Stabilize Customer to Meter (C2M) billing system

Continue to prioritize incidents for resolution and implement technical solutions through regularly scheduled releases to help stabilize business operations.

Scoring meetings being held every 2 weeks to prioritize new C2M incidents.



Proactively identify and implement technical configuration and automation solutions to continuously improve business processes.

Release 1.5.0.0 took place February 27, 2021 with plans underway for Release 1.6.0.0.



Conduct disaster recovery exercise to improve resiliency in the event of a C2M system outage.

Disaster recovery exercise #2 completed March 13, 2021.



Ensure staffing strategies enable attainment of performance targets and advance business transformation, including regular communication, targeted training and insightful data analysis.

Organizational Development Workshop held March 11, 2021 to inform development of an action plan.





Strategic Priority: Spend Customer Dollars Wisely

Status Legend	
●	Complete
●	Underway
●	Not Started

Strategic Initiatives & Supporting Actions

Example of recent activity

Status

SI. Continue efforts to control costs and save through strategic sourcing (SIa), reducing overtime (SIb), Freezing positions (SIc), Streamlining group insurance plans (SI d), Conserving energy (SIe), Focusing on employee safety to reduce lost workdays (SI f).

SIa: Continue efforts to control costs and save money through Strategic Sourcing

Coordinate Supply Chain Management Steering Committee (SCMSC) activity to drive decisions about strategic purchases, based on analysis of performance, financials and risk.

SCMSC meets monthly to review ongoing sourcing initiatives, monitor progress and consider potential sourcing initiatives.



Identify and facilitate cross-departmental strategic sourcing initiatives to ensure WSSC Water receives the best value for customer dollars.

Ductile Iron Pipe (DIP) initiative is currently on the April 2021 Commission Agenda.



Calculate Cost Avoidance/Cost Reduction for completed Strategic Sourcing Initiatives and coordinate the collection from other WSSC Water acquisitions.

Cost Savings for DIP to be analyzed subsequent to award.



SIb: Continue efforts to control costs and save money through reducing overtime

Monitor employee staffing plans to maximize productive work hours.

Complete as of November 2020, but will continue to evaluate as needed.



Build overtime management into supervisor's performance management plans goals.

Completed as of July 2020. This will be an ongoing goal.



Use metrics to understand crew performance and capabilities and make informed decisions regarding task delegations to WSSC Water crews or contractors.

Established KPIs for utility services such as time to complete water main break maintenance.



Standardize maintenance operating procedures across all WSSC Water facilities to improve efficiency.

Standardized procedures for performing hydrant inspections, as well as standardized emergency escalation procedures.



Slc. Continue efforts to control costs and save money through freezing positions

Pilot program currently underway for using filled positions to cross-train employees to perform critical work in areas with currently frozen positions.

The Finance Department Revenue Division staff will be training to perform work in the Accounts Payable Section to assist with invoice payments.



Evaluate opportunity for debt refunding opportunities in January/February to generate debt service savings, which may provide resources for unfunded FY 22 critical needs.

The WSSC Water Financial Advisor has evaluated refunding opportunities under the existing federal law and under a potential change to reestablish tax exempt advance refunding which generate significantly more savings. Our refunding is on hold, hoping to take advantage of the greater savings. We will continue to monitor.



Sl d. Continue efforts to control costs and save money through streamlining group insurance

Provide MyLife Wellness programs to support the reduction of group insurance costs.

A MyLife Wellness all-employee briefing was presented on February 25, 2021 to educate employees on our MyLife Wellness programs.



Review insurance options and assess potential changes to support cost controls, cost reductions and savings.

Annual or quarterly meetings are held with each health insurance provider as applicable.



SI e. Continue efforts to control costs and save money through conserving energy

Purchase electricity wholesale through PJM (multi-state transmission grid) sub account.	Process in place; ongoing purchasing of electricity on a day ahead, wholesale basis.	●
Manage electric peak loads at Potomac WFP, water distribution storage and other potential locations.	Reducing peak loads during summer months in response to PJM peak projections.	●
Promote installation of energy-efficient systems (lighting, aeration, mixers, pumps and variable frequency drives).	Completed Phase IIF Lighting, and HVAC controls and building envelope upgrades at 15 WSSC Water facilities.	●
Purchase natural gas wholesale by becoming our own gas supplier.	Obtained gas supplier license in Maryland from the MD Public Service Commission. Currently obtaining WGL approval.	●
Generate revenue by selling renewable natural gas (rNG) to a local jurisdiction bus fleet.	Negotiating with local transit agency for sale of rNG to their CNG bus fleet.	●
Establish and promote program for the use of wastewater thermal to heat and cool large building complexes in Montgomery and Prince George's counties.	Awarded feasibility study to Jacobs; expect completion by June 30, 2021.	●
Develop and promote program for a private developer to design, build, own and operate a microgrid at the Potomac WFP.	Submitted grant proposal to the MD Energy Administration (MEA) for a \$100,000 feasibility study and development of a Request for Proposal.	●

SI f. Continue efforts to control costs and save money through employee safety to reduce lost work days

Review Occupational Safety & Health (OSH) course offerings against Workers' Compensation claims to establish proactive training.	Safety Specialist participation on virtual Teams meetings (e.g. Tool Talk) to reinforce safety expectations and requirements.	●
Assess OSH staffing levels to ensure adequate staffing to support WSSC Water.	Providing OSH data to Risk Management Subcommittee for further analysis.	●
Direct OSH to work with management, field employees, and Strategy & Innovation to explore ideas on how technology may be used to detect incidents or emergencies.	Not yet started.	●
Leverage technology to enhance or improve OSH training programs to offer more on-demand options.	Online course offerings including on-demand have been posted on the OSH Training Schedule intranet page.	●

S2: Improve contract management to ensure deliverables are provided on-time, on-budget and within scope

Document and follow life-cycle policies and procedures for IT contracts as a model for application by other departments. For example, reviewing contract performance regularly, requiring justification for continuation, ensuring strong candidates for staff augmentation positions and multi-step review of invoices.

Working with Procurement to document the CATS task order process for distribution in May 2021. Documented process will include outline of activities in the six stages of the process: Planning, Advertisement, Evaluation, Negotiation, Award and Post-Award.



Establish cross-functional working groups to ensure Statements of Work (SOW) are robustly defined and meet the needs of WSSC Water, and are in compliance with legal and procurement policies. Share SOW templates for use throughout WSSC Water. Meet regularly with Procurement to address issues and avoid delays.

SOW Subcommittee formed under the Critical Contract Risk Management Working Group to develop a draft of SOW checklist. The draft and plans to share with staff have been developed.



Train contract managers on best practices and their individual roles and responsibilities. Develop succession plans that ensure availability of experienced and cross-trained contract managers.

Preparing for IT Procurement Process Update Lunch-n-Learn to be conducted June 2021. Lunch-n-Learn will include review of improved IT purchase request process and training on roles and responsibilities as contract managers.



Create standardized procedures for vendor/contractor performance reviews as part of contract initiation. These procedures will include project managers performing regularly scheduled reviews to verify compliance with contract requirements and performance targets.

Perform quarterly performance review to extend IT contractors.



S3: Maintain AAA Bond Rating through strong financial policies and planning

Update long-term fiscal plan for fiscal years 22-27 that reflects progress in meeting more robust fiscal metrics.

The long-term fiscal plan was updated during the preparation of the FY 22 Proposed Budget. The Debt Service Coverage Ratio, the Days Operating Reserves on Hand and the Ending Fund Balance targets are projected to improve. The Debt Service as Percentage of Total Expenditures fluctuates but is projected to be well within the target.



Propose FY 22 Operating and Capital Budgets consistent with the long-term plan to meet fiscal metrics and fall within SAG limit approved by the two counties.

The Proposed FY22 Operating and Capital Budgets are consistent with the long-term fiscal plan and fall within SAG limits set by the two counties.



Monitor and report on savings plan compliance in cooperation with departments through publishing the monthly status reports.

The operating departments recently completed a deep review of their projected expenditures with the Budget Division, and savings are projected to meet the Plan put in place. The updated projections will be reflected in the February Monthly Status Report.



Communicate rating agencies' comments to Commissioners and County Council members regarding the importance of their support for rate increases for financial stability.

The General Manager, Deputy General Managers, Chief Financial Officer and Budget team met with various Council members prior to the budget work sessions to review the COVID impact on our finances and highlights from our FY 22 Proposed Budgets. The importance of maintaining the AAA rating was stressed in meetings with Commissioners and Council members. If support for the 5.9% rate increase falters, we will have quotes from rating agencies ready to share.





Strategic Priority: Optimize Infrastructure

Status Legend

- Complete
- Underway
- Not Started

Strategic Initiatives & Supporting Actions

Example of recent activity

Status

O1: Implement the first year of the FY 2022-2027 Capital Improvements Program (CIP)

Piscataway Bioenergy Project, which will handle wastewater solids for WSSC Water, is in construction (estimated completion: November 2024). Upon completion, the Piscataway plant will evolve into a bioenergy production facility that uses efficiency, technology and sustainability to enhance the financial and environmental health of the region.

Design/Build is 25% complete with foundations, floor slabs and concrete walls in place on some of the major structures.



Laboratory Building Expansion Project, which updates and expands WSSC Water's laboratory capabilities is in design and expected to bid in Fall 2021.

70% design submittal has been received for review.



Anacostia 102 inch Trunk Sewer Project, which rehabilitates a major sewer pipeline, is in construction.

Revised design of the bypass pumping system has been approved and is under construction.



Patuxent Raw Water Pipeline Project to increase available water to meet current plant capacity will start construction in the Winter of 2020-2021.

First pipe arrived on site March 30, 2021 with installation to begin in April.



In the summer of 2021, construction is scheduled to start for the Old Branch Avenue Water Main Project, which aims to provide redundancy capacity to customers in southern Prince George's County.

Request to advertise (RTA) documents are being finalized. RTA expected Summer of 2021.



O2: Rehabilitate and repair wastewater collection system in southern Prince George's County to reduce infiltration and inflow

Urgent Manhole Program progress: 761 manholes have been identified as needing urgent rehabilitation. Of these, approximately 400 are complete, 81 are under construction and 280 are in review with Engineering & Construction for assignment to a construction Indefinite Delivery Indefinite Quantity Contract, as of November 2020.

Planning for construction on going.



15 miles of Piscataway Sewer Assets in the Environmentally Sensitive Areas (ESAs) were identified for rehabilitation where approximately seven miles have been designed pending modifications of the existing Consent Decree permits (modifying permits helps to expedite). An additional 8 miles are to be completed in FY 2023 in accordance with the schedule for the Piscataway Urgent Rehabilitation Program (PURP).

Design of rehabilitation projects is ongoing.



Solicitation of the enhanced grouting sewer contract for continued Piscataway Sewer Assets rehabilitation was out to bid between December 2020 and January 2021.

Revising bid package to focus mainly on grouting and posting in late spring/ summer 2021.



Piscataway Sewer Assets in the public roadway at 24 miles were identified for urgent rehabilitation where approximately four miles have been sent for construction and 20 miles are in design to be completed in FY 2023 in accordance with the schedule for the PURP.

Design of rehabilitation projects is ongoing.



O3: Continue to invest in innovative technology, processes and ideas

Evaluate and explore employees' innovative ideas and business process challenges as they are discovered by our Office of Innovation and Research. Provide support to employees through testing and piloting to facilitate implementation of innovation initiatives. For example, the tool that was developed to remove the main valve in a fire hydrant was developed after an employee identified the need for a better tool.

Reviewing employee ideas to identify new targets for improving employee work engagement.



Invest in applied research projects through industry association and supporting local university research studies. For example, WSSC Water has worked with the University of Maryland and Howard University on phosphate studies and COVID-19 research and Virginia Tech on biosolid odor studies.

Evaluating industry research projects to identify areas for investment.



Explore innovative technologies to improve and optimize operations. For example, we continue to research the side stream enhanced biological phosphorus removal technology at our Parkway WRRF to potentially reduce chemical usage.

Investigating new technologies to drive production process changes to optimize water treatment.



O4: Invest in maintenance programs to improve the condition of buildings, systems and grounds

Remote Facility Rehabilitation pilot program launched at Anacostia Depot, which will involve demolition of existing buildings needing repair and construction of a new consolidated building in their place.

General Services developing Request for Proposal for consolidating buildings at Anacostia depot.



At the Consolidated Lab, completed construction of a Bulk Storage Facility to allow for safe storage of compressed gas tanks. Additional laboratory expansion plans are in final design.

In service now, punch list items remain.



Piscataway WRRF electrical upgrades underway to improve reliability.

Upgrades underway.



Maintenance and replacement efforts underway within the Piscataway WRRF to address water flow capacity caused by high flows from aged systems, Southern Prince George's County resulted in adding a chemically enhanced primary treatment (CEPT) system to reduce the nutrient loads.

Pilot CEPT system in place.





Strategic Priority: Protect Our Resources

Status Legend

- Complete
- Underway
- Not Started

Strategic Initiatives & Supporting Actions

Example of recent activity

Status

PI: Assess and adapt to the impacts of climate change on WSSC Water infrastructure and continue to invest in projects that reduce greenhouse gas

Conduct greenhouse gas annual Carbon CO2 inventory.

Gathering data for the CY 2020 updated inventory. GHG Action Plan Update (including inventory) should be available by June 1, 2021.



Analyze and recommend asset-hardening measures for critical sites.

Completed for vertical assets (treatment plants, pumping stations, etc.).



Currently provide electric vehicle (EV) charging stations at the WSSC Water Headquarters building and efforts underway for installation of charging stations at other WSSC Water facilities.

Researched and selected vendor for additional charging stations to be installed in WSSC Water Headquarters building's garage, in addition to the 4 BGE-owned EV charging stations in place on the visitor's parking lot.



Develop design guidelines for climate change in FY21.

Design guidelines draft has been completed.



Plans are underway to introduce electric vehicles into the WSSC Water Fleet in 2021. The initiative will continue in each of the following years replacing gasoline-dependent vehicles with fully electric types when possible.

Sourcing local procurement options to purchase EV locally in 2021. Received & reviewing ordering guides and specifications from manufactures that will release EV chassis for 2022. Met with medium and heavy duty chassis manufactures to review options for those chassis in 2023 and beyond. Revising vehicle replacement plan to identify all EV potential assignments.



P2: Comply with the Sanitary Sewer Overflow and Potomac Plant consent orders

Potomac WFP will have leaking drain valves removed and replaced on all 32 filters.

Project complete.



Final design underway on the Gravity Thickeners Expansion Project at Potomac WFP with construction bid anticipated in Fall 2021.

70% design submittal has been received for review.



Final design underway on upgrades to the Sedimentation Basins and Backwash Treatment System at Potomac WFP with construction bid anticipated in early 2022.

100% design review workshop held on March 2, 2021.



Sanitary Sewer Consent Order sewer rehabilitation design and construction is currently on schedule for completion in February 2022.

Construction completed in 8 sewer basins during calendar year 2020. All remaining consent decree asset work is currently in construction.



P3: Develop a biosolids and water treatment residuals Master Plan

Plan underway to create a new Biosolids Management Division to shift to a new centralized approach to biosolids management. Includes a long-term goal of transitioning from land application of Class B biosolids to production of a Class A, exceptional quality product, which could be a potential source of revenue for WSSC Water.

Biosolids Management Division request approved by Senior Leadership Team, to be reviewed by the Position Management Advisory Committee.



The Piscataway Bioenergy Project has been in the design phases with first steps in construction phases, which began November 2020, and staffing plans under development.

The Bioenergy Project is currently under construction, and 3 people have moved onto to this project as a part of new staffing plans.



WSSC Water has conducted Phase I of a Biosolids & Residuals Master Plan, which includes an outline for a comprehensive Master Plan that can be used as the basis for request for proposal for future phases.

Phase I is complete, planning for phase 2 underway.



A Biosolids & Residuals Hauling and Management Strategic Sourcing Team is working to put flexible contracts in place in the next few years to allow for shift in current biosolids contracts for hauling and management (land application) to allow for hauling from WRRF to Piscataway.

Contract development underway as a cross departmental project.



The Piscataway Bioenergy Project will formally begin in 2023, with plans for a one-year performance testing period with results available in 2024.

Action not yet started, as construction is underway on facility.



P4: Conduct analysis to determine resource needs to support core mission

Ask each department, during FY 22 Budget preparation, to clearly document the impact of any critical budget requests that do not fit within Spending Affordability Guidelines (SAG).

Items that were requested by the Operating Departments, but were suggested to be reduced to fit within Spending Affordability Guidelines (SAG) were presented to the Deputy General Managers and the General Manager along with their projected impact. That information was considered during the decision-making process for the FY22 Proposed Budget.



Communicate clearly in the proposed budget the size of the funding gap to meet SAG; include the reductions made to departmental requests and the impact.

The FY22 Budget Overview includes the \$14 million gap that was closed to meet SAG. Examples of the reductions were clearly identified in the presentation.



Request that operating departments track the impact of underfunding by selecting a few key areas on which to report out.

Now that the FY22 Proposed Budget has been submitted to the two counties, Operating Departments are aware of the requests that were not funding and can begin to track the impact of underfunding.



P5: Develop a Digital Strategy to create value added improvements for WSSC Water and its customers, while ensuring confidentiality and integrity

Develop Technology Roadmap, documenting current enterprise architecture and to-be architecture.	<i>Documentation underway.</i>	●
Implement new technology scorecard for evaluating new IT project requests.	<i>Completed and being utilized.</i>	●
Conduct initial research on WSSC Water’s digital challenges and opportunities, assess readiness for change, gather input from stakeholders and confirm vision for digital strategy.	<i>Basic Ordering Agreement (BOA) for SIO support to be briefed at April Commission meeting. Digital Strategy will be one of the first tasks issued under the BOA.</i>	●
Develop digital strategy to drive smart and secure technology modernization for enhanced operational efficiency and customer satisfaction, simplifying and optimizing IT infrastructure and applications.	<i>Draft task order prepared to issue under new BOA.</i>	●

P6. Ensure resiliency of WSSC Water’s water supply and delivery

Harden WSSC Water’s physical assets to reduce risks identified in the Risk and Resiliency Assessment prepared to comply with the America’s Water Infrastructure Act.	<i>Completing installation of camera systems at the Brighton Dam complex.</i>	●
Design and implement a holistic and comprehensive cybersecurity framework.	<i>Announced the imminent transition to 2-factor authentication, a best practice in preventing cyber-intrusion.</i>	●
Be prepared to continue normal operations and effectively respond to emergencies by developing and exercising emergency operations plans that define roles and responsibilities and continuity of operations that describe how WSSC Water can continue to function or rapidly return to normal functions following a disaster.	<i>WSSC Water's COVID-19 response is built-upon the Continuity of Operations Plan and has thus far allowed for completion of all normal tasks without interruption during more than a year of response activities.</i>	●



Strategic Priority: Transform Employee Engagement

Status Legend

- Complete
- Underway
- Not Started

Strategic Initiatives & Supporting Actions	Example of recent activity	Status
T1: Infuse innovation and creativity throughout the workforce to address the new normal		
Continue to promote the innovative ideas and accomplishments of our workforce.	<i>Published the video series Innovation Spotlights which highlight the work of WSSC Water employees.</i>	●
Create additional training content to enhance employee innovative thinking.	<i>Created Innovation 101 and Bright Ideas training courses for all employees.</i>	●
T2: Consolidate and enhance employee training, learning and development		
Prepare consolidation business case for Senior Leadership Team review.	<i>Senior Leadership Team has met and identified overall training and development themes and organizational needs.</i>	●
Assemble project team to identify opportunities to enhance employee training and develop an action plan to implement recommended changes to existing programs.	<i>Team has been assembled and has identified an outline to enhance learning and development.</i>	●
Review future workforce needs and develop training and succession management strategies including e-learning opportunities.	<i>Not yet started.</i>	●
T3: Drive employee culture change through research, data-driven decision-making and program management		
Engage WSSC Water stakeholders in strategic planning and manage achievement of strategic initiatives.	<i>Strategic Plan Report prepared for distribution to Commissioners in April 2021.</i>	●
Drive employee culture change through implementation of the Employee Engagement Survey Action Plan to strengthen connection with and commitment to WSSC Water's Strategic Plan.	<i>Six employee focus groups held between February and March 2021.</i>	●
Encourage data-driven and risk-informed decision making to support continual improvement on our journey to world class.	<i>Return to Workspace Dashboard updated to include employee vaccinations.</i>	●

T4: Update employee onboarding process and new employee orientation

Human Resources to map out WSSC Water's onboarding and orientation processes and identify areas of improvement.

Process mapping for onboarding and orientation have been finalized.



Identify and implement the technology that best meets the needs of WSSC Water to reduce paper transactions and increase the use of automated processes to reduce new employee paperwork.

IT Project Management Office Intake/Discovery Meeting with Human Resources Office (HRO) held to discuss applicant tracking system, including request for next system to include features that support onboarding processes.



Develop a leadership orientation program for new leaders.

Focus group discussion and review of HRO topics identified to be included in a leadership orientation program for new leaders.

