



# Recommendation Summary

Patuxent Raw Water 48" (Bond Mill) Project

February 11, 2026

Recommendation Name	Recommendation Action	Owner	Status	Status Details	Start Date	Target Completion Date
Comprehensive Risk Identification & Management	WSSC Water should adopt a formal risk register for large, complex projects to centralize risk information, improve transparency, and support proactive mitigation. Standardized templates, governance, scoring, and technology integration will strengthen oversight. Regular reviews and dashboards will reinforce a risk-aware culture.	Asset Management Division	In Progress	WSSC Water's Capital Improvements Program (CIP) Controls Section will be fully staffed by April 2026. A gap analysis and roadmap will be completed by July 2026. Risk registers and monitoring dashboards will be developed throughout FY27 and completed in FY28.	January 2026	June 2028
Enhance Change Management with Schedule and Cost Integration	A structured change management process—such as a Change Control Board—should ensure timely, transparent review of Request for Information (RFIs) and differing site conditions, including cost and schedule impacts.	Asset Management Division	Planned	Work begins on this effort after the CIP Controls gap analysis and roadmap is completed. Improvements will focus on documenting, approving, and communicating changes.	January 2027	June 2028

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Integrate Schedule and Contract Requirements for Better Control	Baseline schedules should align with specifications and community needs, with formal review of updates to identify risks early. Documentation of schedule-related correspondence will support consistency across projects.	Asset Management Division	Planned	Work begins on this effort after the CIP Controls gap analysis and roadmap is completed. Work will include reviewing baseline schedules and documenting risk-related communications.	January 2027	June 2028
Inter-Departmental Coordination	Formal communication protocols and milestone meetings should support coordination across divisions, with a centralized system for real-time updates.	Asset Management Division	In Progress	Project Stat meetings were restructured in FY'26 to focus on CIP Project health and cross-department coordination. CIP Controls will establish a centralized project management system.	July 2025	June 2028
Enhanced Change Management & Documentation	Change decisions should be clearly recorded to avoid communication gaps, especially during personnel transitions.	Asset Management Division	Planned	Work begins on this effort after the CIP Controls gap analysis and roadmap is completed. This will focus on improving documentation and communication of changes.	July 2027	June 2028

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Comprehensive Pre-Construction Investigations	Projects should elevate Subsurface Utility Engineering (SUE) activities to Quality Level A or B in critical areas and conduct thorough geotechnical studies, updating investigations if alignments change. Clear communication of risks in contract documents is essential.	Pipeline Design Division (PDD)	Completed	PDD requires subsurface investigations for all projects and conducts field walks to identify needs. PDD, Pipeline Construction Division (PCD), and Procurement coordinate to ensure adequate information is included in solicitations, with provisions for additional investigations during construction.	January 2023	Ongoing
External Agency Coordination	Consistent coordination with partner agencies will reduce community disruption and improve alignment of schedules and engagement efforts.	Pipeline Design Division	Completed	Agency Project Coordination (APC) provides a shared GIS platform for multi-agency coordination, supported by quarterly meetings.	January 2023	Ongoing

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<p>Enhancing Permit Coordination for Construction Efficiency</p>	<p>Projects should request flexible work hours early, coordinate with roadway authorities, align schedules with key calendars, and track permit renewals centrally.</p>	<p>Pipeline Design Division</p>	<p>Completed</p>	<p>PDD coordinates with permitting authorities and critical customers, and Primavera tracking alerts teams to renew permits on time.</p>	<p>January 2023</p>	<p>Ongoing</p>
<p>Enhanced Cross Project Planning</p>	<p>A Corridor Integration Board should reconcile Maintenance of Traffic (MOT) changes, update Critical Path Method (CPM) ties, and elevate conflicts for decision-making.</p>	<p>Pipeline Design Division &amp; Pipeline Construction Division</p>	<p>Completed</p>	<p>WSSC Water conducts outreach across all project phases and holds APC meetings to align schedules. WSSC Water also holds coordination meetings with permitting agencies and developers for high-impact corridors.</p>	<p>January 2023</p>	<p>Ongoing</p>

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<p>Enhancing Stakeholder Coordination for Construction Efficiency</p>	<p>WSSC Water should engage roadway authorities early, align schedules with community calendars, and document stakeholder commitments in contracts. Formalized notifications and centralized permit tracking will reduce delays.</p>	<p>Pipeline Design Division &amp; Pipeline Construction Division</p>	<p>Completed</p>	<p>PDD conducts quarterly APC meetings and PCD issues 48-hour notifications for major impacts. PDD coordinates with permitting authorities and critical customers, and Primavera tracking alerts teams to renew permits proactively.</p>	<p>January 2023</p>	<p>Ongoing</p>
<p>Improve Documentation and Process Management (WSSC Water’s project team should improve the documentation, reporting and process management in the following areas):</p>	<p>Formal checklist to ensure all Requests for Information (RFIs) are fully resolved and documented.</p>	<p>Pipeline Construction Division</p>	<p>In Progress</p>	<p>Create Internal Operating Procedures (IOPs) for RFI In Closeout and Documentation</p>	<p>January 2026</p>	<p>April 2026</p>
<p>Improve Documentation and Process Management</p>	<p>Preconstruction documents should be submitted, reviewed, and logged before mobilization.</p>	<p>Pipeline Construction Division</p>	<p>In Progress</p>	<p>PCD is developing an IOP to standardize submittals and document workflows.</p>	<p>February 2026</p>	<p>May 2026</p>

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Improve Documentation and Process Management	Daily inspection reports (DIR) should be standardized to ensure consistent documentation of repairs, materials, and testing.	Pipeline Construction Division	In Progress	PCD is updating DIR submission processes and existing IOP will be revised.	January 2025	September 2026
Improve Documentation and Process Management	Inspectors clearly document material deliveries and quality-control testing.	Pipeline Construction Division	In Progress	Updates to DIR processes are underway and existing IOP will be revised.	January 2025	September 2026
Improve Documentation and Process Management	Daily documentation should track materials used and traffic control practices.	Pipeline Construction Division	In Progress	DIR process updates are in progress and existing IOP will be revised to support this requirement.	January 2025	September 2026
Improve Documentation and Process Management	Safety incident records and trench shoring reports should include photos and detailed notes.	Pipeline Construction Division	In Progress	PCD is updating DIR processes and IOP to be updated to require photos for safety-related issues.	January 2025	September 2026
Improve Documentation and Process Management	Temporary and permanent repairs, testing, and incident resolutions should be fully documented.	Pipeline Construction Division	In Progress	Quality Assurance (QA) & Quality Control (QC) checklists are in use, and these checklists will be added to DIR processes to improve documentation.	January 2025	September 2026

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Improve Documentation and Process Management	Communications with residents and resolutions should be logged and verified.	Pipeline Construction Division	Planned	IssueTrakr is being replaced by ServiceNow - Customer Service Management and staff will be trained to use it.	April 2026	To Be Determined
Strengthening QA/QC: The Project experience showed some QA/QC process gaps that can be improved.	Contractors should submit comprehensive QC plans outlining how they will meet specifications.	Pipeline Construction Division	Planned	Specifications will be updated to require QC plans and a designated QC manager.	February 2026	September 2026
Strengthening QA/QC	Follow-up procedures should be enforced for non-compliance issues such as compaction, pavement, and erosion control.	Pipeline Construction Division	In Progress	Erosion & Sediment Control Reports and enforcement IOPs exist; DIR IOP updates will expand coverage to patches, steel plates, and cleanup.	September 2024	September 2026
Strengthening QA/QC	Regular QA/QC meetings between inspectors and contractors will help identify issues early.	Pipeline Construction Division	In Progress	A new IOP will define processes for QA/QC, preconstruction, progress, and coordination meetings.	January 2026	July 2026

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Strengthening QA/QC	Inspectors should be empowered to halt work when QA standards are not met.	Pipeline Construction Division	Completed	An IOP has been in place since March 2025, and inspectors have been trained and reminded of this authority.	March 2025	January 2026
Strengthening QA/QC	A registry should track required submittals and test reports with deadlines.	Pipeline Construction Division	In Progress	PCD is developing an IOP to standardize submittal tracking.	February 2026	September 2026
Increase the Frequency of Community Engagement	WSSC Water should maintain proactive, transparent communication with communities at all major milestones and during construction, including pop-ups and dedicated meetings for major changes.	Strategic Partnerships & Community Impact and Pipeline Construction Division	In Progress	Began mailing quarterly project updates Winter 2025 and hosting project update meetings at 30% and 100% design in Fall/Winter 2025.Teams are reviewing timelines to keep the community informed of any changes.	October 2025	December 2025

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Enhance Proactive and Broad Community Engagement Practices	Engagement should extend beyond civic associations to reach all impacted groups and maintain ongoing dialogue.	Strategic Partnerships & Community Impact	Completed	Quarterly updates and outreach to faith-based orgs, schools, nonprofits, Homeowner Associations, and civic associations are underway.	December 2025	Ongoing
Continue the Use of Project Task Force	Major projects should include a dedicated task force to provide structured community input and ensure inclusive outreach.	Strategic Partnerships & Community Impact	In Progress	Task forces are used for complex projects that require collaboration with external stakeholders.	January 2025	Ongoing
Establish Regular Communication Protocols with Elected Officials	Major projects should include kickoff and milestone meetings with elected officials, with additional briefings before community presentations.	Intergovernmental Relations Office and Strategic Partnerships & Community Impact	Completed	Strategic Partnerships and PCD provide regular updates and coordinate meetings through the Intergovernmental Relations Office.	June 2025	Ongoing

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Proactively Addressing Supply Chain Disruptions	WSSC Water should diversify suppliers, include “or equal” options, maintain backup agreements, and adopt resilience practices aligned with Environmental Protection Agency (EPA) guidance. Improved verification of material availability and supplier coordination is recommended.	Procurement and Engineering & Construction	Completed	Procurement policies already support competition, “or equal” specifications, and flexible contracting. Departments determine the number of awards and material sources based on operational needs.	March 2023	Ongoing