

WASHINGTON SUBURBAN
SANITARY COMMISSION

APPROVED BUDGET

FY 2020

July 1, 2019 - June 30, 2020



FISCAL YEAR 2020 APPROVED BUDGET

Chris Lawson, Chair
T. Eloise Foster, Vice Chair
Fausto R. Bayonet, Commissioner
Howard A. Denis, Commissioner
Vacant, Commissioner
Vacant, Commissioner

Carla A. Reid, General Manager/CEO

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Washington Suburban Sanitary Commission
Maryland**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

The Government Finance Officers Association (GFOA) of the United States and Canada presented an award of Distinguished Budget presentation to the Washington Suburban Sanitary Commission for its annual budget for the fiscal year beginning July 1, 2018. This is the twenty-fourth consecutive year that the Washington Suburban Sanitary Commission has received this award.

TABLE OF CONTENTS

	PAGE
 SECTION 1 – OVERVIEW, CHAIR’S LETTER, & BUDGET SUMMARIES	
WSSC At A Glance	1-1
About The Washington Suburban Sanitary Commission	1-2
FY 2020 Key Provisions by Strategic Priority	1-3
Governance	1-4
Our Leadership and Organization	1-7
Preface	1-8
<hr/>	
 SECTION 2 – APPROVED RATES, FEES AND CHARGES	
Combined Water/Sewer Operating Funds – FY 2020 Approved Rate Impact	2-1
Water and Sewer Rate Schedules	2-2
Quarterly Customer Bills at Various Consumption Levels	2-2
Water/Sewer Bill Comparison	2-3
Account Maintenance Fees	2-5
Infrastructure Investment Fees	2-6
System Development Charge	2-7
Miscellaneous Fees and Charges	2-8
<hr/>	
 SECTION 3 - EXPLANATION OF BUDGET AND SUMMARIES	
Budget Formulation	3-1
WSSC Budget & Capital Improvement Program Process – Flow Chart	3-3
Fund Structure	3-4
How Each Dollar of a Water & Sewer Bill is Spent	3-6
FY 2019 - FY 2020 Summary of Operating Revenue & Expense by Budget, Major Category, and Fund Type	3-7
FY 2019 – FY 2020 Capital Funding & Costs by Budget, Major Source Category, and Fund Type	3-8
Summary of Change in Fund Balance	3-9
Explanation of FY 2020 Significant Changes to Fund Balance	3-9
Revenue and Expense Trends by Fund	3-10
<hr/>	
 SECTION 4 - CAPITAL BUDGET	
Introduction	4-1
Program Objectives	4-1
Impact of Capital Program on the Operating Budget	4-2
Capital Budget Funding Summary	4-3
Capital Budget Expenditure Summary	4-4



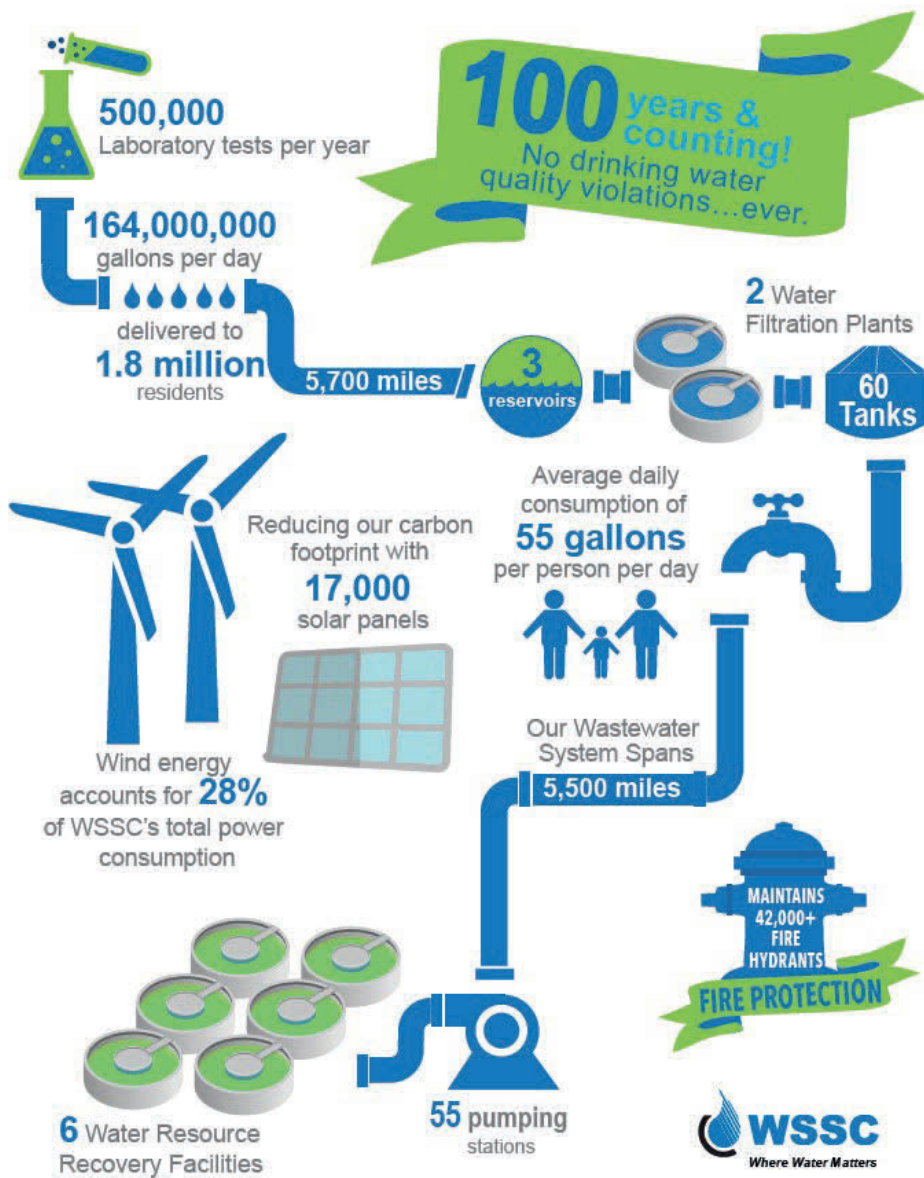
SECTION 5 - ORGANIZATIONAL BUDGETS AND MEASURES

Workforce and Compensation	5-1
Comparative Expenditures by Organizational Unit – All Operating and Capital Funds	5-3
Commissioners/Corporate Secretary, General Manager & Staff Offices	5-4
Strategic Partnerships	5-7
Operations	5-12
Administration	5-28
Finance Non-Departmental	5-37
Human Resources Non-Departmental	5-37

SECTION 1
OVERVIEW, PREFACE, & BUDGET SUMMARIES

WSSC At A Glance

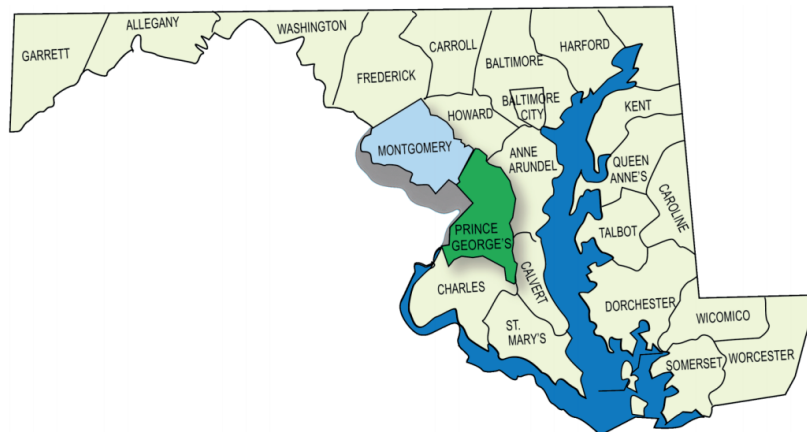
- 2 Water Filtration Plants
- 6 Water Resource Recovery Facilities
- 3 Water Storage Dam/Reservoirs
- 60 Water Storage Tanks
- 55 Wastewater Pumping Stations (WWPS)
- 42,000+ Fire Hydrants
- 17,000 Solar Panels
- 0 Water Quality Violations



ABOUT THE WASHINGTON SUBURBAN SANITARY COMMISSION

GENERAL INFORMATION

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



To fulfill its primary mission of providing safe and reliable water and returning clean water to the environment, WSSC operates and maintains an extensive array of highly automated facilities. The

How long is 11,354 miles of water and sewer pipeline



Commission's two water filtration plants, drawing raw water from the Potomac and Patuxent rivers, are projected to produce an average of 164 million gallons of water per day in FY 2020 and deliver that water to homes and businesses in Montgomery and Prince George's Counties, serving over 460,000 customer accounts through a system of over 5,700 miles of water mains. To ensure a reliable water supply for all seasons and conditions, WSSC operates three reservoirs with a total capacity exceeding 14 billion gallons.

Sewage treatment is provided by six water resource recovery facilities (WRRFs) operated by the WSSC, and the Blue Plains Advanced Wastewater Treatment Plant (Blue Plains) operated by the District of Columbia Water and Sewer Authority (DC Water). In FY 2020, it is projected that an average of 201.4 million gallons of wastewater per day from Montgomery and Prince George's Counties will move to these facilities through approximately 5,500 miles of sewer lines maintained by WSSC. The six WRRFs owned by WSSC have a combined capacity of 95 million gallons per day (MGD). Blue Plains is a regional facility that serves the District of Columbia and several northern Virginia jurisdictions, as well as the WSSC. Under the Inter-Municipal Agreement that governs WSSC's arrangement with Blue Plains, the WSSC is allocated 169 MGD of Blue Plains' 370 MGD capacity. The WSSC, in turn, pays a proportionate share of Blue Plains' operating and capital expenses. All but one of these facilities (the Hyattstown plant) go beyond conventional wastewater treatment to provide "tertiary treatment" - advanced treatment processes which ensure that the quality of the treated wastewater is better than the quality of the natural water to which it is returned. Other WSSC responsibilities include promulgation and enforcement of plumbing and gas fitting regulations in suburban Maryland and participation in numerous environmental initiatives.

FY 2020 KEY PROVISIONS BY STRATEGIC PRIORITY

Enhance Customer Experience

- Provide maintenance services at a level consistent with the objective of responding to the customer within 2 hours and restoring service within 24 hours
 - Implement a new Customer to Meter (C2M) billing system
 - Fund the Customer Assistance Program with a revenue offset of \$888,000
 - Provide additional \$1.0 million in funding to enhance the Customer Assistance Program
 - Proactively communicate WSSC's mission and vision to customers and stakeholders
-

Optimize Infrastructure

- Implement the first year of the FY 2020-2025 Capital Improvements Program
 - Fund the replacement of 25 miles of water mains and 26 miles of sewer mains & laterals
 - Pay WSSC's share of the cost of operating the District of Columbia Water and Sewer Authority's (DC Water) Blue Plains Advanced Wastewater Treatment Plant
 - Optimize biosolids management at Water Resource Recovery Facilities (WRRF)
 - Continue focus on water and wastewater pipeline rehabilitation
 - Inspect and monitor large diameter water mains and large valves
 - Construct new septage discharge facilities
-

Spend Customer Dollars Wisely

- Issue \$384.9 million in new water, sewer, and general construction debt
 - Pay debt service of \$319.9 million of which \$306.3 million is in the water and sewer operating funds
 - Continue the implementation of IT Strategic Plan
 - Implement a new four-tier water and sewer rate structure
 - Maintain the highest credit rating "AAA" on bonds and notes
 - Maintain operating reserve at 10% of water and sewer operating revenue
 - Continue to focus on Strategic Sourcing to lower costs
 - Improve business process through the Innovation and Research Program
-

Protect Our Resources

- Treat and deliver 164.0 MGD of water to over 460,000 customer accounts in a manner that meets or exceeds the Safe Drinking Water Act standards
 - Treat 201.4 MGD of wastewater and responsibly managing up to 1,000 tons of bio-solids per day in a manner that meets or exceeds federal and state permit requirements
 - Comply with the Sanitary Sewer Overflow and Potomac Plant Consent Orders
 - Update and improve the Continuity of Operations Program to ensure continued performance of essential functions during all hazards, both natural and man-made
 - Continue to upgrade automated and physical security equipment
-

Transform Employee Engagement

- Fund employee salary enhancements in a manner coordinated with the Counties
- Continue Employee Rewards and Recognition Program
- Offer employee Health and Well-being Program
- Provide employee learning and growth programs

GOVERNANCE

A six-member commission governs the WSSC - three members from each County. The Commissioners are appointed to four-year terms by their respective County Executives and confirmed by their County Councils. The Commission's powers and responsibilities are set forth in Division II of the Public Utilities Article of the Annotated Code of Maryland and in any subsequent legislative amendments. The Maryland General Assembly conferred these powers upon the WSSC to enable it to fulfill its principal functions:

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

The Commission also:

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

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.

VISION

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

CORE VALUES

Our guides for daily behavior and decision making at every level include:

- **Accountability:** We are responsible employees who act ethically, are accountable, and conduct ourselves with integrity and transparency.
- **Collaboration:** We work as a team across the Commission 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 and productivity, and cost-effectiveness, demonstrating world-class service to everyone.
- **Innovation:** We promote creativity to develop new products, streamline processes and enhance services.

GOVERNANCE (CONTINUED)

STRATEGIC PRIORITIES

Our methods for achieving our Mission and Vision:

- **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
- **Spend Customer Dollars Wisely:**
 - Improve operational efficiency
 - Improve fixed asset utilization
 - Improve financial process efficiency and fiscal sustainability
- **Protect our Resources:**
 - Resolve and learn from past incidents
 - Maintain best-in-class operating environment safety for employees
 - Plan proactively with community stakeholders
 - Secure the Commission's critical infrastructure
- **Transform Employee Engagement:**
 - Acquire the best people
 - Retain top performers
 - Develop and grow talent
 - Communicate effectively

GUIDING PRINCIPLES

- Simplify
- Focus
- Connect

GOVERNANCE (CONTINUED)

COMMISSIONERS



MONTGOMERY COUNTY



T. Eloise Foster
Vice Chair



Fausto R. Bayonet
Commissioner



Howard A. Denis
Commissioner



PRINCE GEORGE'S COUNTY



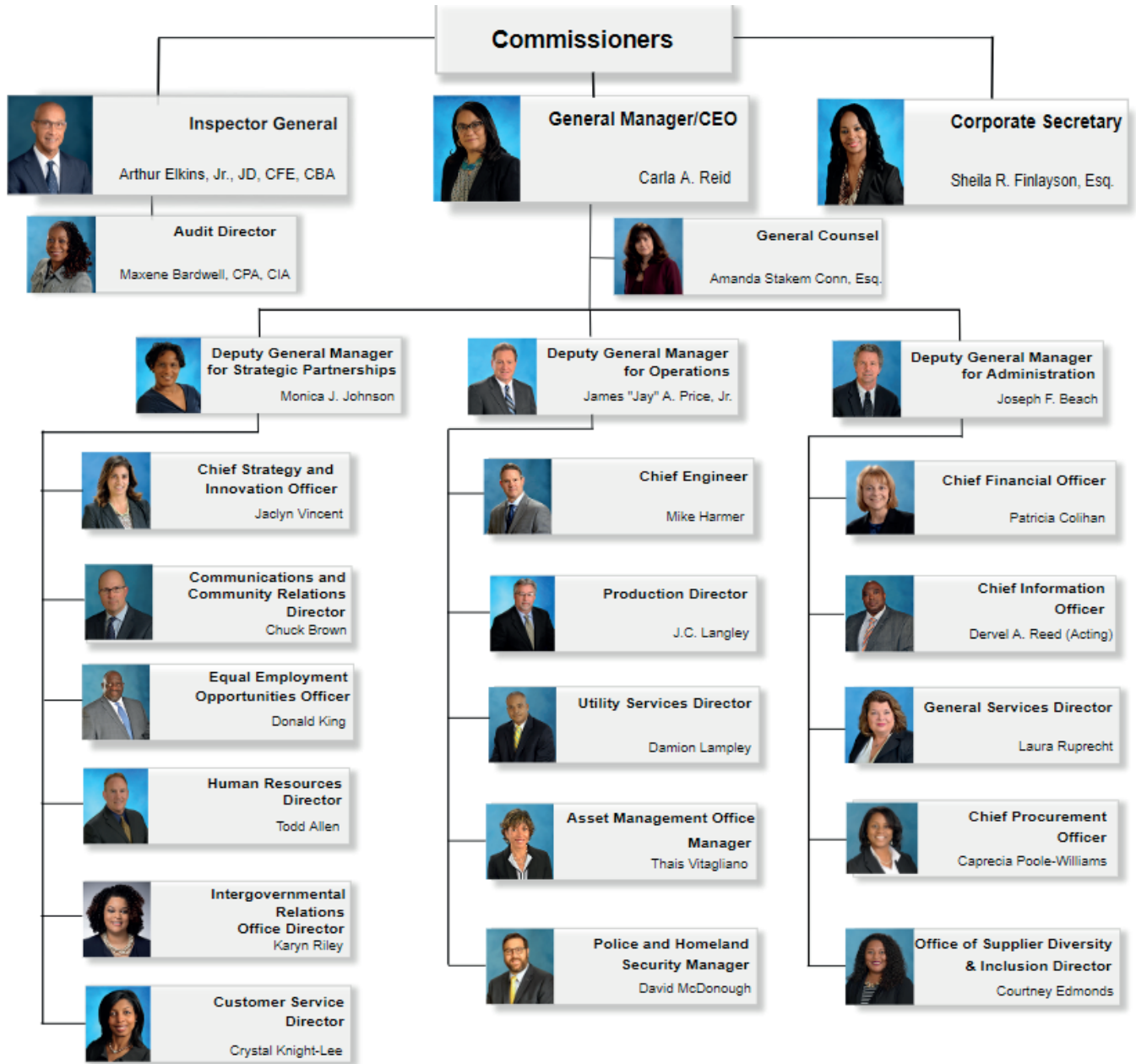
Chris Lawson
Chair

Vacant
Commissioner

Vacant
Commissioner

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. For more information regarding the term of office and duties of the WSSC Commissioners, see Division II of the Public Utilities Article of the Annotated Code of Maryland.

OUR LEADERSHIP AND ORGANIZATION





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

July 1, 2019

To The Honorable:

County Executives of Prince George's and Montgomery Counties

Chair, President, and Members of the County Councils of
Prince George's and Montgomery Counties

Elected Officials, Valued Customers, and Interested Citizens:

We are pleased to present the Washington Suburban Sanitary Commission's (WSSC's) Approved Budget for Fiscal Year (FY) 2020, which begins on July 1, 2019. The budget was adopted by the Commission on June 19, 2019. This document reflects a total budget of \$1.456 billion, including \$817.4 million for operating expenses and \$638.5 million for capital expenses.

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

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

The Approved Budget includes a 5.0 percent revenue increase to help us continue achieving critical objectives. Specifically, the budget provides for:

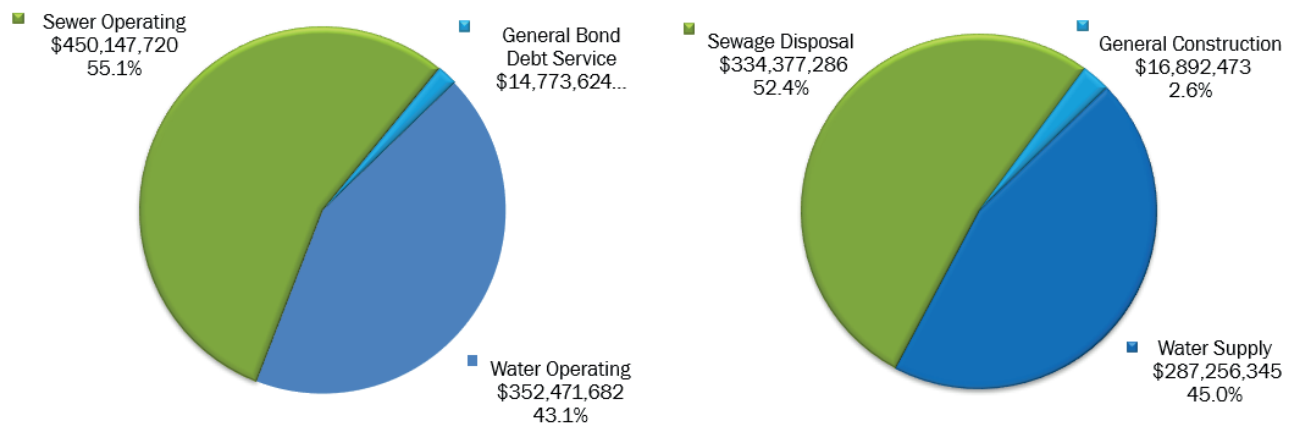
- Funding the first year of the Fiscal Years 2020-2025 Capital Improvements Program;
- Treating and delivering 164.0 MGD of water to a projected 460,000 customer accounts in a manner that meets or exceeds the Safe Drinking Water Act standards;
- Treating 201.4 MGD of wastewater and responsibly managing up to 1,000 tons of biosolids per day in a manner that meets or exceeds federal and state permit requirements and regulations;
- Operating and maintaining a system of 3 water reservoirs impounding 14 billion gallons of water, 2 water filtration plants, 6 water resource recovery facilities, over 5,600 miles of water main, and over 5,500 miles of sewer main, 24 hours a day, 7 days a week;
- Paying WSSC's share of operating (\$59.0 million in FY 2020) and capital costs (\$62.1 million in FY 2020; \$386.2 million in FY 2020 - FY2025) for the District of Columbia Water and Sewer Authority's Blue Plains Wastewater Treatment Plant;
- Maintaining an operating reserve of 10% of water and sewer revenues and 60-90 days of operating costs;

- Promptly paying \$319.9 million in debt service on \$3.7 billion in outstanding debt to WSSC bondholders;
- Expanding the Customer Assistance Program to help economically disadvantaged customers with financial assistance with water and sewer bills;
- Funding the annual required contribution for post-employment benefits other than retirement based on Government Accounting Standards Board Statement No. 45;
- Keeping maintenance service at a level consistent with the objective of arriving at the site of a customer's emergency maintenance situation within 2 hours of receiving the complaint and restoring service within 24 hours of a service interruption;
- Complying with the Sanitary Sewer Overflow and the Potomac WFP Consent Decrees;
- Inspecting and monitoring our large diameter water main transmission system; and
- Funding employee salary enhancements in a manner coordinated with the Counties and continuing other benefits.

FY 2020 APPROVED BUDGET BY FUND

OPERATING = \$817,393,026

CAPITAL = \$638,526,104



GRAND TOTAL = \$ 1,455,919,130

TABLE I
COMPARATIVE EXPENDITURES BY FUND

	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	FY 2020 Over / (Under) FY 2019	% Change
Operating Funds						
Water Operating	\$ 300,598,657	\$ 320,087,985	\$ 340,082,785	\$ 352,471,682	\$ 12,388,897	3.64%
Sewer Operating	374,234,124	385,526,736	422,609,826	450,147,720	27,537,895	6.52%
General Bond Debt Service	15,557,107	19,107,983	18,888,188	14,773,624	(4,114,564)	-21.78%
Total Operating	690,389,888	724,722,704	781,580,799	817,393,026	35,812,228	4.58%
Capital Funds						
Water Supply	\$ 263,568,816	\$ 261,602,119	\$ 306,478,722	\$ 287,256,345	\$ (19,222,377)	-6.27%
Sewage Disposal	280,632,043	190,058,178	328,890,176	334,377,286	5,487,110	1.67%
General Construction	12,783,881	23,555,308	20,957,052	16,892,473	(4,064,579)	-19.39%
Total Capital	556,984,740	475,215,605	656,325,950	638,526,104	(17,799,846)	-2.71%
Grand Total	\$ 1,247,374,628	\$ 1,199,938,309	\$ 1,437,906,749	\$ 1,455,919,130	\$ 18,012,382	1.25%

The Approved FY 2020 Budget for all operating and capital funds totals \$1.456 billion or \$18 million (1.3%) more than the Approved FY 2019 Budget. The Approved Operating Budget of \$817.4 million represents an increase of \$35.8 million (4.6%) over the FY 2019 Approved Operating Budget of \$781.6 million. This increase is primarily driven by an increase of \$25.5 million in debt service to support infrastructure renewal in the FY 2020 capital budget. The Approved Capital Budget of \$638.5 million represents a decrease of \$17.8 million (-2.7%) from the FY 2019 Approved Capital Budget of \$656.3 million.

In addition to reviewing expenses and revenues for water and sewer services, we have analyzed the cost and current fee levels for other WSSC services. Based upon these analyses, some new fees and adjustments to current fees have been approved. A listing of all fees and changes is included in Section 2.

The Approved FY 2020 Budget ensures that the WSSC will be able to maintain its commitment to provide safe drinking water, to ensure reliable service, and to safeguard the environment—all in a financially responsible manner. The Commission is proud to continue its tradition of innovation and excellence in serving the citizens of Prince George's and Montgomery Counties, a tradition that has been a hallmark of the WSSC for over 100 years.

TABLE II
COMPARATIVE EXPENDITURES BY MAJOR EXPENSE CATEGORY

(\$ in Thousands)	FY 2018 Actual			FY 2019 Approved			FY 2020 Approved		
	Capital	Operating	Total	Capital	Operating	Total	Capital	Operating	Total
Expense Categories									
Salaries & Wages	\$27,717	\$117,845	\$145,562	\$30,678	\$128,434	\$159,112	\$27,154	\$130,134	\$157,288
Heat, Light & Power	-	20,044	20,044	-	20,577	20,577	-	19,444	19,444
Regional Sewage	-	58,331	58,331	-	53,617	53,617	-	59,000	59,000
Contract Work	225,086	-	225,086	376,223	-	376,223	383,332	-	383,332
Consulting Engineers	41,718	-	41,718	68,912	-	68,912	58,073	-	58,073
Debt Service	-	275,096	275,096	-	294,349	294,349	-	319,883	319,883
All Other	180,695	253,407	434,102	180,513	284,604	465,117	169,967	288,932	458,899
Total	\$475,216	\$724,723	\$1,199,939	\$656,326	\$781,581	\$1,437,907	\$638,526	\$817,393	\$1,455,919

SECTION 2
APPROVED RATES, FEES AND CHARGES

COMBINED WATER/SEWER OPERATING FUNDS – FY 2020 APPROVED RATE IMPACT

5.0% Average Rate Increase Approved for FY 2020

Funding Sources	FY 2020 Approved
<hr/>	
Revenues at Current Rates	
Consumption Charges	\$ 627,523
Account Maintenance Fee	32,296
Infrastructure Investment Fee	39,331
Miscellaneous Revenues	41,200
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Subtotal	740,350
Reconstruction Debt Service Offset	11,600
SDC Debt Service Offset	4,658
Miscellaneous Offset	395
Premium Transfer	2,900
Use of Fund Balance	11,341
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Total Funding Sources	771,244
Requirements	
<hr/>	
Expenses	
Operating, Maintenance & Support Services Expenses	465,297
Debt Service	306,307
PAYGO	31,016
<hr/>	
Total Expenditures	802,620
Shortfall to be Covered by Rate Increase	<u>\$ (31,376)</u>
<hr/>	
Approved Average Water and Sewer Rate Increase	5.0%

The Approved FY 2020 budget calls for a combined 5.0% average increase in water and sewer consumption revenue. This increase meets the 5.0% Spending Affordability Guidelines (SAG) limit recommended by both Prince George's and Montgomery Counties. Even with this change, WSSC rates continue to be favorable when compared to many other comparable water and sewer utilities and the average residential bill is 1.0% of the median household income as shown on page 2-3. It should be noted that consumption revenue will be generated through the new 4-tier rate structure that will become effective on July 1, 2019.

WATER AND SEWER RATE SCHEDULES

Approved Rate Structure Effective July 1, 2019

Average Daily Consumption by Customer Unit During Billing Period (Gallons Per Day)	FY 2020 July 1, 2019		Total Combined
	Approved		
	Water Rates	Sewer Rates	
	Per 1,000 Gallons		
0 - 80.9999	\$ 5.09	\$ 6.80	\$ 11.89
81 - 165.9999	5.74	7.56	13.30
166 - 275.9999	6.62	9.47	16.09
276 & Greater	7.76	12.50	20.26

Approved Flat Rate Sewer Charge - \$125.00 per quarter

Additional information on the proposed rate structure can be found at:

<https://www.wsscwater.com/billchanges>

QUARTERLY CUSTOMER BILLS AT VARIOUS CONSUMPTION LEVELS

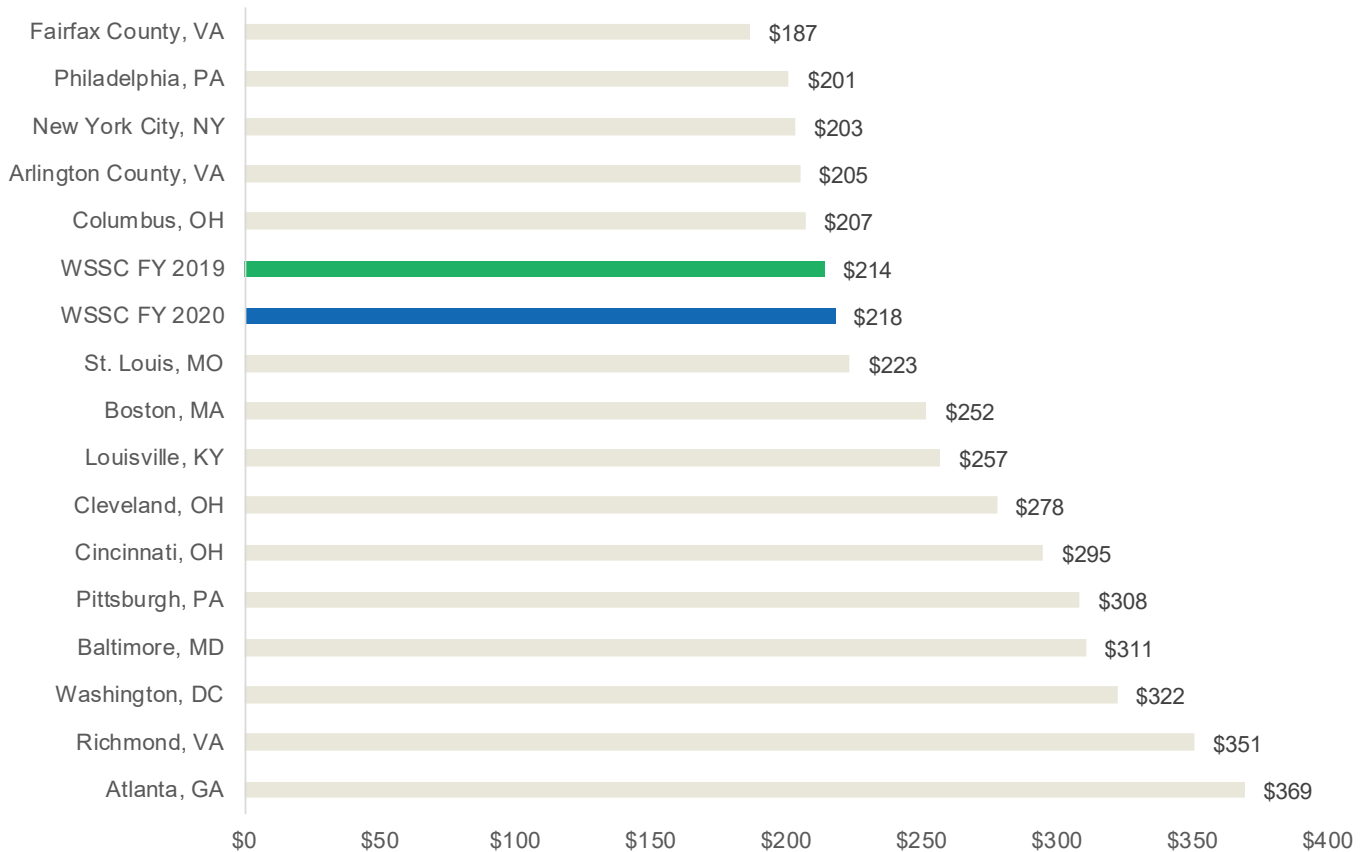
Meter Size	Average Daily Consumption (Gallons Per Year)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
3/4" Residential Meter	100 (36,500 gal/yr)	\$ 110.88	\$ 119.53	\$ 122.72	\$ 127.01	\$138.94
3/4" Residential Meter	165 (60,225 gal/yr)	189.13	200.09	206.12	213.95	217.83
3/4" Residential Meter	500 (182,500 gal/yr)	761.58	789.94	816.40	851.99	794.66
2" Meter	1,000 (365,000 gal/yr)	1,682.61	1,821.65	1,878.23	1,952.14	1,903.02
3" Meter	5,000 (1,825,000 gal/yr)	8,352.00	8,881.75	9,169.19	9,552.44	9,736.92
6" Meter	10,000 (3,650,000 gal/yr)	17,366.63	18,491.90	19,085.00	19,878.88	19,748.55

Rates, Fees and Charges

WATER/SEWER BILL COMPARISON

Presented is a comparison of WSSC's rates to other cities and communities, both nationally and locally, for residential customers using 165 gallons of water per day. The rates used in this comparison were in effect November 2018. The chart includes WSSC bills at FY 2019 and FY 2020 approved rates.

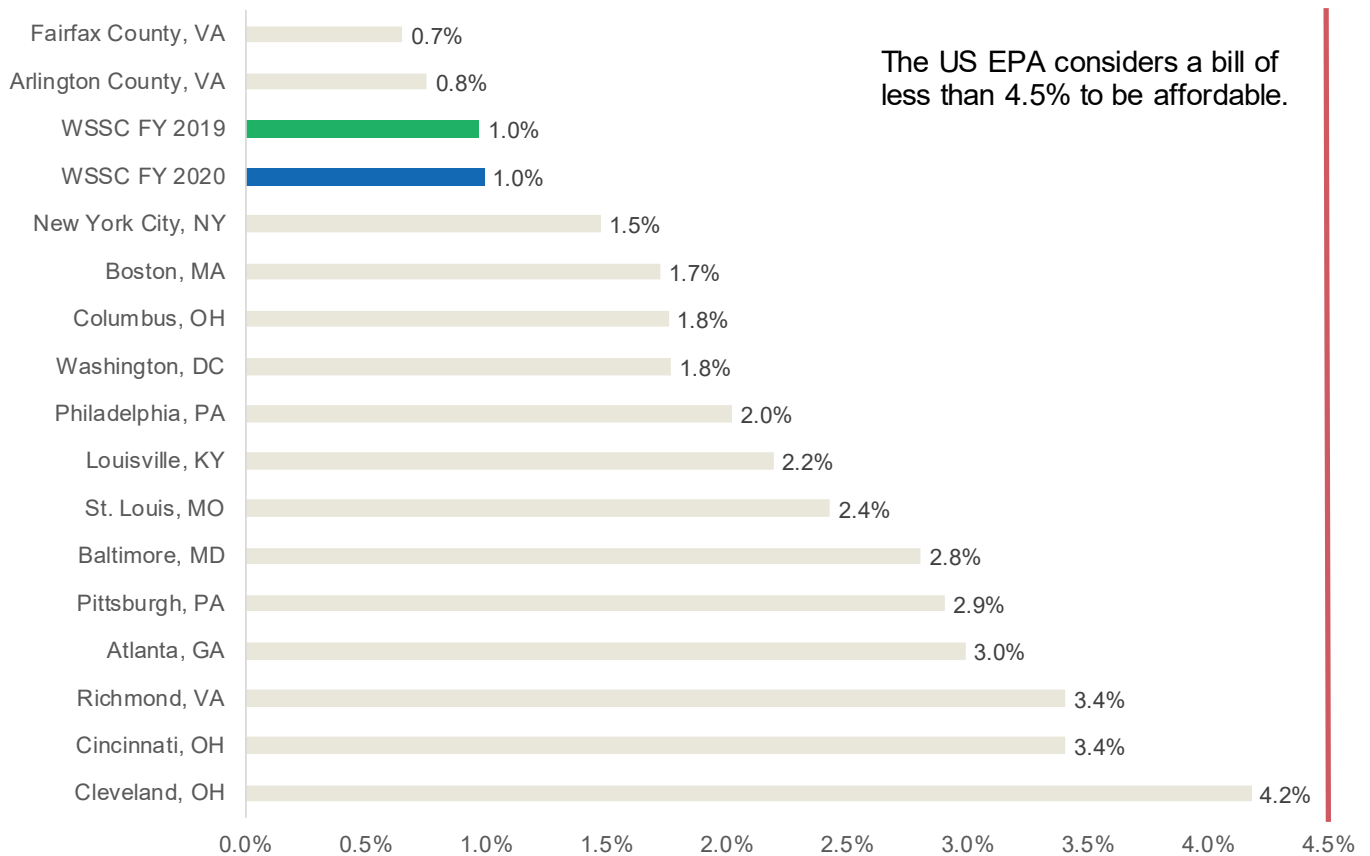
Residential Quarterly Water/Sewer Bill Comparison (165 Gallons per Day)



WATER/SEWER BILL COMPARISON (CONTINUED)

Presented below is a comparison of the average bill as a percentage of median income for residential customers of WSSC and the other cities and communities using 165 gallons of water per day. The rates used in this comparison were in effect November 2018. The chart includes WSSC bills at FY 2019 and FY 2020 approved rates.

Average Bill as a Percentage of Median Income (165 Gallons per Day)



Median household income (in 2016 dollars) 2012-2016. Figures gathered from www.census.gov, 2012-2016 American Community Survey 5-Year Estimates.

ACCOUNT MAINTENANCE FEES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

<u>Meter Size</u>	<u>FY 2019 Approved Quarterly Charges</u>	<u>FY 2020 Approved Quarterly Charges</u>
<u>Small Meters</u>		
5/8" to 1"	\$ 16.00	\$ 16.00
<u>Large Meters</u>		
1-1/2"	16.00	16.00
2"	27.00	27.00
3"	66.00	66.00
4"	142.00	142.00
6"	154.00	154.00
8"	200.00	200.00
10"	246.00	246.00
<u>Detector Check</u>		
<u>Meters</u>		
2"	33.00	33.00
4"	177.00	177.00
6"	255.00	255.00
8"	461.00	461.00
10"	633.00	633.00
<u>Fire Service</u>		
<u>Meters</u>		
4"	182.00	182.00
6"	293.00	293.00
8"	452.00	452.00
10"	682.00	682.00
12"	989.00	989.00

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

INFRASTRUCTURE INVESTMENT FEES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

<u>Meter Size</u>	<u>FY 2019 Approved Quarterly Charges</u>	<u>FY 2020 Approved Quarterly Charges</u>
<u>Small Meters</u>		
5/8"	\$ 11.00	\$ 11.00
3/4"	12.00	12.00
1"	14.00	14.00
<u>Large Meters</u>		
1-1/2"	90.00	90.00
2"	185.00	185.00
3"	585.00	585.00
4"	813.00	813.00
6"	1,265.00	1,265.00
8"	2,845.00	2,845.00
10"	4,425.00	4,425.00
<u>Fire Service Meters</u>		
4"	499.00	499.00
6"	616.00	616.00
8"	2,524.00	2,524.00
10"	2,714.00	2,714.00
12"	5,214.00	5,214.00

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

SYSTEM DEVELOPMENT CHARGE – APPROVED FOR IMPLEMENTATION JULY 1, 2019

	<u>FY 2020 Approved Charges</u>	<u>Approved Maximum Allowable</u>
Apartment		
Water	\$ 896	\$ 1,330
Sewer	1,140	1,694
1-2 toilets/residential		
Water	1,344	1,998
Sewer	1,710	2,538
3-4 toilets/residential		
Water	2,240	3,328
Sewer	2,850	4,234
5 toilets/residential		
Water	3,135	4,658
Sewer	3,991	5,929
6+ toilets/residential (per fixture unit)		
Water	88	132
Sewer	115	173
Non-residential (per fixture unit)		
Water	88	132
Sewer	115	173

MISCELLANEOUS FEES AND CHARGES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

The Commission provides a number of services for which separate fees or charges have been established. Recent review of the costs required to provide these services indicates a need to change the amounts charged for some of the services. The fee and charge changes listed below were approved to be effective July 1, 2019.

<u>Item</u>	<u>FY 2020 Approved Charge</u>
1 Inspection Fees - Water/Sewer Connection Hookup, Well/Septic Hookup	
<u>Plumbing and Gasfitting Inspections</u>	
New Single Family Detached Dwellings	\$ 919
New Attached Dwellings (townhouse/multiplex excluding apartments)	919
<u>All Other Residential:</u>	
Water/Well Hookup	120
Meter Yoke Inspection (meter only installation)	120
Water Hookup Converting from Well (includes 2 inspections)	240
Sewer/Septic Hookup	120
First Plumbing Fixture	120
Each Additional Fixture	46
SDC Credit Fixture Inspection (per fixture)	44
Minimum Permit Fee	220
Permit Reprocessing Fee	66
Long Form Permit Refund Fee (1B write-up form)	220
Long Form Permit Re-Issue Fee	220
<u>All Non-Residential:</u>	
<u>Plan Review (without Permit Application)</u>	
25 Fixtures or Less	499
26-200 Fixtures	1,772
Over 200 Fixtures	3,531
<u>2nd or 3rd Review (with or without Permit Application)</u>	
25 Fixtures or Less	173
26-200 Fixtures	397
Over 200 Fixtures	846
Water/Well Hookup	214
Meter Yoke Inspection (meter only installation)	214
Sewer/Septic Hookup	214
FOG Interceptor	214
First Plumbing Fixture	214
Each Additional Fixture	55
SDC Credit Fixture Inspection (per fixture)	44
Minimum Permit Fee	306
Permit Reprocessing Fee	65
Long Form Permit Refund Fee (1B write-up form)	320
Long Form Permit Re-Issue Fee	320

Rates, Fees and Charges



MISCELLANEOUS FEES AND CHARGES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

Item	FY 2020 Approved Charge
2 Site Utility (On-Site) Review Fees	
Base Fee	\$ 3,522
Additional Fee per 100 feet	332
Minor (Waived) Site Utility (On-Site) Fee	1,106
3 License Fees for the Regulated Trades	
<u>Reciprocal Master Plumber, Gasfitter:</u>	
Initial Registration per type (2 years)	112
Registration Renewal all types (2 years)	96
Late Registration Renewal	57
<u>Examined Master Plumber, Gasfitter:</u>	
Initial Registration per type (4 years)	118
Registration Renewal all types (4 years)	118
Late Registration Renewal	57
Cross-connection Technician Registration	29
Sewer and Drain Registration and Renewal (2 years)	46
Sewer and Drain Late Renewal Fee	22
<u>Journeyman License Registration:</u>	
Initial Registration (2 years)	34
Registration Renewal (2 years)	34
Late Registration Renewal	23
License Transfer Fee	31
License Replacement Fee	17
Apprentice License Registration Renewal	12
4 Short Form Permit Fee (up to 3 fixtures) – Non-Refundable	103
5 Fee for Sale of Copies of Plans, Plats, and 200' Reference Maps	
Xerographic bond paper copy (per sheet)	6
6 Fee for Sale of WSSC Plumbing and Fuel Gas Code (Plumbing Code)	
Sale of Plumbing Regulation (per book)	42

MISCELLANEOUS FEES AND CHARGES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

Item	FY 2020 Approved Charge
7 Septic Hauler Discharge Permit Fees	
<u>Category I Residential & Septic Waste & Grease</u>	
1 - 49 gallons (per vehicle)	\$ 255
50 - 799 gallons (per vehicle)	5,071
800 - 2,999 gallons (per vehicle)	14,464
3,000 - gallons and up (per vehicle)	34,307
January through June	50% of fee
Transfer and/or Replacement Permit Sticker	118
Industrial/Special Waste Disposal Fee	355/1,000 gallons
Zero Discharge Permit Fee	118
Temporary Discharge Permit Fee	118 + Sewer Rate/1,000 gallons
Sewer Rate - Hauled Waste (REVISED)	43/1,000 gallons of truck capacity
8 Long Form Permit Transfer Fee (with Inspection)	176
9 Small Meter Replacement (at Customer Request)	211
10 Meter Replacement Fees (Damaged or Stolen Meter)	
5/8" Encoder (outside)	150
5/8" Encoder	150
3/4" Encoder (outside)	151
3/4" Encoder	160
1" Encoder (outside)	196
1" Encoder	202
1-1/2" Encoder	750
2" Standard	1,100
3" Compound	3,190
4" Compound	3,960
6" Compound	5,830
2" MVR	1,210
3" MVR	2,296
4" MVR	3,216
6" MVR	4,970
4" Fire Service Meter	8,239
6" Fire Service Meter	9,874
8" Fire Service Meter	12,315
10" Fire Service Meter	14,225
12" Fire Service Meter	16,250

MISCELLANEOUS FEES AND CHARGES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

<u>Item</u>	<u>FY 2020 Approved Charge</u>
10 Meter Replacement Fees (Damaged or Stolen Meter) (Continued)	
1 1/2" Badger Flanged Meter	\$ 561
1 1/2" Nipple Meter	725
2" 15 1/4 Flanged Meter	1,185
5/8" Meter - Pad Encoder	125
5/8" x 3/4" w/ touch pad (inside w/ remote)	126
Turbine, Horizontal 3" Neptune w/ pit pad	1,456
Turbine, Horizontal 4" Neptune w/ pit pad	1,952
2" Detector Check	4,562
4" Detector Check	3,195
6" Detector Check	3,761
8" Detector Check	4,876
10" Detector Check	6,224
12" Detector Check	21,946
3" Octave UT L=24	3,050
4" Octave UT L=29/ L=33	4,034
6" Octave UT L=45	5,944
8" Octave UT L=53	9,528
10" Octave UT L=68	12,901
1" Kamstrup Meter, UT	315
11 Meter Testing Fees	
5/8" to 1"	261
1-1/2"	424
2" and up	473
12 Sub-Meter Installation Fees	
One-time Sub-Meter Charge - Small	261
One-time Sub-Meter Charge - Large	528
One-time Inspection Fee	57
Minimum Permit Inspection Fee	200
13 Tapper License Fees	
Permit Fee	363
Duplicate	36

MISCELLANEOUS FEES AND CHARGES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

Item	FY 2020 Approved Charge
14 Temporary Fire Hydrant Connection Fees	
<u>3/4" Meter - Deposit</u>	
2 Weeks or Less w/approved payment record	\$ 0
Over 2 Weeks/Less than 2 weeks w/unapproved payment record	379
<u>3" Meter - Deposit</u>	
2 Weeks or Less w/approved payment record	0
Over 2 Weeks/Less than 2 weeks w/unapproved payment record	2,420
<u>Service Charge</u>	
2 Weeks or Less (3/4" meter)	62
2 Weeks or Less (3" Meter)	130
Over 2 Weeks (3/4" and 3" Meters)	175
Water Consumption Charge - 3/4" Meter	Approved rate for 1,000 gal ADC; \$33 min.
Water Consumption Charge - 3" Meter	Approved rate for 1,000 gal ADC; \$214 min.
Late Fee for Return of Meter (per day)	10
Fee on Unpaid Temporary Fire Hydrant Meter Billings	1.5%/month
Loss/Destruction of Meter	Replacement cost
Loss/Destruction of Wrench	40
15 Truck Inspection Fee w/ Attached Fire Hydrant Meter (2 Years)	52
16 Water Turn-Off, Turn-On Fees	
Small Meter Turn-Off	80
Small Meter Turn-On	97
Large Meter Turn-Off	203
Large Meter Turn-On	241
17 Feasibility Review Fees (WSSC Built)	
Feasibility Submission Fee (Non-refundable)	1,780
Feasibility Review & Report Fee Deposit	11,862
<i>(can be deferred as deficit when extension is completed)</i>	
18 Industrial Discharge Control Program Fees By Category	
<u>Industrial users subject to Categorical Pretreatment Standards</u>	
Less than 5,000 gpd (double visit)	5,085
Greater than 5,000 gpd (double visit)	7,792
Non-discharging Categorical Industries (zero discharge)	1,370
<u>Significant Industrial User</u>	
Less than 25,000 gpd (single visit - priority pollutant sampling)	5,085
Greater than 25,000 gpd (double visit - priority pollutant sampling)	7,792
Penalty Charge for Late Fee Payment	5% of fee

Rates, Fees and Charges



MISCELLANEOUS FEES AND CHARGES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

Item	FY 2020 Approved Charge
19 Fees for Sale of Contract Specifications, Contract Specification Books, Drawings, Design Manuals, Standard Details, and General Conditions	
Utility Contracts	\$ 11-20
Facility Contracts	40-450
Construction Standard Details	60
Construction General Conditions & Standard Specifications	53
SEP Construction General Conditions & Standard Specifications	53
<u>Procurement Specifications/Drawings/General Conditions</u>	
with Routine Specifications	No charge
with Complex/Voluminous Specifications	40-200
20 Watershed Use Permit Fees	
<u>Boat Removal and Impoundment Fees</u>	
Boat/Craft Removal and Removal Fee	103
Monthly Storage Fee for Removed Boats	82
<u>Watershed Use Permit Fees</u>	
Watershed Use Permit (January 1 - December 31)	72
Single Day Watershed Use Permit	6
Open Season Boat Mooring (March 15 – November 30)	82
Winter Boat Mooring (December 1 – March 14)	55
Rental for the Azalea Garden	77/4 hours
Rental for the Bio-Brick Pavilion	77/4 hours
Boarding Stable Entrance Permit	258
Adjacent Landowner Entrance Permit	82
<u>Picnic Permit</u>	
Picnic Permit - groups of 1-5 persons	6
Picnic Permit - groups of 6-10 persons	12
Picnic Permit - groups of 11-15 persons	19
21 Call Back Fee (small meters, plumbers)	93
22 Call Back Fee (large meters, plumbers)	262
23 Missed Appointment Fees	
First Missed Appointment or Turn-On	97
Each Additional Missed Appointment	110
24 Connection Redemption Fee	44

MISCELLANEOUS FEES AND CHARGES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

<u>Item</u>	<u>FY 2020 Approved Charge</u>
25 Connection Abandonment Fees	
County Roads (Except Arterial Roads) - Water	\$ 1,474
County Roads (Except Arterial Roads) - Sewer	1,873
State Roads and County Arterial Roads - Water	1,778
State Roads and County Arterial Roads - Sewer	2,200
26 Fire Hydrant Inspection Fee (per hydrant)	137
Controlled Access Surcharge Fee	26
27 Utility Erosion and Sediment Control Permit Fees	
Minor Projects (less than 125 linear ft OR less than 42 in. deep and 20 in. width)	0.23/linear ft
Major Projects	0.34/linear ft
Minimum for Major Projects	124
28 Charge for Photocopies of WSSC Documents (per copied page, single side)	
Readily Available Source Material	0.30
Certified Copy of Readily Available Source Material	0.60
Scanning Documents	0.30
<i>(A reasonable fee may be charged for time in excess of two hours expended by WSSC in searching for requested records or preparing such records for inspection and copying.)</i>	
29 Dishonored Check Fee & Electronic Payment Fee	46
<i>(Applies to all dishonored checks and dishonored electronic payments)</i>	
30 Fire Hydrant Flow Test Fees	
No Current Test	693
Current Test	83
31 Shut Down/Charge Water Main Fee	1,177
Shut Down/Complex Water Main Fee	2,144
32 Right-of Way Release Review Fee (per document)	1,236
33 Fees for Review and Inspection of Site Work Potentially Impacting WSSC Pipelines	
Simple Review	399
Complex Review / Non-DR Developer Review	2,615
Inspection for minor adjustment / Non-DR Developer (per inspection)	266
34 Fee for WSSC Pipeline Design Manual	90
35 Chlorination Confirmation Test Fee (first test)	247
Re-Test or Additional Tests (per hour)	157
36 Meter Reinstallation Correction Fee	388

Rates, Fees and Charges



MISCELLANEOUS FEES AND CHARGES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

Item	FY 2020 Approved Charge
37 Sewer Meter Maintenance Fee (per year)	\$ 12,003
Quarterly Calibrations (per quarter)	3,001
38 Discharge Authorization Permit Fees	
Significant Industrial User – Initial Permit (4 years)	6,046
Significant Industrial User – Renewal (4 years)	2,963
Initial zero-discharge CIU Permit (4 years)	2,296
Reissued zero-discharge CIU Permit (4 years)	1,531
Temporary Discharge Permit (Non – SIU)	6,046
39 Sale of WSSD Laws	
Bound Volume	83
Supplements	42
40 Property Inspection Fee	115
41 Construction Services Fee	9.3% of WSSC unit cost estimate or 12.0% of contractor's cost estimate
Re-Test or Additional Tests or Inspector Overtime (per hour)	206
42 Design Review	
Development is more than 10 Residential Units or Commercial	6,500
Development is 10 Residential Units or Less	3,250
43 Pipeline Construction Division Review Fee for Additional Reviews of Contract Documents and As-Builts (per hour)	206
44 Extra Review Fees	
<u>Per SEP Plan Review:</u>	
Minor Additional Reviews of Unsigned or Signed Plans (per review)	1,202
Major/Splitting Additional Reviews of Unsigned or Signed Plans (per review)	2,453
<u>Per Site Utility Additional Signed or Unsigned Plan Review:</u>	
Site Utility	1,458
Minor Utility	379
Additional Review of Required Data (per application; HPA only)	822
45 Right-of-Way Acquisition and Condemnation for SEP Projects	Reimbursement
46 Hydraulic Planning Analysis and System Planning Forecast	
Modeling and Re-Modeling Fee - Up to 3 parts	1,840
Modeling and Re-Modeling Fee - per part over 3	765
Pressure Sewer System Review Fee - per system	367

Rates, Fees and Charges



MISCELLANEOUS FEES AND CHARGES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

<u>Item</u>	<u>FY 2020 Approved Charge</u>
47 Environmental Site Review Fee	
With Database Search Submitted by Applicant	\$ 331
48 In-House Design Deposit	Deposit
49 Partial Release for Service Fee	1,398
50 Off-Property Service Connection Reimbursement	Prevailing service connection fee
51 Service Connection Application and Inspection Fee (per permit)	2,434/water and/or sewer connection
52 Facilities Design Guideline Fee	40
53 Relocation Design Review Fees	
Relocation Design Review Fee	6,500
Inspection Fee for MOU Project	600 Minimum charge up to 4 hours
54 Discharge Fees - Food Service Establishment (FSE)	
Full Permit FSE	537
BMP Permit FSE	152
55 Feasibility Review Fee for On-Site Takeover Projects	1,120
56 Credit Card Surcharge	2% of amount charged
<i>(Applies to customer payment of any fee/charge by credit card (MasterCard and Visa) other than water and sewer billing.)</i>	
57 Fee for the Preparation of Hold Harmless Agreement	1,228
58 Government Referred Plan Review Fees	
Major Development – Over 10 Units	1,583
Minor Development – 10 or Less Units	791
Re-Review Fee for Major Development	791
Re-Review Fee for Minor Development	396
59 Warehouse Restocking Fee	39
60 Residential Outside Meter Housing Upgrade/Pipe Alteration	6,786
61 Fee for Transcribed Tape of a Hearing or Meeting	Prevailing Fee Charged by Court Reporter
62 Pre-Screen Fee All Plan Types (REVISED)	365

Rates, Fees and Charges



MISCELLANEOUS FEES AND CHARGES – APPROVED FOR IMPLEMENTATION JULY 1, 2019

<u>Item</u>	<u>FY 2020 Approved Charge</u>
63 Cross Connection Fees	
Test Report Fee	\$ 38
Base Fee for High Hazard Commercial Water Customer - per month	16
Base Fee for All Other Commercial Water Customer- per month	8
64 Site Utility Inspection Fees (Non-Minor)	
Base Fee	1,133
Pipeline (per foot)	6.00
65 Name/Transfer of Ownership Change Fee	250
66 Protest Filing Fee	770
67 Variance Review Fee (NEW)	1,238
68 Patuxent Watershed Civil Citation Fee (State Mandated)	
First Offense	150
Each Additional Offense Within Calendar Year	300
69 Civil Citation Fees - Sediment Control, Theft of Service, and Plumbing Civil Citations (State Mandated)	
First Offense	250
Second Offense	500
Third Offense	750
Each Violation in Excess of Three	1,000
70 Lobbyist Registration Fee (State Mandated)	100

SECTION 3
EXPLANATION OF BUDGET AND SUMMARIES

EXPLANATION OF BUDGET AND SUMMARIES

BUDGET FORMULATION

Maryland State law requires that the WSSC prepare capital and operating budgets each fiscal year. The Approved Budget FY 2020 shows funding and staff requirements, organizational components, and program and fund sources.

The budgets for all funds are prepared on a modified accrual basis. Expenses are recognized when goods and services are received, and revenues are recognized when water is delivered to the system. Annual audited financial statements of the WSSC are prepared on the basis of Generally Accepted Accounting Principles (GAAP), whereas both the budget and internal financial statements are prepared on a debt service basis. The debt service basis recognizes certain cash expenses not recognized under GAAP (such as principal payments on debt, and pension contributions based on a level percentage of payroll). Similarly, certain non-cash expenditures that are included under GAAP are not recognized under the debt service basis (such as depreciation on capital assets, and pension expenses as defined by Governmental Accounting Standards Board Statement 68 – Accounting & Finance Reporting for Pensions).

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

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

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

FISCAL YEAR

The 12-month period used to account for revenues and expenditures commences on July 1 of each year and ends on June 30 of the following year.

CAPITAL BUDGET & CIP

Preparation of the six-year Capital Improvements Program (CIP) spans 13 months, beginning in May of each year. After a preliminary staff-level review in June, the General Manager and key management personnel review all CIP project submissions in July to assess the justification for new projects, the criticality and priority of on-going projects, and the overall financial impacts of these projects on spending

CAPITAL BUDGET & CIP (CONTINUED)

affordability. Only the debt service requirements for capital expenditures in the first (budget) year of the six-year CIP are included in the operating budget. By August, the General Manager submits a draft CIP to the WSSC's Commissioners for their consideration, and work sessions are conducted to solicit input from County governments, Maryland-National Capital Park and Planning Commission, and local municipality representatives. Public hearings on the CIP are held in September. The WSSC is required by state law to transmit the Proposed CIP to both County governments by October 1 of each year.

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

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

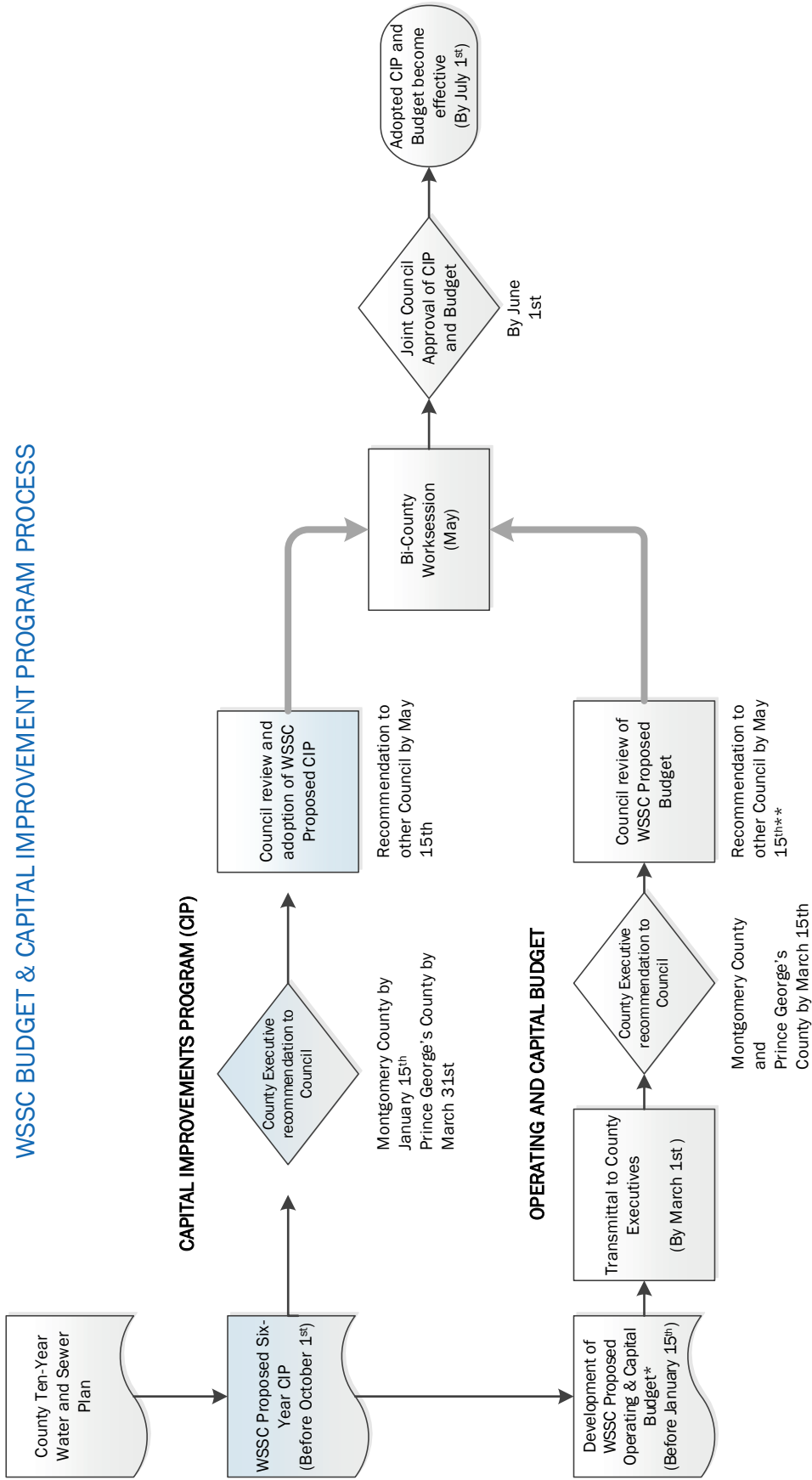
OPERATING BUDGET

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

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

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

WSSC BUDGET & CAPITAL IMPROVEMENT PROGRAM PROCESS



*Includes the operating budget and first year capital budget of the Proposed Six-Year CIP. Capital budget also incorporates "Information Only Projects" and General Construction Bond projects.

** Incorporates changes to funding in the first year of capital budget.

FUND STRUCTURE

The Approved Budget FY 2020 consists of six separate funds, three in the operating budget (the Water Operating, Sewer Operating, and General Bond Debt Service Funds) and three in the capital budget (the Water Supply Bond, Sewage Disposal Bond, and General Construction Bond Funds). The Water Operating and Sewer Operating Funds are the primary funds for operating purposes. The Water Operating Fund pays for water treatment and distribution, and the Sewer Operating Fund pays for sewage collection and treatment. The General Bond Debt Service Fund receives front foot benefit payments to underwrite the debt service on smaller lateral water and sewer lines. Although each fund is essentially a separate entity authorized to expend funds for prescribed purposes and derive revenues from specific rates, charges, and/or taxes, as prescribed by state law, the capital and operating funds are interrelated as explained below.

The respective purpose and revenue source of each fund are described in the table below. Although each fund is essentially a separate entity authorized to expend funds for prescribed purposes and derive revenues from specific rates and charges as prescribed by state law, WSSC audited annual financial statements consider only a single operating budget without further fund delineation. Audited financial statements can be found at <https://www.wsscwater.com/financereports>.

Capital Fund	Major Purpose	Major Revenue Source
Water Supply Bond	Construct major water supply treatment and transmission facilities; Reconstruct water distribution system.	Water Supply Bonds and System Development Charge
Sewage Disposal Bond	Construct major sewage treatment and transmission facilities; Reconstruct sewerage collection system.	Sewage Disposal Bonds, System Development Charge, and Grants
General Construction Bond	Construct minor water and sewer lines and support facilities.	General Construction Bonds and House Connection Charges

Operating Fund	Major Purpose	Major Revenue Source
Water Operating	Operate and maintain water facilities and pay debt service on Water Supply Bonds.	Customer Water Bill
Sewer Operating	Operate and maintain sewerage facilities and pay debt service on Sewage Disposal Bonds.	Customer Sewer Bill
General Bond Debt Service	Pay debt service on General Construction Bonds.	Front Foot Benefit Charges

WATER

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

SEWER

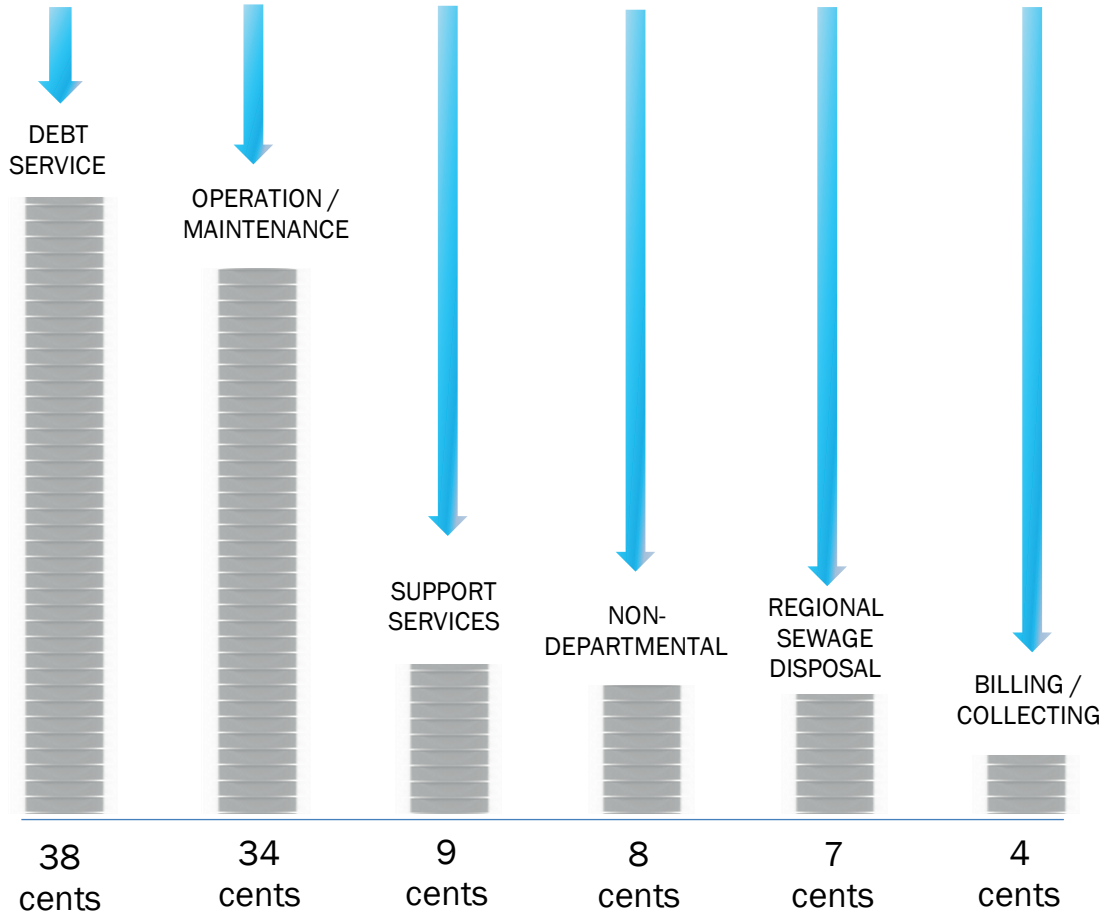
The Commission issues Sewage Disposal Bonds (Capital Fund) collects System Development Charges, and receives grants to finance the planning, design, and construction of major sewage disposal and treatment facilities and the reconstruction of the sewerage collection system. The facilities include sewage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

GENERAL CONSTRUCTION

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

APPROVED BUDGET FY 2020

HOW EACH DOLLAR OF A WATER & SEWER BILL IS SPENT



FY 2019–FY 2020 SUMMARY OF OPERATING REVENUE & EXPENSE BY BUDGET, MAJOR CATEGORY, AND FUND TYPE

BUDGET PROGRAM FUND TYPE	OPERATING						Totals		
	Water and Sewer				General Construction				
	Water Operating		Sewer Operating		General Bond Debt Service		FY 2019 Total	FY 2020 Total	% Chg
	FY 2019 Approved	FY 2020 Approved	FY 2019 Approved	FY 2020 Approved	FY 2019 Approved	FY 2020 Approved			
(\$ in Thousands)									
OPERATING REVENUES									
Water Consumption Charges	\$ 273,316	\$ 280,997	\$ -	\$ -	\$ -	\$ -	\$ 273,316	\$ 280,997	2.8%
Sewer Use Charges	-	-	354,626	377,902	-	-	354,626	377,902	6.6%
Front Foot Benefit & H/C Assessments	-	-	-	-	15,473	12,507	15,473	12,507	-19.2%
Account Maintenance Fees	16,413	16,471	15,769	15,825	-	-	32,182	32,296	0.4%
Infrastructure Investment Fee	19,836	20,059	19,058	19,272	-	-	38,894	39,331	1.1%
Plumbing and Inspection Fees	7,190	7,470	5,041	5,430	-	-	12,231	12,900	5.5%
Rockville Sewer Use	-	-	2,700	3,000	-	-	2,700	3,000	11.1%
Miscellaneous	10,900	10,600	8,900	9,200	240	260	20,040	20,060	0.1%
Interest Income	100	2,000	1,400	3,500	75	500	1,575	6,000	281.0%
Operating Revenues	327,755	337,597	407,494	434,129	15,788	13,267	751,037	784,993	4.5%
OTHER CREDITS AND TRANSFERS									
Use of Fund Balance	5,906	5,784	5,674	5,557	-	-	11,580	11,341	-2.1%
Other	-	-	-	-	12,500	11,600	12,500	11,600	-7.2%
Reconstruction Debt Service Offset	4,000	4,000	8,500	7,600	(12,500)	(11,600)	-	-	-
SDC Debt Service Offset	2,422	3,540	942	1,118	-	-	3,364	4,658	38.5%
Miscellaneous Offset	-	214	-	181	-	-	-	395	-
Premium Transfer	-	1,337	-	1,563	-	-	-	2,900	-
Total Funds Available	340,083	352,472	422,610	450,148	15,788	13,267	778,481	815,887	4.8%
OPERATING EXPENSES									
Salaries & Wages	68,672	63,707	59,229	65,968	533	459	128,434	130,134	1.3%
Heat, Light, and Power	10,642	10,808	9,935	8,628	-	8	20,577	19,444	-5.5%
Regional Sewage Disposal	-	-	53,617	59,000	-	-	53,617	59,000	10.0%
All Other	129,381	131,218	123,140	125,967	1,067	730	253,588	257,915	1.7%
Subtotal	208,695	205,734	245,921	259,563	1,600	1,197	456,216	466,494	2.3%
Debt Service									
Bonds and Notes Principal	70,988	84,505	95,000	111,564	11,425	10,182	177,413	206,251	16.3%
Bonds and Notes Interest	46,740	48,711	64,333	61,527	5,863	3,394	116,936	113,632	-2.8%
Interfund Transfer	-	-	-	-	-	-	-	-	-
Subtotal	117,728	133,216	159,333	173,091	17,288	13,576	294,349	319,883	8.7%
OTHER TRANSFERS									
PAYGO	13,660	13,522	17,356	17,494	-	-	31,016	31,016	0.0%
Total Expenditures	340,083	352,472	422,610	450,148	18,888	14,773	781,581	817,393	4.6%
Net Revenue (Loss)	0	0	(0)	0	(3,100)	(1,506)	(3,100)	(1,506)	-51.4%
Fund Balance - July 1									
Balance	\$ 40,447	\$ 34,541	\$ 144,850	\$ 139,176	\$ 48,372	\$ 32,772			
Use of Fund Balance	0	0	(0)	0	(3,100)	(1,506)			
Fund Balance - June 30	(5,906)	(5,784)	(5,674)	(5,557)	(12,500)	(11,600)			
Fund Balance - June 30	\$ 34,541	\$ 28,758	\$ 139,176	\$ 133,619	\$ 32,772	\$ 19,666			

Explanation of Budget and Summaries



FY 2019 – FY 2020 CAPITAL FUNDING & COSTS BY BUDGET, MAJOR SOURCE CATEGORY, AND FUND TYPE

BUDGET ► PROGRAM ► FUND TYPE ►	CAPITAL						Totals		
	Water and Sewer		Sewer Disposal Bond		General Construction				
	Water Supply Bond		Sewer Disposal Bond		General Construction Bond		FY 2019	FY 2020	%
(\$ in Thousands)	FY 2019 Approved	FY 2020 Approved	FY 2019 Approved	FY 2020 Approved	FY 2019 Approved	FY 2020 Approved	Total	Total	Chg
FUNDS PROVIDED									
Bonds and Notes Issues/Cash on Hand	\$ 286,497	\$ 268,012	\$ 292,265	\$ 295,799	\$ 20,077	\$ 16,012	\$ 598,839	\$ 579,823	-3.2%
Anticipated Contributions:									
Federal & State Grants	-	-	13,122	22,291	-	-	13,122	22,291	69.9%
System Development Charge	17,222	16,418	6,425	5,298	-	-	23,647	21,716	-8.2%
Others	2,760	2,826	17,078	10,990	880	880	20,718	14,696	-29.1%
Total Funds Provided	306,479	287,256	328,890	334,378	20,957	16,892	656,326	638,526	-2.7%
CONSTRUCTION COSTS									
Salaries & Wages	18,222	15,065	9,649	8,828	2,807	3,261	30,678	27,154	-11.5%
Contract Work	175,055	163,664	200,785	219,668	383	-	376,223	383,332	1.9%
Consulting Engineers	40,572	30,810	25,865	24,759	2,475	2,504	68,912	58,073	-15.7%
All Other	72,630	77,717	92,591	81,123	15,292	11,127	180,513	169,967	-5.8%
Total Construction Costs	\$ 306,479	\$ 287,256	\$ 328,890	\$ 334,378	\$ 20,957	\$ 16,892	\$ 656,326	\$ 638,526	-2.7%

SUMMARY OF CHANGE IN FUND BALANCE

Fund (\$ in Thousands)		Fund Balance - July 1st	Operating Revenues	Operating Expenses ¹	Other Credits and Transfers	Use of Fund Balance	Fund Balance - June 30th	Fund Balance	
								Increase/ (Decrease)	% Change
Water Operating	FY 2019	\$ 40,447	\$ 327,755	\$ (340,083)	\$ 12,328	\$ (5,906)	\$ 34,541	\$ (5,906)	-14.6%
	FY 2020	34,541	337,597	(352,472)	14,875	(5,784)	28,758	(5,784)	-16.7%
Sewer Operating	FY 2019	144,850	407,494	(422,610)	15,116	(5,674)	139,176	(5,674)	-3.9%
	FY 2020	139,176	434,129	(450,148)	16,019	(5,557)	133,619	(5,557)	-4.0%
General Bond Debt Service	FY 2019	48,372	15,788	(18,888)	-	(12,500)	32,772	(15,600)	-32.3%
	FY 2020	32,772	13,267	(14,773)	-	(11,600)	19,666	(13,106)	-40.0%

¹Includes debt service.

EXPLANATION OF FY 2020 SIGNIFICANT CHANGES TO FUND BALANCE

Water and Sewer Operating Funds

The Approved FY 2020 ending fund balances are lower than the projected FY 2019 ending balance for the combined Water and Sewer Operating Funds. A majority of the change is due to planned use of fund balance to finance the IT Strategic Plan.

General Bond Debt Service Fund

The Approved FY 2020 ending fund balance is 40.0% lower than the projected FY 2019 ending balance for the General Bond Debt Service Fund. Revenues for this fund are derived from Front Foot Benefit Assessments and House Connection Charges. Developers now build these types of mains and lines. The revenues that are currently collected are from prior assessments that are paid over a multi-year period. Surplus funds that have accumulated in the General Bond Debt Service Fund are transferred to the Water and Sewer Operating Funds to benefit all ratepayers.

SECTION 4
CAPITAL BUDGET

CAPITAL BUDGET

INTRODUCTION

The WSSC Capital Budget is comprised of three main expenditure categories: the Capital Improvements Program, Information Only, and Other Capital Projects.

Capital Improvements Program (CIP)

The projects included in the CIP represent a multi-year plan to design and construct the capital facilities required to protect the health and safety of the residents of the two counties we serve by protecting our source water, providing an adequate supply of safe drinking water, meeting fire-fighting requirements, and collecting and adequately treating wastewater before it is returned to the waters of the State of Maryland. The Commission strives to maintain a balance between the use of valuable resources and the public's demand for clean water and the treatment of sanitary waste in an ethically, financially, and environmentally responsible manner. The estimated total expenditures from the first year of the CIP - the budget year - are included in the Expenditure Summary at the end of this section. Detailed project information is provided in the CIP document available through our Communications & Community Relations Office and on our website at <https://www.wsscwater.com/fin>.

Information Only

The Information Only section of the CIP document contains projects that are not required to be in the CIP but may be included for any number of reasons such as: fiscal planning purposes; the reader's improved understanding of the full scope of a specific set of projects; or responding to requests from county governments. The Water and Sewer System Reconstruction Programs for the systematic replacement and rehabilitation of small diameter water mains and sewer lines, and the Advanced Metering Infrastructure project, make up the largest expenditures in this section. Detailed project information is provided in the Information Only section of the CIP document. A list of Information Only projects and programs is shown in the summary at the end of this section.

Other Capital Projects

The Other Capital Projects section includes miscellaneous capital projects and expenditures for common operational activities such as Relocations, New House Connections, Water Meters, Paving and General Construction of Local Lines. A complete list of Other Capital Projects is shown in the summary at the end of this section.

PROGRAM OBJECTIVES

The principal objective of the Capital Budget is the programming of planning, design, and construction activities on a yearly basis for major water and sewerage infrastructure projects and programs. These projects and programs may be necessary for system improvements for service to existing customers, to comply with federal and/or state environmental mandates, or to support new development in accordance with the counties' approved plans and policies for orderly growth and development. The Capital Budget conforms to the Spending Affordability Guidelines (SAG) established by both county governments every year since 1994.

IMPACT OF CAPITAL PROGRAM ON THE OPERATING BUDGET

Capital projects generate future operating budget impacts for debt service, use of reserves, and changes in operating costs due to new or renovated facilities.

Debt Service

Capital projects are financed primarily with long-term, rate-supported debt through the sale of bonds. Water Supply bonds are issued to finance major water treatment, storage, and transmission facilities. Sewage Disposal bonds are issued to finance major sewage collection and treatment facilities. These bonds are repaid to bond holders over a 30-year period by annual principal and interest payments (debt service). The annual debt service on outstanding bonds is paid from the Commission's operating funds. The primary funding source for the repayment of debt is the revenue generated by water consumption and sewer use charges. These charges are set on an annual basis to cover the operation, maintenance, and debt service costs of the Commission. In this manner, the initial high cost of capital improvements is spread over time and paid for by future customers who will benefit from the facilities, as well as by current customers. It is through this capital project financing process that the size of the Capital Program impacts the size of water and sewer bond issues, which in turn impacts customers' water and sewer bills.

Obtaining funding from other sources and through the use of PAYGO funding (when budgeted) lowers our borrowing requirements, which in turn lowers debt service requirements and ultimately our customers' bills. Other funding sources may include: payments from Applicants for new service, including System Development Charges for certain projects which are intended to support new development; payments from other jurisdictions for projects which specifically benefit them; and state and federal grants. The amounts of these collections may vary from year to year.

Estimating future spending is an important step in forecasting the issuance of new debt at a level which does not exceed the amount necessary to cover actual expenditures. Conservative issuance of long-term debt is essential to keep outstanding debt, debt service, and water and sewer rates at moderate levels. The amount of new debt is calculated by adjusting for other funding sources and incorporating an expected construction completion rate. Taking into account these adjustments results in an estimated new long-term Water and Sewer Debt requirement of \$384.9 million. The FY 2020 debt service payment, is shown in the Operating Budget Impacts section.

CAPITAL BUDGET FUNDING SUMMARY

(\$ In Thousands)	FY 2019 Approved	FY 2020 Approved
Water and Sewer CIP:		
WSSC Bonds	\$ 291,719	\$ 315,063
PAYGO	31,016	31,016
Federal Grants	-	-
State Grants	6,122	2,291
Local Government Contribution	2,894	2,835
System Development Charge (SDC)	53,647	21,716
Contribution/Other	16,057	10,399
Total Water and Sewer CIP	\$ 401,455	\$ 383,320
Information Only:		
WSSC Bonds	225,347	165,762
State Grants	-	20,000
Contribution/Other	789	582
Total Information Only	\$ 226,136	\$ 186,344
Other Capital Projects:		
WSSC Bonds	27,855	67,982
House Connection Revenue	880	880
Total Other Capital Projects	\$ 28,735	\$ 68,862
Total Capital Funding	\$ 656,326	\$ 638,526

CAPITAL BUDGET EXPENDITURE SUMMARY

(\$ In Thousands)	FY 2019 Approved	FY 2020 Approved
Water and Sewer CIP:		
Montgomery County Water	\$ 13,869	\$ 7,295
Prince George's County Water	49,408	27,636
Bi-County Water	72,690	76,983
Montgomery County Sewer	12,537	7,881
Prince George's County Sewer	60,397	55,649
Bi-County Sewer	192,554	207,876
Total Water and Sewer CIP	\$ 401,455	\$ 383,320
Information Only:		
Water Reconstruction Program	99,925	75,784
Sewer Reconstruction Program	64,684	64,684
Engineering Support Program	14,000	18,000
Energy Performance Program	9,134	5,898
Water Storage Facility Rehabilitation Program	8,000	3,000
Specialty Valve Vault Rehabilitation Program	1,442	1,119
Advanced Metering Infrastructure	27,694	17,577
Brighton Dam Operations & Maintenance Facility	983	-
D'Arcy Park North Relief Sewer	274	282
Total Information Only	\$ 226,136	\$ 186,344
Other Capital Projects:		
New House Connections	3,100	4,900
Relocations	5,000	6,500
Purchase of Water Meters	2,824	2,824
Local Lines	690	600
Paving	-	22,200
Allocated & Other Costs	17,121	31,838
Total Other Capital Projects	\$ 28,735	\$ 68,862
Total Capital Expenditures	\$ 656,326	\$ 638,526

SECTION 5
ORGANIZATIONAL BUDGETS AND MEASURES

WORKFORCE AND COMPENSATION

INTRODUCTION

This section provides assumptions, including discussions of WSSC's workforce and compensation, including retiree benefits. Workforce and compensation as approved for FY 2020 incorporates policies and guideline recommendations.

SALARY AND WAGES SUMMARY

	FY 2019 Approved		FY 2020 Approved	
	Workyears	Amount	Workyears	Amount
Base Positions Funded Full Year	1,776	\$ 154,930,072	1,776	\$ 156,709,569
Overtime		8,099,381		7,279,056
Subtotal		163,029,453		163,988,625
Lapse on Base Positions *		(9,440,601)		(11,934,319)
Subtotal		153,588,852		152,054,306
Salary Enhancements		5,445,188		5,155,023
Salary - 6 Commissioners		78,500		78,500
TOTAL	1,776	\$ 159,112,540	1,776	\$ 157,287,829

*Lapse is the reduction of gross salary costs due to vacancies and normal delays in filling positions.

EMPLOYEE BENEFITS

The following employee benefits are funded by WSSC in non-departmental accounts.

FICA (Social Security & Medicare) – Contributions are collected each payday based on actual payroll. Since contribution rates and salary maximums change at the start of the calendar year, figures used in the budget represent an average of the rates set for 2019 and projected changes for 2020. The employer rates are 6.2% for social security and 1.45% for Medicare and are not expected to change.

Workers' Compensation – This is handled under the Office of Human Resources. Contributions are set each year based on an actuarial valuation of exposures, past and projected claims experience along with administrative expenses.

Group Insurance – The contributions for health insurance are actuarially determined, and the contribution for life insurance is based on fixed rates per coverage amounts based on an employee's salary. Contribution rates during this period will be set based on various factors, including the fund balance in the Retiree Other Post-Employment Benefit Trust and claims cost experience.

RETIREMENT PROGRAM

Retirement System – WSSC maintains an employee retirement system which is intended to provide income during their retirement years. The Employees' Retirement Plan is administered by an Executive Director who is appointed by the WSSC General Manager.

Retiree Health Benefits Trust – The Trust is a single employer contributory fund established to address the rising cost of life insurance and medical benefits for future retirees and beneficiaries. Through a trust vehicle, annual contributions by WSSC are set aside and actively invested. Over time, funding will be sufficient to pay for future retiree health benefits, as well as any accrued interest on unfunded liability.

COMPARATIVE EXPENDITURES BY ORGANIZATIONAL UNIT – ALL OPERATING AND CAPITAL FUNDS

	FY 2019 Approved		FY 2020 Approved	
	Workyears	Budget	Workyears	Budget
Commissioners Office/Corporate Secretary's Office*	2	\$ 390,768	2	\$ 381,879
Office of the Inspector General	10	1,348,142	10	1,572,084
General Manager's Office	9	1,598,034	8	1,448,190
WSSC STAT Office**	4	684,350	-	-
General Counsel's Office	25	10,392,624	28	10,517,040
Strategic Partnerships Branch				
Customer Service Department	102	11,883,866	86	11,584,913
Intergovernmental Relations Office	4	723,476	4	753,746
Communications & Community Relations Office	19	3,111,669	19	3,071,397
Human Resources Office	36	6,054,817	36	7,921,259
Equal Employment Opportunities Office	1	228,994	1	226,400
Strategy & Innovation Office**	-	-	18	2,755,779
Operations Branch				
Asset Management Office	8	3,468,777	5	2,385,924
Engineering & Construction Department	378	578,731,541	378	588,760,824
Police & Homeland Security Office	41	5,557,088	40	6,050,620
Production Department	332	160,340,070	330	139,093,978
Utility Services Department	499	126,454,367	512	138,619,476
Administration Branch				
Finance Department	64	7,691,928	64	7,720,450
Information Technology Department	104	70,230,482	103	56,050,279
General Services Department	94	15,617,308	96	40,446,733
Procurement Department	35	3,677,370	27	2,758,044
Office of Supplier Diversity & Inclusion	9	1,414,076	9	1,461,900
Other				
Non-Departmental - Finance		53,825,526		51,056,376
Retirement Trust Charge Back		-		(756,355)
Non-Departmental - Human Resources		34,524,900		31,139,492
Debt Service		294,348,690		319,882,700
PAYGO		31,015,512		31,016,000
Depreciation Expense ***		14,592,374		-
SUMMARY-TOTAL	1,776	\$ 1,437,906,749	1,776	\$ 1,455,919,130

*Commissioners (6) and Inspector General (1) not included in totals for workyears. However, funds shown in table do provide for associated workyear expenses.

**Beginning in FY 2020, WSSC STAT Office moved to the new Strategy & Innovation Office.

***Beginning in FY 2020, movable assets are budgeted as a direct expense at the organization level in lieu of depreciation.

COMMISSIONERS/CORPORATE SECRETARY, GENERAL MANAGER & STAFF OFFICES

Commissioners/Corporate Secretary, General Manager & Staff Offices is comprised of the following: Commissioners/Corporate Secretary, Office of the Inspector General, General Manager, WSSC Stat, and General Counsel Offices.

Budget Summary

Governance & General Manager's Office	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work years	Amount	Work years	Amount	Work years	Amount
Commissioners'/Corporate Secretary's Office	1.0	\$328,571	2.0	\$390,768	2.0	\$381,879
Office of the Inspector General	8.8	1,242,055	10.0	1,348,142	10.0	1,572,084
General Manager's Office	9.1	1,657,551	9.0	1,598,034	8.0	1,448,190
WSSC STAT Office*	2.4	747,386	4.0	684,350	-	-
General Counsel's Office	22.4	10,366,586	25.0	10,392,624	28.0	10,517,040
Total	43.7	\$14,342,149	50.0	\$14,413,918	48.0	\$13,919,193

*As of FY 2020, the WSSC STAT Office moved to the Strategy & Innovation Office of the Strategic Partnership Branch.

COMMISSIONERS/CORPORATE SECRETARY'S OFFICE

Mission Statement

To function as the official governing body of WSSC responsible for setting general policy for WSSC's operation, while providing leadership, guidance, and oversight.

Office Description

WSSC is governed by a six-member Board of appointed Commissioners.

The Board of Commissioners provides oversight of the agency and establishes policies for the operation of the Commission within the legal framework of Division II of the Public Utilities Article of the Annotated Code of Maryland. Three Commissioners are appointed by the Prince George's County Executive and three by the Montgomery County Executive, subject to approval by the two respective County Councils.

The Commission's Corporate Secretary is a corporate officer of the agency responsible for overseeing the day-to-day operations of the Commissioners/Corporate Secretary's Office and managing WSSC's corporate functions, to include organizing and facilitating Commission meetings, drafting and posting official meeting agendas, preparing official meeting minutes, maintaining the agency's corporate seal and certifying documents on behalf of the Commission. The Corporate Secretary also serves as the agency's registered agent; official custodian of records and liaison to customers and other stakeholders on behalf of Commissioners.

OFFICE OF THE INSPECTOR GENERAL

Mission Statement

To help WSSC meet its objectives in a fiscally transparent, sustainable, and ethically responsible manner, by conducting independent audits, evaluations, and investigations; making evidence-based recommendations to promote economy, efficiency and effectiveness; and prevent and detect fraud, waste, abuse, mismanagement, and misconduct within WSSC programs and operations.

Office Description

The Office of the Inspector General (OIG) is an independent office of the WSSC. The WSSC OIG was established and is governed by the WSSC Inspector General Act, as promulgated under Maryland Public Code 17-601 et seq. (2018). The OIG reports to the WSSC Board of Commissioners.

The OIG assesses the effectiveness and efficiency of WSSC operations and programs and serves to promote transparency for WSSC stakeholders, as well as serving as the WSSC's safety net for compliance with rules, regulations, and overall best business practices. The OIG administers the Fraud, Waste, and Abuse Hotline and investigates reported allegations.

The OIG is responsible for providing independent and objective recommendations that add value to and improve WSSC's programs and operations. The OIG helps the Commission accomplish its mission by providing a systemic, objective, and disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes within WSSC. Examples of OIG core activities include:

GENERAL MANAGER'S OFFICE

Mission Statement

To provide strategic direction to ensure the Commission provides safe and reliable water to customers, and returns clean water to the environment, all in an ethically and financially responsible manner.

Office Description

As the Commission's chief executive, the General Manager/CEO provides managerial direction to all Commission operations and support functions, and serves as the Commission's primary representative in relations with the County and State governments and other outside parties.

GENERAL COUNSEL'S OFFICE

Mission Statement

To provide legal representation to the Commission in a tradition of excellence in the quality of services provided to its clients, while maintaining the highest standards of professional ethics and integrity.

Office Description

The General Counsel's Office (GCO) represents the Commission as legal counsel in judicial and administrative proceedings, while advocating and defending its interests in those proceedings. This Office educates Commission personnel about legal requirements and preventable risk and also investigates and resolves claims made against the Commission.

Effective FY 2020, the Ethics Office administratively reports to the GCO. The Ethics Office is managed by the Ethics Officer who administers the Code of Ethics, provides support to the Board of Ethics, and provides ethics training.

STRATEGIC PARTNERSHIPS

Strategic Partnerships oversee the people and partnerships of the Commission. The Deputy General Manager for Strategic Partnerships provides leadership and guidance on building strategic collaboration with customers, legislators, businesses, and other key stakeholders. These partnerships are essential to ensuring the General Manager’s vision for customer excellence. The Deputy General Manager also oversees internal functions critical to employees, including human resources and fair practices.

Budget Summary

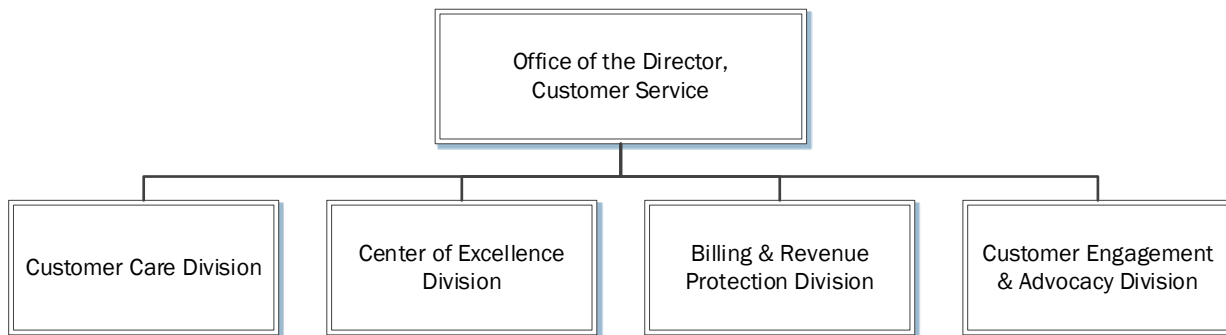
Strategic Partnerships	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work years	Amount	Work years	Amount	Work years	Amount
Customer Service Department	88.7	\$9,141,076	102.0	\$11,883,866	86.0	\$11,584,913
Intergovernmental Relations Office	3.4	610,303	4.0	723,476	4.0	753,746
Communications & Community Relations	18.6	3,026,191	19.0	3,111,669	19.0	3,071,397
Human Resources Office	35.0	4,721,004	36.0	6,054,817	36.0	7,921,259
Equal Employment Opportunities Office	1.0	191,345	1.0	228,994	1.0	226,400
Strategy & Innovation Office*	-	-	-	-	18.0	2,755,779
Total	146.7	\$17,689,919	162.0	\$22,002,822	164.0	\$26,313,494

*As of FY 2020, the Strategy & Innovation Office was established.

CUSTOMER SERVICE DEPARTMENT

The Customer Service Department is responsible for providing residential and commercial customers with timely, accurate, and responsive customer services. The Department helps customers understand their water and sewer services including rates, water consumption, starting or stopping service, and detecting household plumbing leaks. The Department provides account services, such as billing adjustments and corrections, billing and collections operations, and revenue analysis and management. The Department also provides a variety of payment options and customer assistance solutions to help pay the water/sewer bill. Key priorities for the Department include improving the overall customer experience and streamlining operations to improve customer satisfaction.

Organizational Structure



CUSTOMER SERVICE DEPARTMENT (CONTINUED)

Mission Statement

To provide a world-class customer experience to every customer every time by treating all customers in a friendly, helpful and professional manner.

Budget Summary

Customer Service Department	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work Years	Amount	Work Years	Amount	Work Years	Amount
Office of the Director, Customer Service	2.0	\$282,753	3.0	\$387,018	4.0	\$624,121
Customer Care Division	54.8	5,485,351	66.0	7,209,900	51.0	5,117,945
Center of Excellence	3.3	522,932	6.0	1,108,516	6.0	670,427
Billing & Revenue Protection Division	24.6	2,334,451	20.0	2,347,929	20.0	4,610,109
Customer Engagement & Advocacy Division	4.0	515,589	7.0	830,503	5.0	562,311
Total	88.7	\$9,141,076	102.0	\$11,883,866	86.0	\$11,584,913

Highlights

- Water and sewer bills design, composition, printing, and distribution activities were transferred from the General Services Department to the Customer Service Department with the focus on improving customer experience.
- Emergency Call Center staff was transferred from the Customer Care Division to the Utility Services Department to better assist customers with emergency inquiries.
- Oracle Utilities C2M is set to replace Customer Service Information System (CSIS), providing WSSC with a robust and flexible billing and customer service platform that will integrate with the broader suite of Oracle tools in place at WSSC.

OFFICE OF THE DIRECTOR

The Customer Service Department, led by the Director, is responsible for improving the overall customer experience and streamlining operations to improve customer satisfaction.

CUSTOMER CARE DIVISION

The Customer Care Division serves as the voice of the Commission for customer oriented services and is comprised of the Customer Service Center (CSC), and Research & Investigations Section. The Division responds to general and complex customer requests such as customer assistance with billing matters, preparing written correspondence in response to customer inquiries and complaints, and processing bill payments.

CENTER OF EXCELLENCE DIVISION

The Center of Excellence Division provides centralized strategies and resources for the Customer Service Department including workforce scheduling, forecasting and resource allocation; quality assurance, training, and coaching; employee engagement and performance-based management; and innovative business process and customer service technology strategies for the enterprise.

BILLING & REVENUE PROTECTION DIVISION

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

CUSTOMER ENGAGEMENT & ADVOCACY DIVISION

The Customer Engagement & Advocacy Division serves as an advocate for all customers for resolving complex customer service issues and promoting effective customer relationships. This Division informs communities and stakeholders about WSSC priorities and projects, and promotes customer assistance programs and initiatives.

Goals, Objectives, and Outcome Measures

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

Strategic Priority:
Enhance Customer Experience

Objective	Outcome Measure	FY 2017 Actual / Targeted	FY 2018 Actual / Targeted	FY 2019 Targeted	FY 2020 Targeted
Respond to customers' telephone calls.	Percentage of customer calls answered - Non-emergency calls.	93.0% / 90.0%	93.0% / 95.0%	92.0%	95.0%

INTERGOVERNMENTAL RELATIONS OFFICE

Mission Statement

To analyze the impact of state and federal legislation on the Commission and act as the WSSC's representative before legislative bodies.

Office Description

The Intergovernmental Relations Office oversees the Commission's legislative agenda and represents WSSC before elected bodies. The Office is responsible for researching, developing, analyzing, and lobbying for or against legislation impacting the Commission. In addition, the Office also serves as a liaison between the Commission and elected officials.

COMMUNICATIONS & COMMUNITY RELATIONS OFFICE

Mission Statement

To provide timely and accurate information that is designed to educate and inform the Communication Office's internal and external customers and enhance the WSSC's image.

Office Description

The Communications & Community Relations Office proactively communicates internally and externally while building relationships and strategic alliances throughout communities and industries. The Office also provides the news media with timely and accurate information and manages crisis communications; oversees the content on the WSSC website; and provides graphic and photographic services.

HUMAN RESOURCES OFFICE

Mission Statement

To support employee, department, and organizational success; and provide quality employee systems in talent management, employee development, work force development, and total rewards.

Office Description

The Human Resources Office is responsible for planning, administering, and evaluating the Commission's personnel related programs. The Office develops and maintains the employee benefit structures, and the classification and compensation programs, conducts training courses, and manages the employee recruitment functions. The Office also provides counseling services on a variety of employee issues, and adheres to all applicable federal and state laws. It is also responsible for providing a safe and healthy work environment for Commission employees, administering safety and health programs to ensure compliance with all federal, state and local regulations.

EQUAL EMPLOYMENT OPPORTUNITIES OFFICE

Mission Statement

To ensure Commission compliance with Equal Employment Opportunity laws and practices, and address employee discrimination issues and complaints in accordance with the Commission's policies and procedures.

Office Description

The Equal Employment Opportunities (EEO) Office is responsible for identifying, investigating and resolving employee EEO matters with integrity, neutrality and transparency. The EEO Office uses best efforts to resolve all allegations of harassment, employment discrimination and retaliation expeditiously and efficiently, with a view towards fair and equitable treatment for all persons involved. Related to complaint processing, the EEO Office is responsible for developing and implementing an Alternate Dispute Resolution (ADR) program intended to resolve complaints through mediation. The EEO Office also develops, conducts or oversees requisite training programs throughout WSSC related to EEO, Harassment, Diversity and ADR. The EEO Office is responsible for developing a Diversity Program that enhances diversity by adopting and implementing a Diversity Strategy for WSSC.

STRATEGY AND INNOVATION OFFICE

Mission Statement

The Chief Strategy and Innovation Office develops, communicates, executes, and sustains strategic initiatives, innovation, and enterprise risk management. The Office is accelerating organizational performance through cohesive strategy planning and execution; knowledge management; and the implementation of an organizational dashboard for impact and organizational effectiveness.

Office Description

The Strategy and Innovation Office looks across the entire organization to identify where we can work smarter, collaborate, and use data to make informed decisions. The Office creates an environment where innovative ideas and new ways of doing business are encouraged across the entire organization.

STRATEGIC PERFORMANCE DIVISION

The Strategic Performance Division engages employees in strategic planning and facilitates alignment with WSSC priorities by using data to inform decision making. The Division also provides internal consulting services, including data analysis, business planning, enterprise risk, strategic sourcing and process improvement.

INNOVATION & RESEARCH DIVISION

The Innovation & Research Division focuses on finding new technologies and processes to save money, enhance operations, increase safe work practices, and improve sustainability. This Division also identifies, evaluates and pursues revenue opportunities created from innovative ideas and research.

OPERATIONS

Operations refers to the Departments critical to the planning, design, construction, operation, and maintenance of WSSC's water and sewer services. The Deputy Manager for Operations provides leadership, oversight, and guidance regarding facility planning and construction, plant maintenance and operations, as well as maintenance and repair of WSSC's vast water and sewer distribution/collection system, ensuring continuous delivery of life's most precious resource.

Budget Summary

Operations	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work years	Amount	Work years	Amount	Work years	Amount
Asset Management Office	7.4	\$2,373,732	8.0	\$3,468,777	5.0	\$2,385,924
Engineering & Construction Department	354.5	467,779,182	378.0	578,731,541	378.0	588,760,824
Police & Homeland Security Office	34.5	4,099,676	41.0	5,557,088	40.0	6,050,620
Production Department	317.7	156,382,580	332.0	160,340,070	330.0	139,093,978
Utility Services Department	457.2	89,742,652	499.0	126,454,367	512.0	138,619,476
Total	1,171.3	\$720,377,822	1,258.0	\$874,551,843	1,265.0	\$874,910,822

ASSET MANAGEMENT OFFICE

Mission Statement

To implement asset management strategies to strengthen current asset management practices and develop an Enterprise Asset Management Plan which identifies the infrastructure needs for a 30-year planning period and is utilized to develop a 10-year fiscal plan.

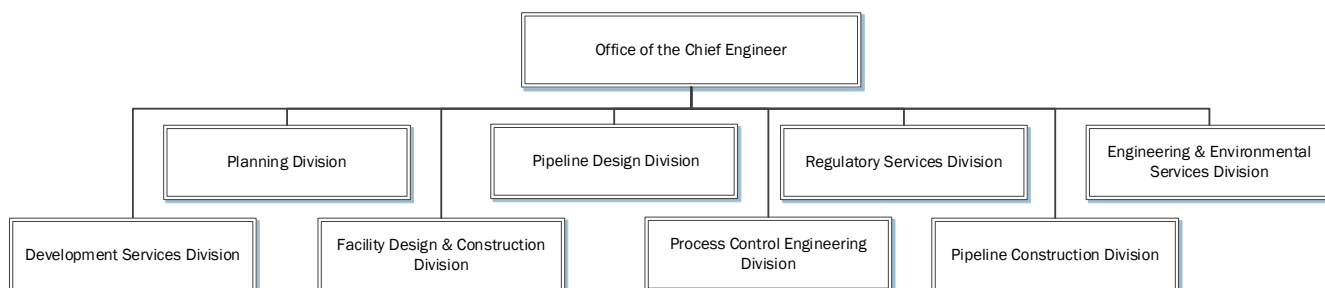
Office Description

The Asset Management Office is responsible for the development and implementation of world class asset management strategies and practices in order to balance the competing goals of maximizing the level of service we deliver to our customers, while at the same time minimizing the lifecycle cost of the assets and the business risk exposure of the Commission; sustaining the infrastructure to continue delivering the highest level of reliable water and wastewater service; optimizing decision-making processes; and maximizing the utilization of existing resources.

ENGINEERING & CONSTRUCTION DEPARTMENT

The Engineering & Construction Department (E&C) manages the planning, design and construction of the water and sewer systems throughout the Washington Suburban Sanitary District (WSSD), and serves as the water and sewer regulatory body that protects the system and the public.

Organizational Structure



Mission Statement

To provide engineering and regulatory expertise to plan, design, and build necessary infrastructure as well as operational support for delivering safe water and wastewater services in a timely, cost-effective, and environmentally sound manner.

Budget Summary

Engineering & Construction Department	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work Years	Amount	Work Years	Amount	Work Years	Amount
Office of the Chief Engineer	2.0	\$297,109	2.0	\$3,775,782	2.0	\$3,780,315
Development Services Division	53.2	5,537,460	53.0	5,854,226	52.0	5,850,235
Planning Division	12.9	83,057,390	14.0	75,035,308	17.0	72,761,428
Facility Design & Construction Division	32.0	85,971,638	34.0	167,944,272	34.0	174,933,412
Pipeline Design Division	29.5	20,378,974	42.0	34,791,076	39.0	25,557,836
Process Control Engineering Division	13.1	2,270,653	14.0	2,658,736	14.0	2,712,489
Regulatory Services Division	71.6	6,730,105	74.0	6,873,022	76.0	7,237,096
Pipeline Construction Division	80.6	251,898,725	83.0	267,338,446	81.0	282,038,113
Engineering & Environmental Svcs. Division	59.6	11,637,128	62.0	14,460,673	63.0	13,889,899
Total	354.5	\$467,779,182	378.0	\$578,731,541	378.0	\$588,760,824

Highlights

- The Commission continues to comply with all aspects of the Sanitary Sewer Consent Decree. The Broad Creek Waste Water Pump Station Augmentation Project is an important component and will be substantially complete in FY 2020.
- The Systems Reconstruction program completed 49 miles of water main rehabilitation in FY 2018.

ENGINEERING & CONSTRUCTION DEPARTMENT (CONTINUED)

Highlights (Continued)

- The Patuxent Water Filtration Plant (WFP) Expansion project is substantially complete.
- The Collington water storage tank construction is complete. Additional tanks in Olney, Shady Grove and St. Barnabas will be completed in FY 2019.

OFFICE OF THE CHIEF ENGINEER

The Chief Engineer is responsible for managing the planning, design and construction of water and sewer systems throughout the WSSD, and serves as the water and sewer regulatory body that protects the system and public.

DEVELOPMENT SERVICES DIVISION

The Development Services Division is responsible for the integrity of WSSC's water and sewer system through oversight of the planning, design, and construction of water and sewer extensions. The Division also reviews all plumbing, gas-fitting and house connection applications, issues permits, collects related fees and charges, and reviews and processes all plan submittals associated with private development, service connection submittals and applicant built construction packages.

PLANNING DIVISION

The Planning Division is responsible for ensuring adequate capacity of the water treatment, transmission, distribution, and storage systems as well as wastewater treatment, collection, and conveyance systems for both existing and future customers; for developing projects and performing preliminary engineering, including water main, sewer main, force main, and PCCP infrastructure replacement programs in order to expedite project delivery before transfer to the design teams; for developing new and managing existing regional cooperative agreements with adjoining jurisdictions and other agencies with whom WSSC shares resources; for providing technical advice to the Commission concerning proposed state and federal policy initiatives, laws, and regulations that may impact activities of the agency; and for reviewing and approving all invoices related to WSSC's relevant share of the wastewater capital improvement programs for DCWater and Charles County.

FACILITY DESIGN & CONSTRUCTION DIVISION

The Facility Design & Construction Division administers and manages the design, construction and inspection of major water, wastewater and biosolids facility projects. The Division also oversees special projects and planning studies.

PIPELINE DESIGN DIVISION

The Pipeline Design Division is responsible for managing pipeline design in the CIP and water and sewer main reconstruction programs, as well as designs for water and sewer relocations associated with road improvement projects for the state, counties and municipalities, and reviewing water and sewer relocations to ensure compliance with WSSC guidelines.

PROCESS CONTROL ENGINEERING DIVISION

The Process Control Engineering Division designs process control systems for new facilities, improves automation for existing facilities, and maintains and repairs automation of Supervisory Control and Data Acquisition systems.

REGULATORY SERVICES DIVISION

The Regulatory Services Division is responsible for the federally mandated pre-treatment Fats, Oils, and Grease (FOG) Program, and enforcement of the Plumbing and Gas-fitting Regulations. The Division regulates discharges into the sewer system, samples discharges from industrial users, inspects food service facilities, conducts investigations, responds to spills of hazardous materials entering the sewer system, and monitors/inspects cross connections to prevent backflow contamination.

PIPELINE CONSTRUCTION DIVISION

The Pipeline Construction Division is responsible for the management and inspection of water supply and wastewater collection pipeline construction contracts, as well as associated contracts for house connections, paving and landscaping.

ENGINEERING & ENVIRONMENTAL SERVICES DIVISION

The Engineering & Environmental Services Division provides a full range of in-house civil, mechanical and electrical engineering support including: technical services for capital planning, design and construction; maintenance of engineering records and Geographic Information Systems (GIS); environmental engineering and science support; infrastructure management; and land services (rights-of-way, land acquisition and recordation, and land surveys).

Goals, Objectives, and Outcome Measures

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

Strategic Priority:
Improve Infrastructure

Objective	Outcome Measure	FY 2017 Actual / Targeted	FY 2018 Actual / Targeted	FY 2019 Targeted	FY 2020 Targeted
Design the number of miles for the Water Reconstruction Program as planned.	Miles of water mains designed vs. planned.	57.2 / 69.0	58.2 / 67.0	57.0	27.0
Design the number of miles for the Sewer Reconstruction Program as planned.	Miles of sewer mains designed vs. planned.	31.5 / 20.0	21.2 / 20.0	20.0	25.0

ENGINEERING & ENVIRONMENTAL SERVICES DIVISION (CONTINUED)

Goals, Objectives, and Outcome Measures (Continued)

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

Strategic Priority:
Improve Infrastructure

Objective	Outcome Measure	FY 2017 Actual / Targeted	FY 2018 Actual / Targeted	FY 2019 Targeted	FY 2020 Targeted
Replace the number of miles for the Water Reconstruction Program as planned.	Miles of water mains replaced vs. planned.	60.5 / 43.0	44.3 / 43.0	43.0	23.0
Rehabilitate the number of miles of sewer mains and lateral lines for the Sewer and Trunk Sewer Reconstruction Programs as planned.	Miles of sewer mains and lateral lines rehabilitated vs. planned.	44.8 / 55.0	20.7 / 55.0	35.0	38.0

POLICE & HOMELAND SECURITY OFFICE

Mission Statement

To provide the highest quality critical infrastructure security, police and emergency management services to WSSC to protect the people, resources, and infrastructure operated by the Commission.

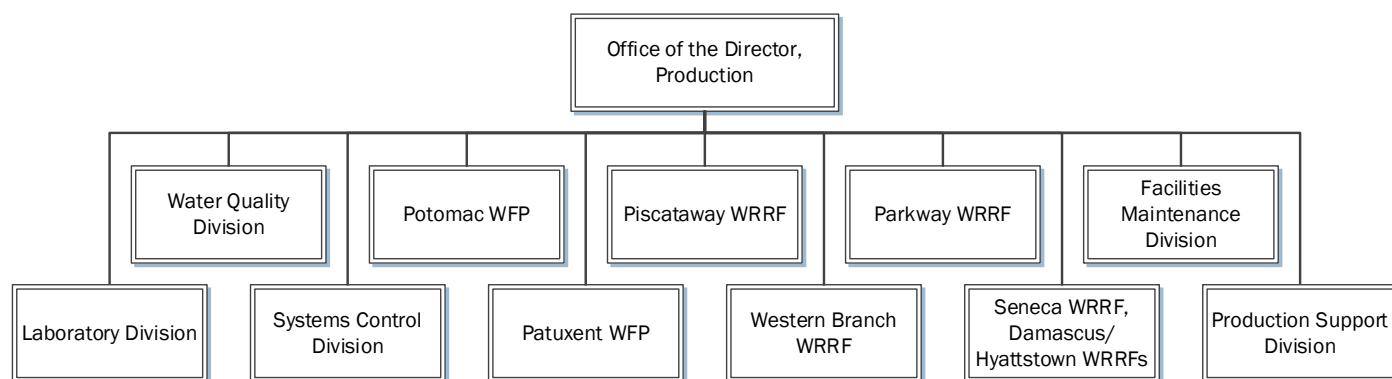
Office Description

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

PRODUCTION DEPARTMENT

The Production Department is committed to meeting two primary objectives: to provide our customers with a safe and reliable supply of drinking water that meets or exceeds all Federal and State standards and regulations; and protect public health and the environment by returning a clean wastewater effluent back to the environment. WSSC's yearly recognition by the Partnership for Safe Water and Peak Performance Award Programs is indicative of our commitment to provide our customers with the best water and wastewater services possible. Led by the Production Director, the Department operates two Water Filtration Plants (Potomac and Patuxent), six Water Resource Recovery Facilities (Piscataway, Western Branch, Parkway, Seneca, Damascus, and Hyattstown), and Laboratory, Water Quality, Systems Control, Facilities Maintenance, and Production Support Divisions.

Organizational Structure



Mission Statement

To provide a safe and reliable supply of drinking water, and to produce a high quality wastewater effluent that provide high quality, cost-effective operation and maintenance of the WSSC's water supply, dams and reservoirs, water filtration plants, water distribution facilities, wastewater collection facilities, water resource recovery facilities, bio-solids management programs, and laboratories.

PRODUCTION DEPARTMENT (CONTINUED)

Budget Summary

Production Department	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work Years	Amount	Work Years	Amount	Work Years	Amount
Office of the Director, Production	3.5	\$540,924	3.0	\$485,014	4.0	\$594,136
Laboratory Division	35.4	4,908,003	29.0	3,453,412	29.0	4,331,170
Water Quality Division*	-	-	7.0	1,214,834	8.0	1,804,249
Systems Control Division	31.6	6,696,227	34.0	4,750,285	32.0	4,786,272
Potomac WFP	33.6	12,158,360	35.0	9,739,084	35.0	10,591,464
Patuxent WFP	23.6	3,242,361	24.0	3,834,036	24.0	4,298,998
Piscataway WRRF	26.0	6,006,970	26.0	7,866,938	26.0	7,449,496
Western Branch WRRF	31.2	6,634,703	32.0	6,851,470	32.0	7,039,887
Parkway WRRF	22.3	4,157,408	23.0	4,125,664	23.0	4,390,023
Seneca/Damascus/Hyattstown WRRFs	32.7	5,737,211	33.0	6,412,456	33.0	6,429,861
Facilities Maintenance Division	60.9	15,144,804	68.0	16,756,480	68.0	17,483,847
Energy Management Division**	-	20,302,204	-	20,576,949	-	-
Production Support Division	16.9	70,853,405	18.0	74,273,448	16.0	69,894,575
Total	317.7	\$156,382,580	332.0	\$160,340,070	330.0	\$139,093,978

*As of FY 2019, the Water Quality Section of the Laboratory Service Division was established as a separate division.

**As of FY 2020, the Energy Management Division moved to the Sustainability and Support Division within the General Services Department.

Highlights

- Our wastewater treatment plants (WWTPs) are now recognized as water resource recovery facilities (WRRFs).
- FY 2018 marked our 100th year without a drinking water violation.
- Both Potomac and Patuxent water filtration plants earned the prestigious Partnership for Safe Water Presidents Award, the only two water filtration plants in Maryland and two of the eleven plants in the nation to achieve this honor.
- All six of our water resource recovery facilities had zero permit non-compliances earning them NACWA's Peak Performance Awards, five earned Platinum and one earned Gold.
- WSSC has entered into an agreement with the University of Maryland to support a research program titled "Using Vegetated Compost Blankets to Achieve Highway Runoff Volume and Pollutant Reduction". This program will research compost application as an effective erosion control method in steep areas prone to storm water erosion, increasing water retention and thus decreasing storm water runoff. Program benefits include a greater understanding of the impact of runoffs to our water filtration plants, reservoirs, and the Potomac River, which will assist in improving operations and sustainability.

OFFICE OF THE DIRECTOR, PRODUCTION

The Production Director is responsible for the oversight and operation of two water filtration plants, six water resource recovery facilities, and the Laboratory, Water Quality, Systems Control, Facilities Maintenance, and Production Support Divisions.

LABORATORY DIVISION

This Division is responsible for the operation and maintenance of the Commission's lab facilities and for providing high quality analytical data to the WSSC and other organizations for the benefit of public health and environmental quality.

WATER QUALITY DIVISION

Water Quality Division establishes a unified, central structure in which all water quality issues are managed, so that WSSC's water quality goals are met consistently and reliably. This division is responsible for management and coordination of drinking water regulatory compliance activities, implementation and operation of water quality surveillance and response programs, response to stakeholder and customer inquiries on water quality, and proactive planning on water quality.

SYSTEMS CONTROL DIVISION

This Division is responsible for the operation and maintenance of the water distribution system's pumping stations, water storage tank throttling valves, specialty valves, electrically operated valves, and associated instrumentation. The Division operates and maintains supervisory control and data acquisition (SCADA) system through the Control Center, monitoring remote water and wastewater facilities to ensure reliable service, and minimizing environmental damage. The ultimate goal of the Division is to provide reliable and safe water throughout the distribution system.

POTOMAC AND PATUXENT WATER FILTRATION PLANTS

These two water filtration plants are responsible for the operation and maintenance of their respective facilities, providing high-quality, cost-effective maintenance and continual operation of the Commission's water filtration plants, water distribution facilities, and water supply dams.

PISCATAWAY, WESTERN BRANCH, PARKWAY, AND SENECA/DAMASCUS/HYATTSTOWN WRRFs

These Water Resource Recovery Facilities are responsible for the operation and maintenance of their respective facilities, providing high quality, cost effective maintenance and continual operation of the Commission's wastewater collection facilities and water resource recovery facilities. The facilities produce effluent that meets all requirements for discharging to waters of the State of Maryland; utilize the biosolids generated in an environmentally beneficial manner; and operate and maintain wastewater pumping stations to convey wastewater without overflows.

FACILITIES MAINTENANCE DIVISION

This Division provides specialized maintenance services for the Production Department facilities and general facility maintenance and renovation services for all WSSC facilities.

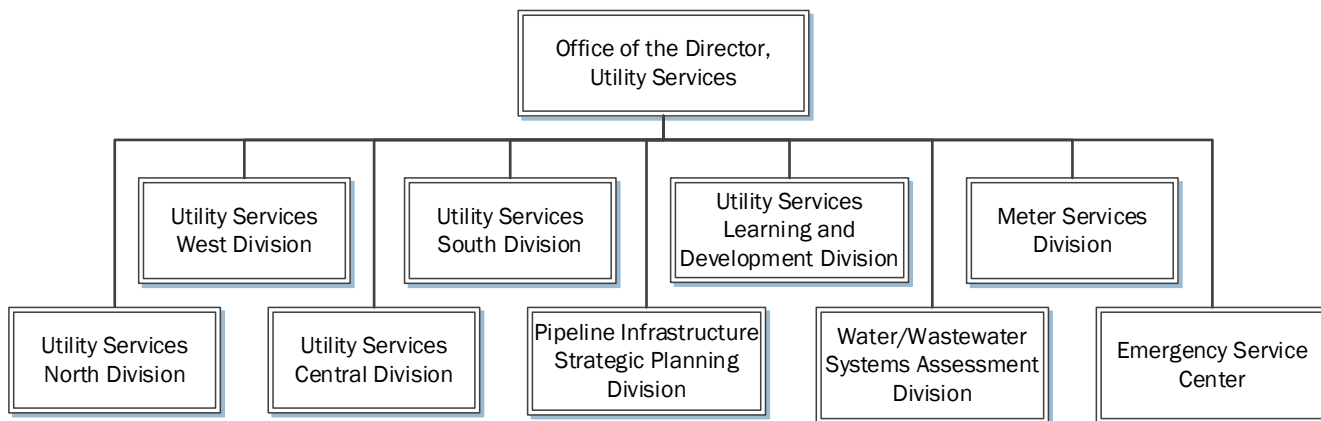
PRODUCTION SUPPORT DIVISIONS

The primary focus of the Division is on utilities cost control, bio-solids management, asset management competitive action efforts, safety, training and security. They also support other miscellaneous initiatives such as Project Cornerstone implementation, greenhouse gas planning, and aerobic digester feasibility studies.

UTILITY SERVICES DEPARTMENT

The Utility Services Department is directly responsible for maintaining the distribution and collection systems, including all of the Commission’s water and sewer mains, thus ensuring the consistent flow of water and outflow of wastewater within the Washington Suburban Sanitary District, and preserving the infrastructure in order to provide quality service for our customers.

Organizational Structure



Mission Statement

To maintain the water and wastewater infrastructure and protect the environment all to serve our customers.

Budget Summary

Utility Services Department	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work years	Amount	Work years	Amount	Work years	Amount
Office of the Director, Utility Services	8.9	\$5,850,323	9.0	\$20,358,848	9.0	\$20,931,314
Utility Services North Division	54.2	7,052,982	61.0	8,981,566	60.0	9,474,526
Utility Services West Division	51.1	7,934,758	61.0	9,570,946	60.0	10,338,395
Utility Services Central Division	54.1	13,050,583	63.0	11,776,619	62.0	11,755,870
Utility Services South Division	54.3	10,524,602	62.0	10,732,796	58.0	11,599,272
Emergency Service Center	-	-	-	-	19.0	1,492,854
Pipeline Infra. Strategic Planning Division	44.4	5,057,223	38.0	6,145,465	39.0	5,319,295
Utility Services Learning and Dev. Division	7.8	747,076	8.0	780,414	8.0	820,222
Water/Wastewater Systems Assess. Division	75.9	32,115,374	81.0	36,265,044	82.0	39,408,016
Meter Services Division	106.5	7,409,731	116.0	21,842,669	115.0	27,479,711
Total	457.2	\$89,742,652	499.0	\$126,454,367	512.0	\$138,619,476

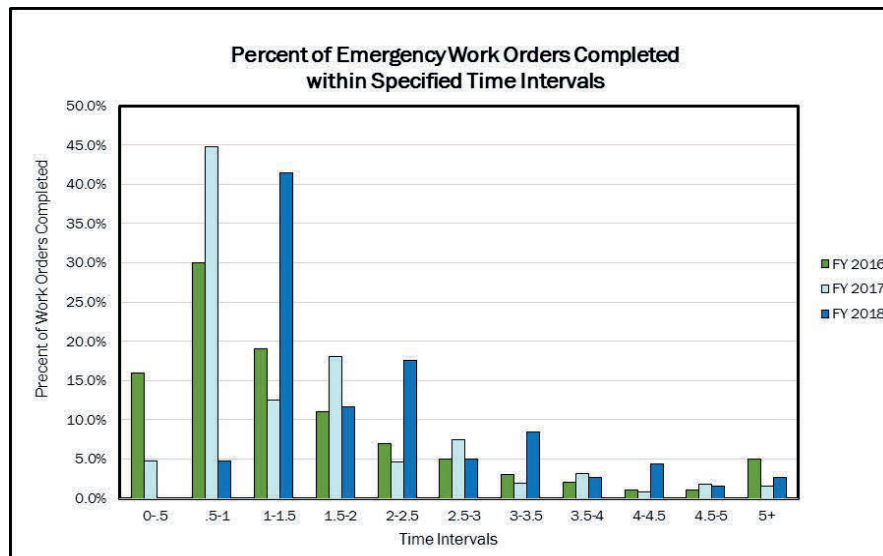
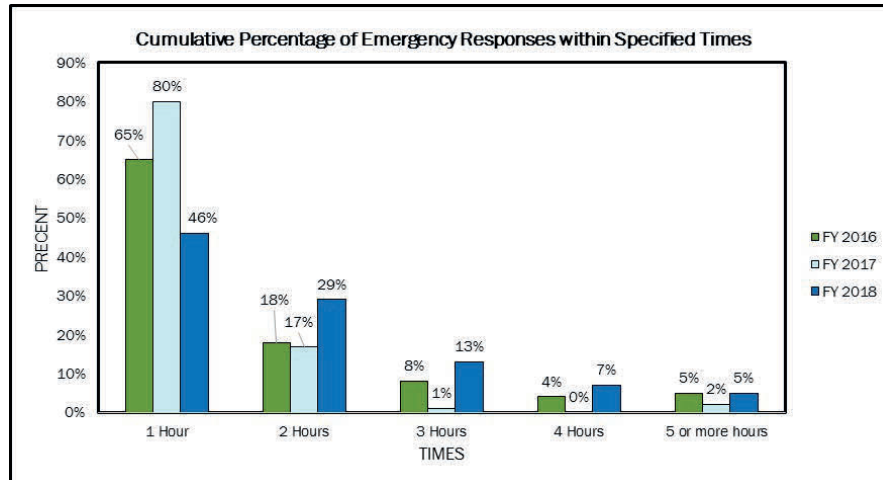
UTILITY SERVICES DEPARTMENT (CONTINUED)

Highlights

The Utility Services Department underwent a realignment of responsibilities to better meet customer needs and expectations. The WSSC Emergency Service Center has been organized as a separate department to improve response to emergencies.

Accomplishments

Emergency Response: During FY 2018, 41,702 emergency work orders were initiated in response to customer or system emergencies, a 30.7% increase from FY 2017. WSSC's objective is to provide a first response to these emergencies in less than 2 hours, a reasonable and necessary response time based upon feedback from customers. As illustrated in the top graph, WSSC responded to approximately 46.2% of emergency calls in less than 1 hour and to 75.4% in less than 2 hours with an average response time of 1.4 hours. The bottom graph shows the distribution of emergency work order completion times in FY 2018. Most emergency work orders required less than 2 hours to complete. The percentage of calls responded to within the 2-hour goal declined primarily due to the increased number of emergency work orders in FY 2018 over FY 2017.

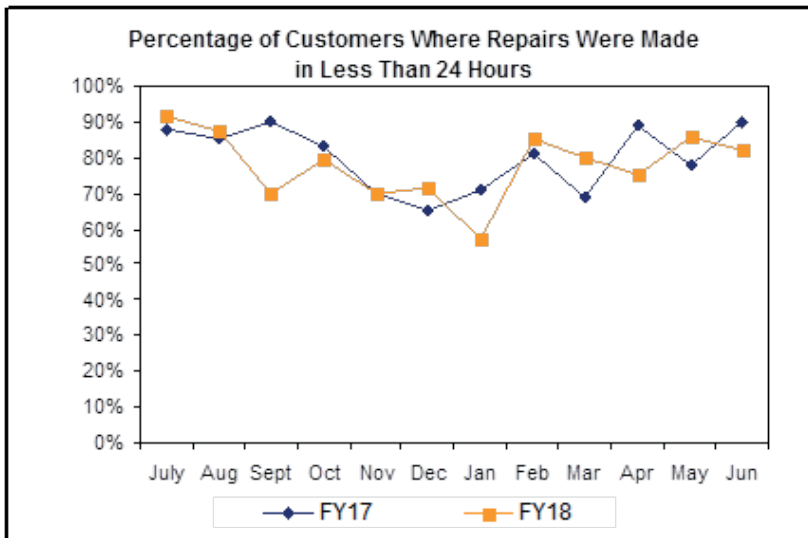
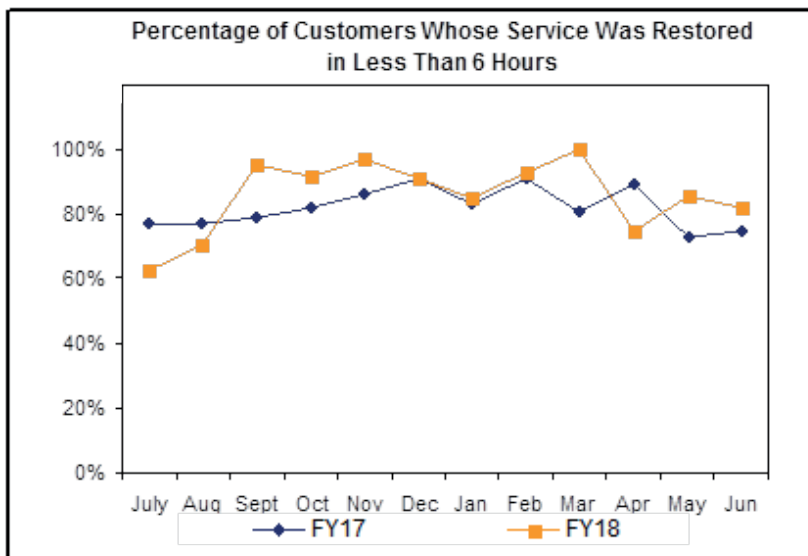


Organizational Budgets and Measures



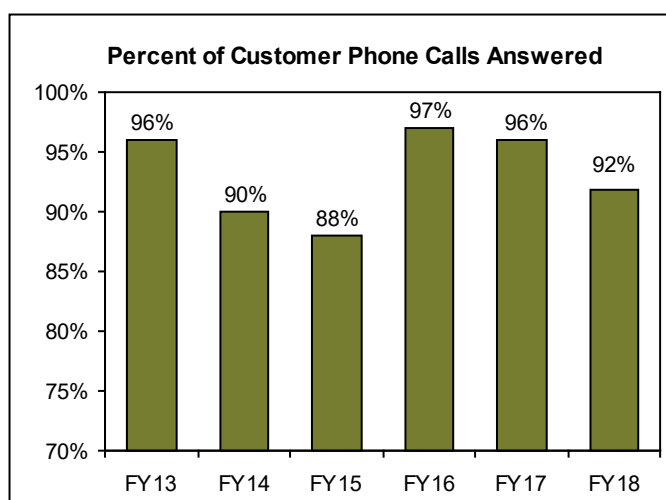
UTILITY SERVICES DEPARTMENT (CONTINUED)

Restoration of Water Service: The WSSC's objective is to restore normal service to our customers within 24 hours from the time the Commission is notified of an emergency, and to limit the actual time a customer is without water service to less than 6 hours. During FY 2018, 6,380 customers, or approximately 3% of the WSSC's customers, experienced a temporary suspension in water service while a water main was shut down following a water main break or other emergency. The top graph below indicates the percentage of affected customers whose water service was restored in less than 6 hours after a water main was shut down and returned to service. For FY 2018, the average time customers were without water service was 3.7 hours, with 86% having water service restored within the targeted 6-hour goal. The second graph below indicates the percentage of affected customers where repairs were completed in less than 24 hours to restore normal or permanent water service. The average time from notification of a problem to restoration of normal service was 15.4 hours for FY 2018, with 77.8% of customers having normal water service restored in less than the 24-hour goal.



UTILITY SERVICES DEPARTMENT (CONTINUED)

Customer Calls for Maintenance Assistance: During FY 2018, the Commission answered 91.8% of customer calls for maintenance assistance, as shown in the graph below. The unusually cold weather during this past winter resulted in a record number of calls into the Emergency Service Center, impacting the percentage of calls answered. Our goal continues to be a 95% response rate. We continue to work through several measures in furtherance of this goal. Cross-training agents from the Non-Emergency Call Center allows for greater flexibility in staffing and an improved knowledge base. A Geographic Information System (GIS) application enables customers to report emergencies using their smart phones. The system complements the Maintenance Management Information System (MMIS) by placing needed information about leaks and other emergencies at the dispatchers' fingertips, thereby allowing representatives to provide consistent and knowledgeable responses. Detailed help in determining the proper response to customers' problems and questions is included along with other frequently required reference materials, such as phone numbers and standard operating procedures.



OFFICE OF THE DIRECTOR, UTILITY SERVICES

The Utility Services Department, led by the Utility Services Director, is directly responsible for maintaining water and sewer mains throughout the Washington Suburban Sanitary District.

UTILITY SERVICES NORTH, WEST, CENTRAL, AND SOUTH DIVISIONS

These Divisions are responsible for maintaining WSSC's distribution and collection systems including all of the Commission's water and sewer mains and water meters, thus ensuring the consistent flow of water and outflow of wastewater within their geographical regions and preserving the infrastructure in order to provide quality service for our customers.

UTILITY SERVICES NORTH, WEST, CENTRAL, AND SOUTH DIVISIONS (CONTINUED)

Goals, Objectives, and Outcome Measures

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

Strategic Priority:
Optimize Infrastructure

Objective	Outcome Measure	FY 2017 Actual / Targeted	FY 2018 Actual / Targeted	FY 2019 Targeted	FY 2020 Targeted
Reduce service interruptions due to water main breaks.	Number of breaks per 100 miles of water main.	57.0 / 50.0	39.0 / 35.0	33.0	34.0

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

Strategic Priority:
Enhance Customer Experience

Objective	Outcome Measure	FY 2017 Actual / Targeted	FY 2018 Actual / Targeted	FY 2019 Targeted	FY 2020 Targeted
Respond to customers' telephone calls.	Percentage of emergency customer calls answered.	97.0% / 85.0%	92.0% / 95.0%	93.0%	95.0%
	Average response time to emergency calls (in hours).	1.3 / 1.2	1.4 / 1.2	1.5	1.5

Goal: Minimize inconvenience caused by disruptions in service.

Strategic Priority:
Enhance Customer Experience

Objective	Outcome Measure	FY 2017 Actual / Targeted	FY 2018 Actual / Targeted	FY 2019 Targeted	FY 2020 Targeted
Restore normal water service within 24 hours.	Percentage of customers whose water service was restored within 24 hours.	79.0% / 75.0%	78.0% / 75.0%	80.0%	80.0%
Limit time without water due to a service interruption to less than 6 hours.	Percentage of customers without water service for less than 6 hours.	80.0% / 90.0%	86.0% / 90.0%	90.0%	90.0%
Reduce the number of discolored water complaints.	Number of discolored water complaints.	2,245 / 2,500	4,664* / 2,500	2,400	2,000

*Discolored water complaints spiked in FY2018 following several severe storms that required high amounts of road treatment chemicals, including manganese, and the subsequent run-off into the source water for our Potomac WFP.

EMERGENCY SERVICES CENTER

The Emergency Service Center is responsible for handling customer calls and quickly dispatching technicians to inspect and repair both water and sewer related emergencies. The center also communicates and coordinates with various stakeholders to minimize service disruptions.

PIPELINE INFRASTRUCTURE STRATEGIC PLANNING DIVISION

This Division is responsible for the collection of quality data to assist in the management and administration of predictive and preventive maintenance activities impacting our pipeline infrastructure. The data is utilized to plan and schedule maintenance activities, develop water and wastewater asset management plans, and improve business workflows within the Utility Service Department.

Goals, Objectives, and Outcome Measures

Goal: Complete planned water main replacement miles.

Strategic Priority:

Optimize Infrastructure

Objective	Outcome Measure	FY 2017 Actual / Targeted	FY 2018 Actual / Targeted	FY 2019 Targeted	FY 2020 Targeted
Replace the number of miles of water main by in-house staff as planned.	Miles of water main replaced by in-house crews vs. planned.	8.7 / 12.0	3.9 / 12.0	2.0	2.0

Effective FY 2019, the Commission focused on using new methodologies and technologies to strategically identify mains in need of rehabilitation. This shifted one of Utility Services primary activities from water main replacements to repairs, decreasing its prior target of replacing 12 miles per year to 2 miles per year.

UTILITY SERVICES LEARNING AND DEVELOPMENT DIVISION

This Division is responsible for training Utility Services employees and ensuring that the Department's current work practices are operationally effective. This Division searches for best practices and/or technology that will provide greater efficiencies and increase productivity in the various work sections of the Utility Services Department.

WATER/WASTEWATER SYSTEMS ASSESSMENT DIVISION

This Division is responsible for water distribution and transmission condition assessment activities in line with WSSC's effort to execute the Asset Management Program; proper maintenance of the wastewater collection system, including inspection; line blockage analysis; routine, preventive, and emergency collection system cleaning; Sewer System Evaluation Surveys (SSES) for flow reduction; trunk sewer/creek crossing inspections; administration and reporting of Sanitary Sewer Overflow (SSO) Consent Decree requirements; the management of Pre-stressed Concrete Cylinder Pipe (PCCP) inspections; and oversight of Acoustic Fiber Optic (AFO) monitoring of major pipelines.

WATER/WASTEWATER SYSTEMS ASSESSMENT DIVISION (CONTINUED)

Goals, Objectives, and Outcome Measures (Continued)

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

Strategic Priority:
Optimize Infrastructure

Objective	Outcome Measure	FY 2017 Actual / Targeted	FY 2018 Actual / Targeted	FY 2019 Targeted	FY 2020 Targeted
Inspect, via smoke test, the number of miles of sewer main planned.	Miles of sewer main inspected via smoke test vs. planned.	2.0 / 5.0	0.6 / 2.0	1.0	1.0

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

Strategic Priority:
Optimize Infrastructure

Objective	Outcome Measure	FY 2017 Actual / Targeted	FY 2018 Actual / Targeted	FY 2019 Targeted	FY 2020 Targeted
Inspect the number of Pre-stressed Concrete Cylinder Pipe (PCCP) miles as planned.	Miles of PCCP inspection performed vs. planned.	20.5 / 18.0	21.2 / 18.0	19.1	18.0
Install acoustical fiber optic line to monitor PCCP water transmission mains as planned.	Miles of acoustical fiber optic line installed vs. planned.	6.5 / 6.0	13.4 / 6.0	3.4	3.5

WORKLOAD DATA	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
Miles of sewer mains cleaned for preventive maintenance	552	609	650	650
Miles of sewer mains cleaned on emergency basis	10	9	10	10
Emergency clear sewer services performed	764	782	800	788
Miles of mainline sewer televised for preventative maintenance program (WSSC Crews)	48	56	60	60
Miles of mainline sewer televised for proactive maintenance program (by contract)	181	213	225	225
Number of line blockage analysis reviews completed after CCTV inspection	1,042	983	940	916
Manholes inspected (by contract)	5,322	9,931	5,000	6,000
Telemetered gauges operated	225	237	245	245
Calibrations performed	870	936	940	940
Chemical root control (work order count)	32	1,012	2,500	2,500

METER SERVICES DIVISION

The Meter Services Division is responsible for the water meter evaluation, testing, and replacement/repair program for large and small meters; and for reading the WSSC's water meters to ensure accurate customer billing. Additional support services provided include the fire hydrant meter leasing; warehousing, transporting, and issuing of meters to customers; along with research and development.

WORKLOAD DATA	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
Small meters replaced	13,781	11,303	13,500	13,500
Small meters installed (new connections)	3,585	2,239	3,500	3,500
Regular meter readings completed	1,827,714	1,768,199	1,900,000	1,900,000
Percentage of meter readings secured on first visit	99%	99%	95%	95%
Special meter readings completed	39,918	39,585	40,000	40,000
Collection turn-offs performed	30,041	48,436	8,890	8,890
Fire hydrant meters issued	1,650	1,745	1,670	1,650

ADMINISTRATION

Administration refers to the Departments and Offices providing centralized advisory and support services to the Commission. The Deputy Manager for Administration is responsible for ensuring core activities align with and are in support of the General Manager’s strategic vision, goals, and objectives.

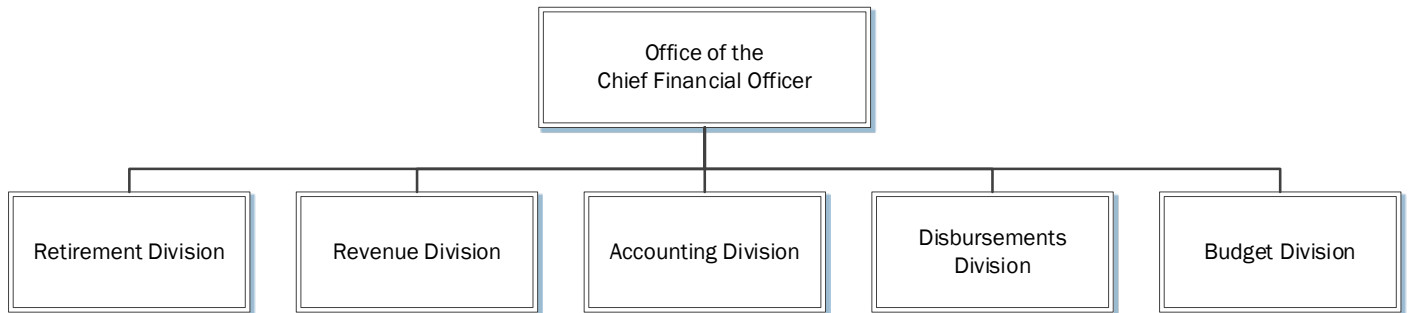
Budget Summary

Administration	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work years	Amount	Work years	Amount	Work years	Amount
Finance Department	61.5	\$7,119,398	64.0	\$7,691,928	64.0	\$7,720,450
Information Technology Department	85.9	54,859,843	104.0	70,230,482	103.0	56,050,279
General Services Department	84.3	18,653,628	94.0	15,617,308	96.0	40,446,733
Procurement Office	28.4	2,751,301	35.0	3,677,370	27.0	2,758,044
Office of Supplier Diversity & Inclusion	7.1	1,175,287	9.0	1,414,076	9.0	1,461,900
Total	267.2	\$84,559,457	306.0	\$98,631,164	299.0	\$108,437,407

FINANCE DEPARTMENT

The Finance Department maintains the fiscal integrity of WSSC and helps ensure the available resources are efficiently allocated and productively used to provide value to Commission customers at the lowest possible price.

Organizational Structure



Mission Statement

To ensure the financial sustainability and fiscal integrity of the Commission by providing leadership and guidance on financial services and activities to a wide range of stakeholders in an ethical and responsible manner.

FINANCE DEPARTMENT (CONTINUED)

Budget Summary

Finance Department	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work Years	Amount	Work Years	Amount	Work Years	Amount
Office of the Chief Financial Officer	3.0	\$682,567	4.0	\$1,246,298	4.0	\$1,239,544
Retirement Division	5.9	924,424	6.0	906,998	6.0	922,989
Revenue Division	13.2	1,410,679	14.0	1,514,526	14.0	1,397,561
Accounting Division	16.2	1,633,247	17.0	1,634,416	17.0	1,735,579
Disbursements Division	14.6	1,382,191	14.0	1,286,818	14.0	1,301,714
Budget Division	8.6	1,086,290	9.0	1,102,872	9.0	1,123,062
Subtotal	61.5	\$7,119,398	64.0	\$7,691,928	64.0	\$7,720,450
Retirement Trust Charge Back	-	-	-	-	-	(756,355)
Total	61.5	\$7,119,398	64.0	\$7,691,928	64.0	\$6,964,095

Highlights

- WSSC successfully retained its AAA bond rating from all three major credit rating agencies in the fall of 2018.
- The Commission successfully issued \$459.25 million in GO Bonds in FY 2018 with an interest rate of (True Interest Cost) 3.303% which was 60 basis points below the 10 Year historical average of the 30 Year Municipal Market Data (MMD) Index for AAA Credits.
- \$299.3 million in GO bonds were refunded for a total savings of \$16.7 million.
- WSSC was presented with the GFOA Distinguished Budget Presentation award for the 24th consecutive year.
- Strong investment performance throughout FY 2018 resulted in asset increases totaling \$38 million for the Pension fund and \$17 million for the Other Post-Employment Benefits (OPEB) fund.
- The Revenue Division received a perfect associate interaction score of 100 in an independent evaluation.

OFFICE OF THE CHIEF FINANCIAL OFFICER

The Office of the Chief Financial Officer is responsible for maintaining the fiscal integrity of the Commission through leadership, oversight, and management of the Finance Department, keeping the Commission on a solid financial footing.

RETIREMENT DIVISION

The Retirement Division is responsible for administering the WSSC Employees' Retirement Plan ("Plan") for employees and retirees in accordance with the Plan and Internal Revenue Service regulations. The Division also supports the Retirement and OPEB Plan's Board of Trustees in managing and investing Plan assets. The Division is also responsible for investing the Commission's available funds in accordance with the Commission's Investment Policy and applicable State laws.

REVENUE DIVISION

The Revenue Division is responsible for receiving, processing, depositing and recording all funds received by the Commission, in an accurate and timely manner. The Division also recovers the WSSC's construction and related financing costs for non-program size water and sewer lines by assessing Front Foot Benefit Charges (FFBC) as outlined by the Annotated Code of Maryland.

ACCOUNTING DIVISION

The Accounting Division is responsible for maintaining the financial books and records of the Commission and preparing financial statements that fairly present the fiscal position of the Commission's debt service and health care records.

DISBURSEMENTS DIVISION

The Disbursements Division processes all disbursements, including payroll, maintains the Commission's debt service records and schedules, manages employee benefit plans' financial records, and reconciles the Commission's bank accounts.

BUDGET DIVISION

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

Goals, Objectives, and Outcome Measures

Goal: Produce a sound, affordable capital spending program.

Strategic Priority:

Spend Customer Dollars Wisely

Objective	Outcome Measure	FY 2017 Actual / Targeted	FY 2018 Actual / Targeted	FY 2019 Targeted	FY 2020 Targeted
Maintain the amount of rate-supported water and sewer debt below 40% of total water and sewer operating expenditures.	Ratio of water and sewer debt service to total water and sewer operating expenditures.	35.4% / 34.0%	36.5% / 34.0%	36.3%	38.2%

BUDGET DIVISION (CONTINUED)

Goals, Objectives, and Outcome Measures (Continued)

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

Strategic Priority:
Spend Customer Dollars Wisely

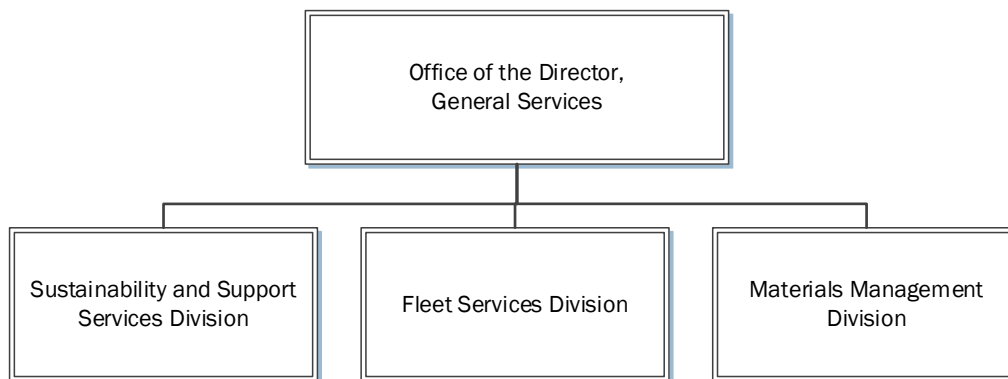
Objective	Outcome Measure	FY 2017 Actual / Targeted	FY 2018 Actual / Targeted	FY 2019 Targeted	FY 2020 Targeted
Maintain a debt service coverage ratio greater than 110%.	Ratio of debt service coverage.	121% / na*	106% / na*	101.0%	100.0%

* New measure effective FY 2019.

GENERAL SERVICES DEPARTMENT

The General Services Department, led by the Office of the Director, General Services, is responsible for fleet and fuel services; acquisition, warehousing and distribution of materials and supplies; office services; records management; business development; sustainability services; space planning; and energy programs.

Organizational Structure



Mission Statement

To plan, direct, and coordinate the activities of a number of vital support services at the WSSC including fleet management, warehousing and inventory management, mail and messenger services, printing and reprographic services, real estate and space planning, records management and business development, as well as energy management programs.

Budget Summary

General Services Department	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work years	Amount	Work years	Amount	Work years	Amount
Office of the Director, General Services	4.1	\$704,539	6.0	\$963,242	5.0	\$721,642
Sustainability & Support Services Division	10.7	5,835,664	14.0	3,821,274	16.0	25,449,229
Fleet Services Division	42.6	7,611,660	47.0	7,214,116	47.0	10,783,451
Materials Management Division	26.9	4,501,765	27.0	3,618,676	28.0	3,492,412
Total	84.3	\$18,653,628	94.0	\$15,617,308	96.0	\$40,446,733

Highlights

- Bar coding technology is being implemented at WSSC warehouses in conjunction with new Work Order Management software to increase the efficiency and accuracy of inventory.
- Automated Vehicle Location Services (AVL) technology was added to all vehicles, and is being used to enhance safety, drive efficiencies and reduce costs.
- A new Bill Printing solution is being implemented to assist with rate restructure initiatives.

GENERAL SERVICES DEPARTMENT (CONTINUED)

Highlights (Continued)

- A complete space utilization study for all WSSC facilities is being undertaken to identify available or under-utilized space and needs using new space standards. The study will incorporate modern work place trends to maximize existing space and staff retention.
- Records management policies and procedures are being reviewed and updated, in conjunction with the implementation of a new enterprise content management solution.
- The Fleet budget is impacted by a revised methodology of budgeting for moveable assets as a direct expense to the organization rather than at the Commission-wide level.

OFFICE OF THE DIRECTOR, GENERAL SERVICES

The General Services Director oversees the Fleet Services, Support Services, and Materials Management Divisions.

SUSTAINABILITY AND SUPPORT SERVICES DIVISION

The Sustainability and Support Services Division manages real estate, sustainability services, space planning, records management, and energy programs for the Commission.

FLEET SERVICES DIVISION

The Fleet Services Division provides transportation and work site equipment that is safe and reliable, facilitating the achievement of WSSC's Mission.

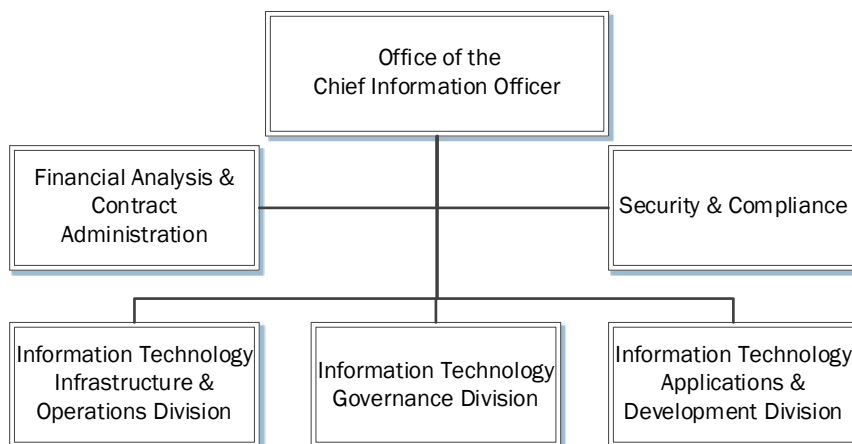
MATERIALS MANAGEMENT DIVISION

The Materials Management Division maintains a supply system for all materials used in the operation of the Commission's water and sewer systems, and provides support services to all Commission organizational units.

INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology (IT) Department provides information technology support services and resources (hardware, software, and communications) to enhance customer service, to improve operational efficiencies, and to reduce overall operating costs.

Organizational Structure



Mission Statement

The WSSC IT Department focus is to lead technology efforts to support the strategic goals of WSSC. The IT Department will provide leadership, expertise, and resources in the ideation, development, and deployment of innovative technologies and streamlined processes to improve efficiency, business interaction and customer access to WSSC information and services.

Budget Summary

Information Technology Department	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work Years	Amount	Work Years	Amount	Work Years	Amount
Office of the Chief Information Officer	10.3	\$19,798,702	12.0	\$6,947,060	10.0	\$3,795,188
IT Infrastructure & Operations Division	42.7	11,977,767	42.0	15,520,472	37.0	16,796,443
IT Governance Division	5.4	16,010,740	12.0	21,985,592	16.0	14,526,879
IT Applications & Development Division	27.5	7,072,634	38.0	25,777,358	40.0	20,931,770
Total	85.9	\$54,859,843	104.0	\$70,230,482	103.0	\$56,050,279

Highlights

- The Project Cornerstone initiative will improve WSSC’s ability to deliver leading customer service across all customer interactions. This initiative includes a new C2M application which will handle every aspect of the customer lifecycle, from service connection to payments processing, promising to improve processes and performance while reducing operating costs.

INFORMATION TECHNOLOGY DEPARTMENT (CONTINUED)

Highlights (continued)

- The Project Cornerstone initiative also includes a WAM application which replaces multiple existing applications for tracking assets, service requests, work orders, inspections and patch tickets.
- The website update initiative will produce a highly visual website with interactive components to maximize user experience for various target audiences. The look shall be modern and fresh utilizing the latest technologies including social media integration.

OFFICE OF THE CHIEF INFORMATION OFFICER

The Office of the Chief Information Officer develops, maintains, and supports the IT Strategic Plan while assessing technology solutions and implementation priorities to meet the Commission's long-term business needs. The Office is also responsible for IT security and risk management functions and for managing the IT budget and the procurement of IT products and services.

INFRASTRUCTURE & OPERATIONS DIVISION

The Infrastructure & Operations Division is responsible for the day-to-day leadership and direction for all operational work efforts. This includes data center operations, voice/data/video networks, operating system hardware/software and computer infrastructure, and customer service/help desk operations. In addition, this division is responsible for planning, managing and operating complex IT systems to ensure system function, availability, and performance.

GOVERNANCE DIVISION

The Governance Division is responsible for developing and operationalizing processes, plans, policies and performance metrics that aid IT in delivering efficient, cost-effective, reliable services that support WSSC's strategic priorities. This responsibility includes project governance (IT Project Management and Enterprise Project Management), business analysis, technical writing, quality assurance and organizational readiness.

APPLICATIONS & DEVELOPMENT DIVISION

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

PROCUREMENT OFFICE

Mission Statement

To provide unified Supply Chain Management functions that ensure integrity and fairness, with centralized responsibility for oversight of solicitation, vendor selection, negotiation, award, contract administration, and reporting.

Office Description

The Procurement Office, led by the Chief Procurement Officer, is responsible for acquiring all necessary commodities, supplies, and services, including professional services, necessary to support the Commission's operations and functions, and to oversee the bid and award process for all construction contracts.

OFFICE OF SUPPLIER DIVERSITY & INCLUSION

Mission Statement

To create an inclusive purchasing environment while building sustainable relationships, expanding opportunities and cultivating growth of Small, Local and Minority Business Enterprises (SLMBE).

Office Description

The Office of Supplier Diversity & Inclusion (OSDI) assists with the development of the Commission's Minority Business Enterprise (MBE) and SLBE policies. The Office seeks products and services from minority and women-owned businesses to ensure that the Commission has a vendor base that is reflective of the community it serves.

FINANCE NON-DEPARTMENTAL

This organization budgets for all payments associated with insurance premiums, Social Security, the WSSC Employees' Retirement Plan, and the health care trust for OPEB. Debt service, along with all bond sales expenses, and bond coupon payment redemption expenses, is also included under this umbrella.

Budget Summary

Finance Non-Departmental	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work years	Amount	Work years	Amount	Work years	Amount
Finance Non-Departmental	-	\$56,051,491	-	\$53,825,526	-	51,056,376
PAYGO	-		-	\$31,015,512	-	31,016,000
Debt-Service	-	278,186,844	-	294,348,690	-	319,882,700
Total	-	\$334,238,335	-	\$379,189,728	-	\$401,955,076

HUMAN RESOURCES NON-DEPARTMENTAL

This organization budgets for payments associated with Group Life, Accidental Death & Dismemberment, Accident & Sickness, health care programs, and Maryland Unemployment Insurance.

Budget Summary

Human Resources Non-Departmental	FY 2018 Actual		FY 2019 Approved		FY 2020 Approved	
	Work years	Amount	Work years	Amount	Work years	Amount
Human Resources Non-Departmental	-	\$27,247,866	-	\$34,524,900	-	31,139,492
Total	-	\$27,247,866	-	\$34,524,900	-	\$31,139,492



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