

WSSC Water Strategic Plan

FY2023-2025

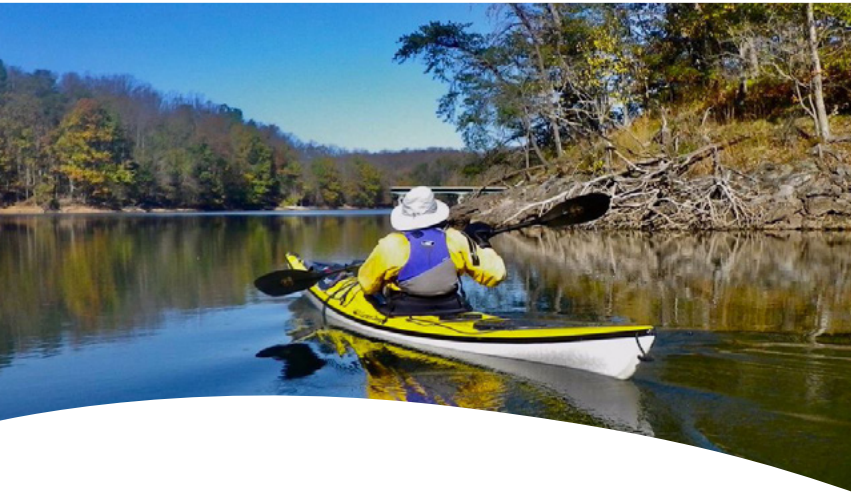


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About WSSC Water

Established in 1918, **WSSC Water is currently among the largest water and wastewater utilities in the nation**, with a network of approximately 11,000 miles of water and sewer mains covering nearly 1,000 square miles in Prince George's and Montgomery counties. We serve 1.9 million residents through approximately 475,000 customer accounts. WSSC Water drinking water has always met or exceeded federal standards.



WSSC Water Operates and Maintains:



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



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



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

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



Our Governance

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

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



Fausto R. Bayonet

Chairman
Montgomery County



Regina Y. Speed-Bost

Vice Chair
Prince George's County



Howard A. Denis

Montgomery County



Lynnette D. Espy-Williams

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Mark J. Smith

Prince George's County

Our Leadership



Introduction to the Strategic Plan

WSSC Water’s strategic plan guides us as we journey toward our world-class vision. The plan serves as a dynamic tool to govern daily operations and keep stakeholders informed about our progress. The strategic planning process is iterative as we consider emerging trends and identify risks and opportunities that we can leverage to sustain our core mission and improve our service to customers (see Strategic Plan Cycle diagram on page 6).

After reviewing our FY21 Strategic Plan, the Mission, Vision, Strategic Priorities and Core Values WSSC Water has held since 2019 were still relevant to the current strategic planning cycle. However, our strategic initiatives needed to be revisited and revised to maintain relevance throughout this FY23-25 Strategic Plan. The revised initiatives reflect updates initiated in Fall 2021 following an analysis of emerging trends and feedback provided in surveys and workshops with employees, the Customer Feedback Community and WSSC Water’s Commissioners. The Commissioners formally endorsed the plan in April 2022.

In the FY21 adopted budget, WSSC Water introduced the Strategic Roadmap, which described the specific strategic initiatives WSSC Water is pursuing to make progress toward the strategic priorities (for more information about the development of the Strategic Plan, see the Strategic Plan Timeline on page 7). A detailed Strategic Plan Report was published in 2021 to elaborate on the Roadmap by providing the rationale behind each strategic initiative and ensuring visibility of action plans.

In 2022, the strategic initiatives have been updated for FY23-25 to reflect emerging trends like new and updated legislation, climate change, and rising customer expectations and incorporate feedback from stakeholders. As part of their workshop, Commissioners suggested proactively being in touch with our partners and creating opportunities to educate customers on what WSSC Water is all about. Leadership expressed a need to help customers understand the value of water. The Strategic Initiative to “enhance and expand WSSC Water’s financial assistance programs” was updated to include “educate the public on the value of WSSC Water’s services and how to access our programs.” We have dedicated a special section of this report on the value of water (see page 30).

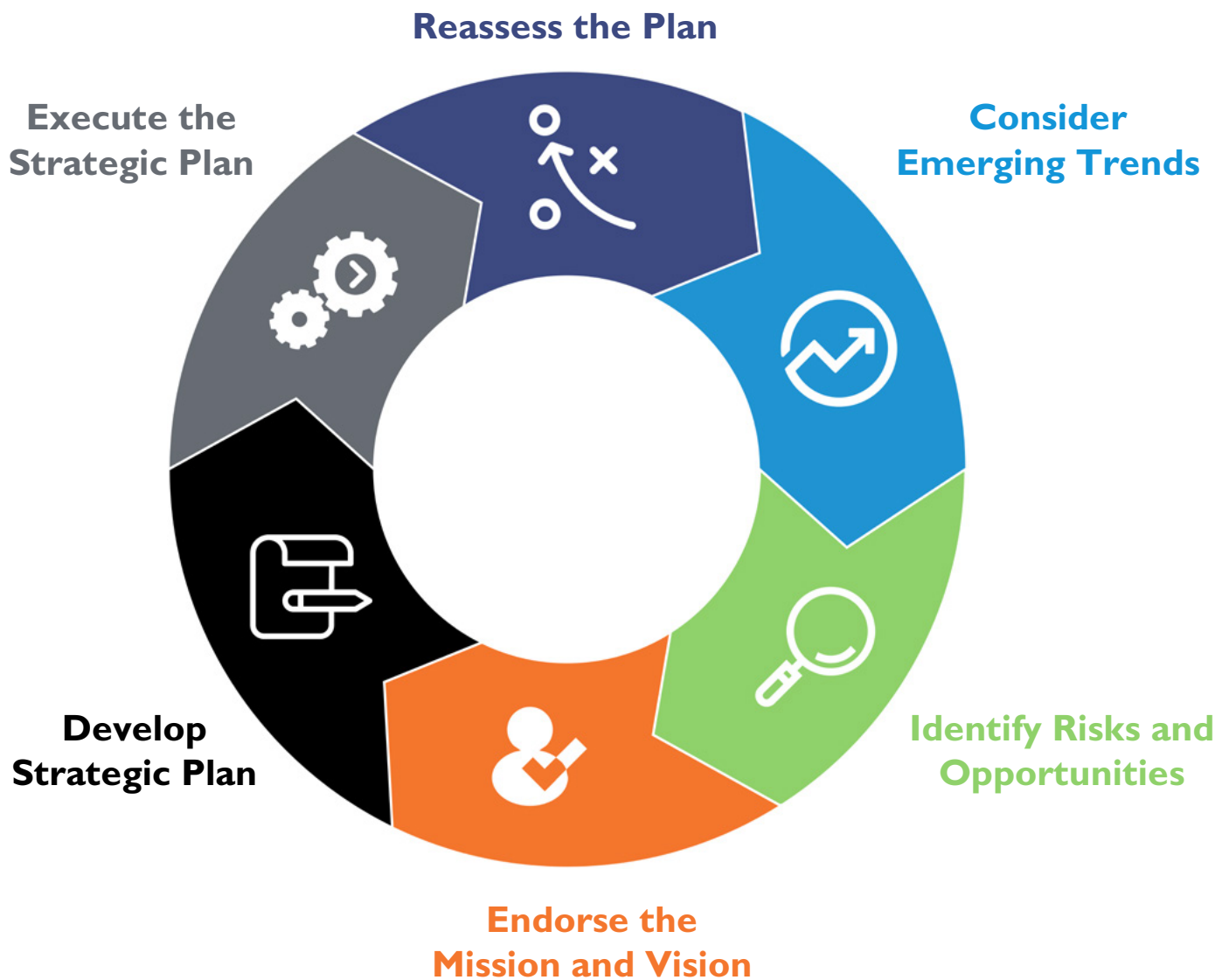
We support accountability, a core value of WSSC Water, by publishing this plan on wsscwater.com and noting Senior Leadership Team (SLT) members who serve as Executive Sponsors for each initiative. The Executive Sponsors champion their initiative and accept responsibility for its success. Also shown are the SLT members that the Executive Sponsor relies upon for support in achieving the initiative.

We report on these initiatives via regular management meetings and communication with our employees (H2O People) and customers. We will continue to bring updates on progress to the public at the monthly Commission meeting through the General Manager’s Report and the Commission Performance Report. Each quarter, we publish an appendix to this plan called “What’s Our Progress” to wsscwater.com that provides our stakeholders with tangible examples of key supporting tasks, task status, next steps and overall action status.



Strategic Plan Cycle

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





Strategic Plan Timeline



Journey to World Class



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

CORE VALUES

- Accountability
- Collaboration
- Environmental Stewardship
- Excellence
- Innovation

STRATEGIC PRIORITIES

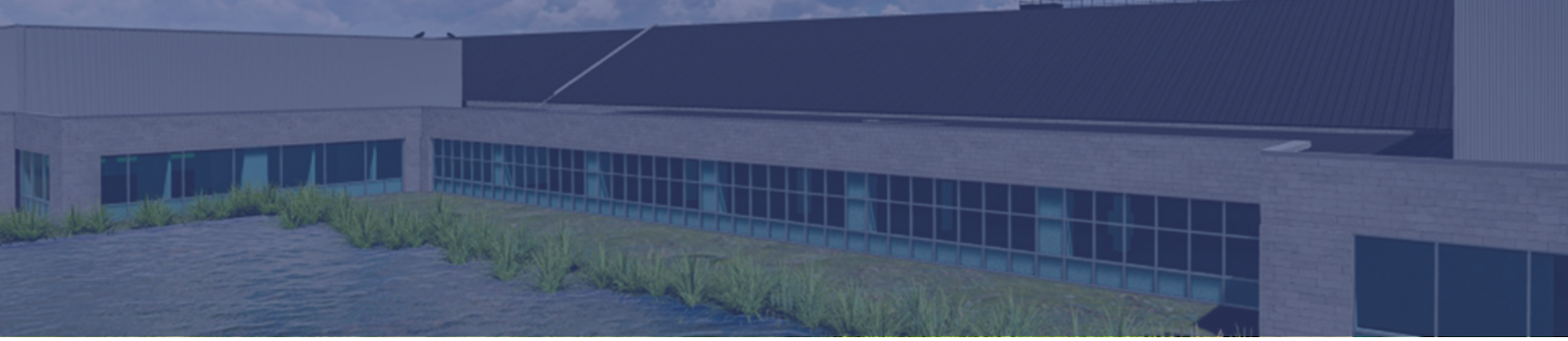
- Enhance Customer Experience
- Optimize Infrastructure
- Spend Customer Dollars Wisely
- Transform Employee Engagement
- Protect Our Resources

GUIDING PRINCIPLES

- Simplify
- Focus
- Connect

VISION

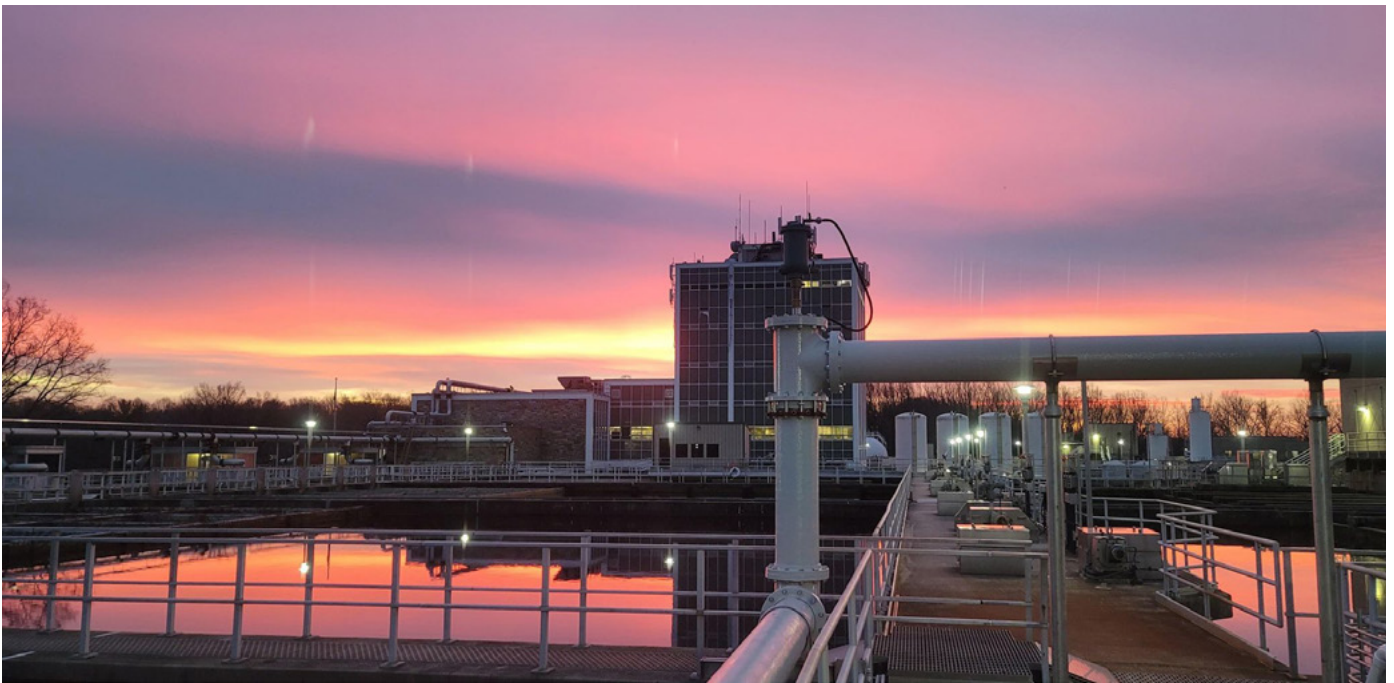
To be THE world-class water utility, where excellent products and services are always on tap.



What is World Class?

World Class is an aspirational level of service, quality and performance. Our Vision to be THE world-class water utility where excellent products and services are always on tap, reflects our desire to achieve the best possible experience for our customers and be an industry leader. We consider this Strategic Plan our roadmap to how we meet that aspirational goal, with the knowledge that reaching it may require additional resources, support for our H2O people, changes to business processes and new technology.

How will we know when we get to World Class? We can track our progress by setting and reaching aspirational targets for each enterprise level Key Performance Indicator (KPI) we monitor in our Commission Performance Report [Appendix II of this plan]. Consistently executing on our Strategic Initiatives, as evidenced by KPIs, is crucial for achieving World Class. We'll be setting World-Class targets following this plan's publication and updating our appendices quarterly so you can track our progress on the Journey to World Class.



Mission, Vision, and Core Values

Following review of the Strategic Plan, it was determined that these remain relevant to the FY23 Strategic Planning Cycle and should be unchanged. Instead, we revisited our Strategic Initiatives, as noted in the introduction to the Strategic Plan.



Our Mission

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

Our Vision

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

Our Values



Accountability

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



Collaboration

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



Environmental Stewardship

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



Excellence

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



Innovation

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

Our Strategic Priorities



Enhance Customer Experience

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



Optimize Infrastructure

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



Spend Customer Dollars Wisely

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



Transform Employee Engagement

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



Protect our Resources

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



Enhance Customer Experience

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

WSSC Water delivers the essential to 1.9 million residents through approximately 475,000 customer accounts in Prince George's and Montgomery counties. Our state-of-the-art laboratory performs over 500,000 tests annually to ensure water safety and quality. WSSC Water is committed to our customers and providing financial assistance to support them when they need help. This has been a particular focus as we emerge from the COVID-19 pandemic as economic conditions have made it difficult for customers to pay.

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

The strategic initiatives defined on the following pages are key to supporting our strategic priority to Enhance Customer Experience.



Strategic Initiatives

EI. Continue to exceed U.S. Environmental Protection Agency water quality requirements and implement actions to ensure compliance with future regulations such as the Lead and Copper Rule Revisions, Unregulated Contaminant Monitoring Rule and Per- and Polyfluoroalkyl Substances (PFAS) proposed regulations

Executive Sponsor: **J.C. Langley**, *Production Director*

Supporting SLT Members: **Mike Harmer, Jorge Rodriguez, John Curry, and Chuck Brown**

WSSC Water operates and maintains two water filtration plants (WFPs) – Patuxent and Potomac – drawing water from the respective rivers to filter and process drinking water for WSSC Water customers. Since its founding more than 100 years ago, WSSC Water has had no water quality violations - a record of which we are proud. To continue to uphold this standard, we are taking the following actions to maintain our compliance with all current and future regulations:



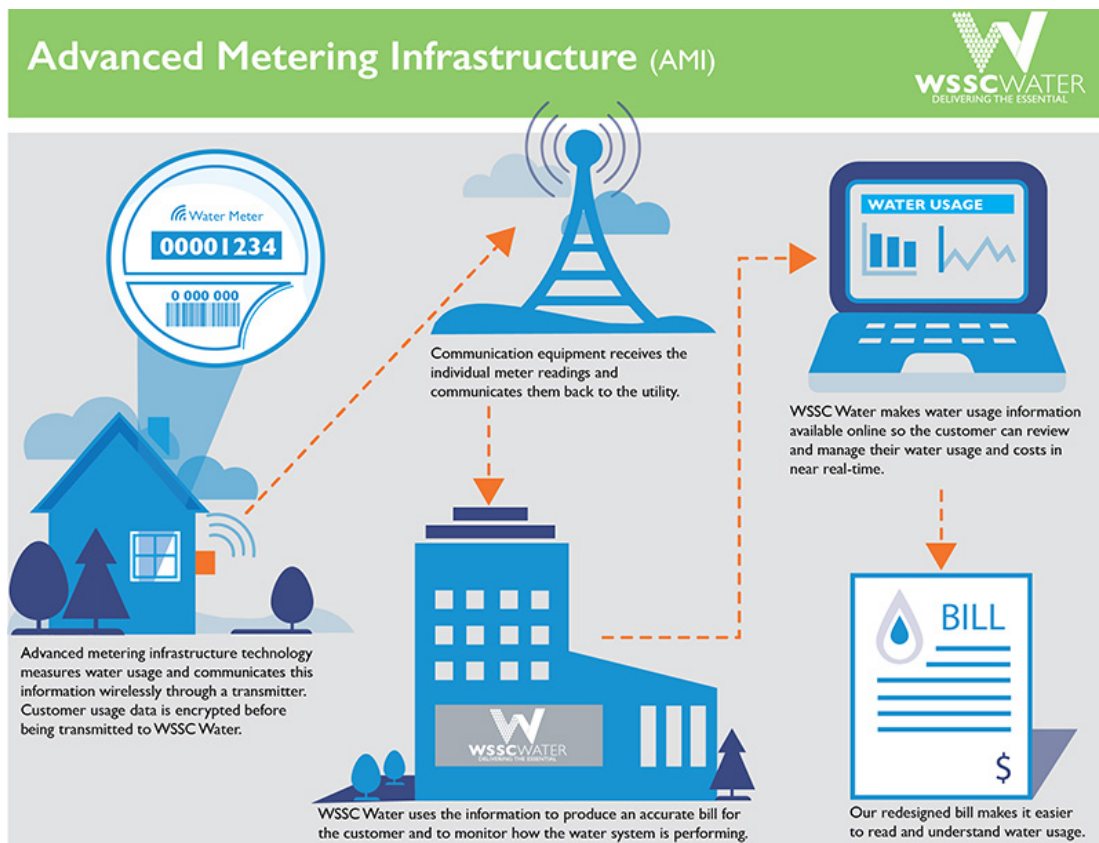
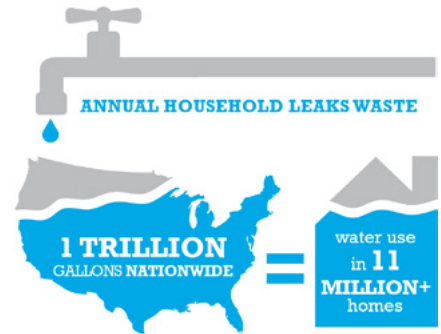
- Lead and Copper Rule Revision Task Force established and working to ensure compliance with the rules by 2024.
- Continue ongoing efforts to meet regulations set by Unregulated Contaminant Monitoring Rule
- Drinking water PFAS is not regulated, but WSSC Water has done voluntary monitoring since 2020 and will continue to monitor our drinking water for PFAS. In 2023, we will begin to monitor drinking water PFAS according to the UCMR 5 standards. MDE has announced that there will be a PFAS monitoring requirement for discharge permits.

E2. Begin implementation of Advanced Metering Infrastructure (AMI) to provide accurate monthly billing and near real-time water usage data that increases revenues and allows customers to monitor usage and avoid high bills due to leaks

Executive Sponsor: **Jorge Rodriguez, Acting Director of Utility Services**

Supporting SLT Members: **Mark Turner and John Curry**

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



Note: On November 18, 2020, WSSC Water Commissioners voted to indefinitely defer all activities related to the AMI project due to the ongoing pandemic and corresponding economic uncertainty. WSSC Water will continue to closely monitor the economic conditions in both counties and revisit the project at the appropriate time. The first step toward implementation will be including AMI funding in the CIP Budget.

E3. Enhance and expand WSSC Water’s financial assistance programs and educate the public on the value of WSSC Water’s services and how to access our programs

Executive Sponsor: **John Curry**, *Acting Customer Service Director*

Supporting SLT Member: **Chuck Brown and Crystal Knight-Lee**

Customer financial assistance programs, such as the Water Fund, have been a crucial way to offer support to our communities’ most financially vulnerable members. COVID-19’s economic impact changed or exacerbated many of our customers’ employment and financial situations; however, not all customers are aware of the resources available to them. To continue providing financial assistance to our most vulnerable populations, we plan to enhance financial assistance programs and plan additional customer outreach programs to:

- Develop an outreach and customer engagement strategy, including a Water Fund advancement plan/donor relations strategy, that builds awareness of and participation in WSSC Water’s financial assistance programs and grows relationships with key community stakeholders/advocates that assist in promoting our programs.
- Implement revenue recovery initiatives and continue to enhance WSSC Water’s financial assistance portfolio to mitigate the impact of the COVID-19 pandemic on past-due accounts and estimated bills.
- Develop and implement programs to educate the community about water to foster awareness about WSSC Water’s services/programs and strengthen relationships within the community.
- Develop and implement campaigns to promote the value of water and other critical messaging.





Optimize Infrastructure

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

As one of the country's largest water and wastewater utilities, WSSC Water serves 1.9 million residents daily. Providing clean and reliable drinking water to Montgomery and Prince George's County residents and processing and returning cleaned water to the environment is at the root of all we do.

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

The strategic initiatives defined on the following pages are key methods to supporting our strategic priority to Optimize Infrastructure.



Strategic Initiatives

01. Continually Implement the Capital Improvements Program (CIP)

Executive Sponsor: **Mike Harmer**, *Chief Engineer*

Supporting SLT Member: **JC Langley, Caprecia Poole-Williams, Al Roshdieh, and Jorge Rodriguez**

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

Below are several examples of projects included in the FY2023-2028 CIP, which will be underway over the fiscal years covered by this Strategic Plan:

- Piscataway Bioenergy Project, which will handle wastewater solids for WSSC Water, is in construction (estimated completion: December 2024). Upon completion, the Piscataway plant will evolve into a bioenergy production facility that uses efficiency, technology and sustainability to enhance the financial and environmental health of the region.
- Laboratory Building Expansion Project, which updates and expands WSSC Water's laboratory capabilities, has been bid for construction.
- Anacostia 102-inch Trunk Sewer Project, which rehabilitates a major sewer pipeline, is in construction.
- Patuxent Raw Water Pipeline Project to increase available water to meet current plant capacity construction started in December 2020 and is scheduled for completion in the summer of 2023.
- The Old Branch Avenue Water Main Project aims to provide redundancy capacity to customers in southern Prince George's County.



O2. Continue to invest in innovative technology, processes and ideas

Executive Sponsor: **Todd Allen**, *Chief Strategy and Innovation Officer*

Supporting SLT Members: **All SLT Members**

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

- Evaluate, explore and communicate employees' innovative ideas and business process challenges. Provide support to employees by facilitating implementation and communicating innovation initiatives. For example, the Office of Innovation and Research recently began conducting Innovation Outreach Day meetings at WSSC Water facilities.
- Invest in applied research projects by identifying, funding and leveraging Water Research Foundation, Water Environment Federation, Isle Technologies and local university research studies. For example, WSSC Water co-funded the Efficient Nitrogen and Phosphorus Removal project at Seneca with the Water Research Foundation.
- Develop and further implement a digital strategy that leverages technology and data to drive enhanced operational efficiency and improved customer satisfaction.



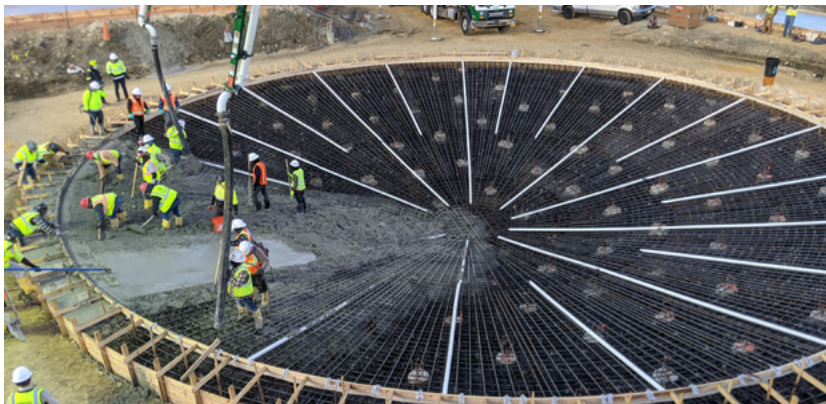
O3. Prioritize investments to improve the condition of facilities and seek opportunities for public-private partnership

Executive Sponsor: **Al Roshdieh, General Services Director**

Supporting SLT Members: **JC Langley and Mike Harmer**

Facility maintenance is an ongoing need, which has been identified as a business improvement opportunity within our Enterprise Asset Management Plan. Many of our buildings are aging and require electrical and structural systems improvements to continue fulfilling our mission. Strategically identifying what facilities need immediate improvement and which will have upcoming maintenance requirements, as well as leveraging any additional funding available through a public-private partnership helps mitigate the financial impact of these needed improvements. The action items listed below are the identified next steps toward facility condition improvement.

- Identify private sector interest in conveying new land/facility in exchange for our Lyttonsville site.
- Renovate the Temple Hills Depot to include a new HVAC system, new electrical distribution equipment, low-E glazing and new workstations/finishes.
- Renovate the Emergency Service Center on the second floor of RGH to include new radio console equipment and new workstations/finishes.





Spend Customer Dollars Wisely

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

As a public utility, WSSC Water has a duty to the communities we serve to spend customer dollars wisely. We are responsible for continuing to provide clean and reliable water that is cost effective for consumers, even though our infrastructure is aging. In times of economic uncertainty, we may have increased past-due payments and plateaued revenues as WSSC Water's customer portfolio and water consumption has remained steady or declined. Due to all these factors, strategic financial planning is crucial.

The strategic initiatives defined on the following pages are key methods of supporting this strategic priority to Spend Customer Dollars Wisely.



Strategic Initiatives

SI. *Maintain AAA Bond Rating through strong financial policies and planning*

Executive Sponsor: **Letitia Carolina-Powell**, *Acting Chief Financial Officer*

WSSC Water monitors market conditions to identify opportunities that may arise while performing regular data-driven financial analysis. This leads to risk identification, assessment, response, monitoring and reporting to proactively develop risk mitigation plans. Retaining our AAA bond rating ensures we can obtain the most advantageous interest rates, saving us money in the long run. Actions for this initiative include:

- Update long-term fiscal plan for FYs 24 – 29, including Adopted FY 23 budget and May 2022 debt refunding transaction.
- Update the Fitch tool with FY 23 Adopted Budget and refund savings.
- Begin Spending Affordability Guidelines Process with FY 24 - 29 CIP presentation and impact on LT Plan and fiscal metrics.
- Perform Cost of Service Study to align the cost of service to rates changed at the four tiers and appropriate level of fixed charges to stabilize revenues.
- Continue to monitor water and sewer payments and revenues to determine if a savings plan will be needed in the upcoming fiscal years.



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

Executive Sponsor: **Mark Turner**, *Acting Chief Information Officer*

Supporting SLT Members: **Caprecia Poole-Williams, JC Langley, Mike Harmer, Jorge Rodriguez, and Amanda Conn**

Contract lifecycle management (CLM) is the management of an organization's contracts from initiation through execution, performance and renewal/expiration. Managing contract performance across the entire supply chain life cycle is paramount to WSSC Water's mission. Working cross-functionally, WSSC Water is pursuing actions that proactively mitigate risks and leverage opportunities, such as those listed below.

- Conduct an after-action review of contracts to include scope, contract vehicle, contract management, and vendor performance to seek opportunities for improvement.
- Review and revise policies, procedures, and guidance documents to support continuous improvement from after action-review case studies.
- Revise templates for each contract type moving forward to ensure compliance with revised policies, procedures, and guidance documents.

S3. *Identify opportunities to reduce costs across WSSC Water*

Executive Sponsor: **Letitia Carolina-Powell**, *Acting Chief Financial Officer*

Supporting SLT Members: **All SLT Members**

As our community has encountered economic hardships, so has WSSC Water. County Councils have not supported the requested rate increases, and decreases in consumption as well as increases in past-due accounts throughout the COVID-19 pandemic have required innovative approaches to keep operating costs down. Departments must analyze their operations and identify functions unrelated to the mission. WSSC Water must continue to search for ways to permanently reduce costs to maintain budget balance.

- Brainstorm the best ways to engage all departments to discuss opportunities to work more efficiently or find innovative ways to reduce costs permanently.
- Finalize annual budgets with cost savings measures integrated.



Transform Employee Engagement

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

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

We will continue to empower our workforce with the skills needed to thrive through whatever challenges may arise in the changing world around us. We will also engage them in planning for our future by connecting their important individual contributions to the vision described in this strategic plan.

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



Strategic Initiatives

T1: Develop and implement workforce strategies to plan for current and future workforce needs, including acquiring and developing talent

Executive Sponsor: **DeAnna Thomas**, *Human Resources Director*

Supporting SLT Member: **All SLT Members**

The Commission Performance Report notes that 39 percent of WSSC Water's workforce will be eligible for retirement within the next five years. In preparation for the high number of potential employee retirements, we need to focus not only on knowledge transfer and succession planning but also on updating our workforce strategies to improve the experiences of our current workforce. At the same time, we need to develop plans for hiring new employees and their professional development in the future.



- Consolidate and enhance employee training, learning and development
- Develop and implement a WSSC Water Workforce Planning Program
- Continue to review and assess compensation and benefits strategies to support a healthy work-life integration for employees
- Develop a strategy to create and clearly define talent pipelines

T2: Evaluate Human Resource management policies, procedures and practices to retain a high quality and diverse workforce

Executive Sponsor: **DeAnna Thomas**, *Human Resources Director*

Supporting SLT Member: **Todd Allen**

Another metric we track in the Commission Performance Report is employee turnover. FY22 has the highest turnover of any fiscal year since we began tracking the metric in FY17. Therefore, we are tracking this metric closely. While turnover is expected -- (our turnover is not currently higher than industry averages) -- we are taking a proactive approach to doing what we can to reduce employee turnover through the following actions:

- Updating Employee Onboarding Process and New Employee Orientation
- Leveraging the newly formed Equity Engagement and Inclusion Division to strengthen and support a diverse workforce
- Partnering with Strategy and Innovation Office to review and enhance employee survey methods and develop action plans to address employee survey results

T3: Advance achievement of WSSC Water’s Strategic Plan by facilitating organizational development activities to enable data and risk-informed decisions that optimize business processes

Executive Sponsor: **Todd Allen, Chief Strategy and Innovation Officer**

Supporting SLT Member: **All SLT Members**

Our last Strategic Initiative focuses on how we will act upon our Strategic Plan and monitor progress toward its completion. The Strategy and Innovation Office encourages data-driven decision making and will be taking the following steps to help ensure this plan is fully enacted:

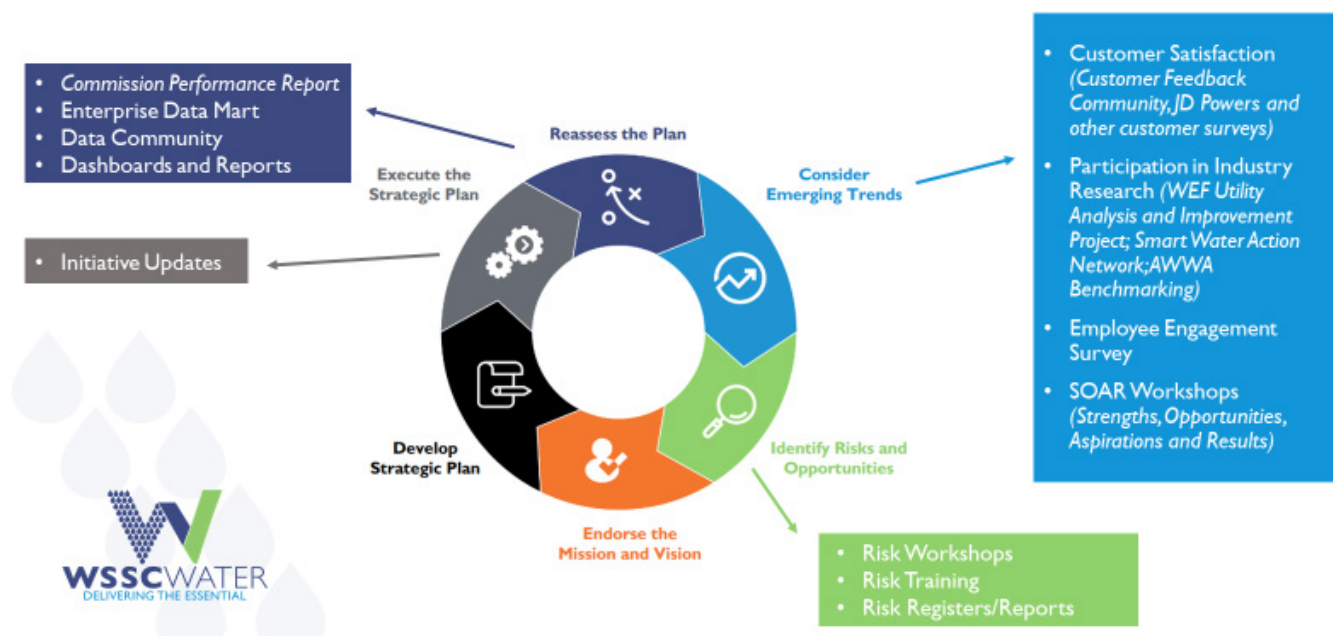
Join our virtual Data Community on Teams.

A place to share your ideas, ask questions, and work together.



- Monitor Key Performance Indicators and communicate Strategic Plan progress with employees and stakeholders to provide quantified evidence of achievement.
- Identify business processes that drive Key Performance Indicator results and support departments to identify the technology, process and people changes needed to improve performance.
- Encourage data-driven and risk-informed decision-making to support continual improvement on our journey to world class.

The Role of Data in the Strategic Planning Cycle





Protect Our Resources

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

Water is one of life's most precious resources and is the core of what we do. Providing clean and reliable drinking water is our mission and responsibility, and we are proud that we have provided this service to our community for more than 100 years with no water quality violations. We are also responsible for returning safe, clean water to the environment in a safe, sustainable, and cost-effective manner, which serves both our customers' needs and those of the environment.

None of these core services would be possible without protecting all the resources that support our clean water mission, such as our infrastructure, facilities, people, tools, assets, and technology systems. This includes adapting to the impacts of climate change on our infrastructure, transforming how we manage biosolids and protecting our critical technology assets from cybersecurity attacks. Carefully planning for our future ensures we have the resources to continue to meet our essential mission.

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



Strategic Initiatives

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

Initiative Owner: **AI Roshdih, General Services Director**

Supporting SLT Member: **JC Langley and Mike Harmer**

Climate change threats to our region and WSSC Water are significant. Looking particularly at water impacts, local and regional flooding from more precipitation and coastal flooding from sea-level rise and storm surges are possible.

To protect WSSC Water’s critical facilities and ensure delivery of our mission, we are adapting existing facilities and designing new facilities to protect them from future climate extremes by reducing our carbon footprint. The State of Maryland and Montgomery County have set specific greenhouse gas reduction targets, and Prince George’s County is completing a Climate Action Plan. WSSC Water is supporting these plans by reducing our greenhouse gas emissions by 60 percent by 2035.

Key actions for this initiative are:

- Procure power output and environmental attributes from a 10-megawatt (MW) wholesale solar plant to be developed in Talbot County.
- Procure power output and environmental attributes from two 2MW landfill gas generating plants in Maryland.
- Adopt vehicle purchase strategy to include the purchase of electric vehicles for WSSC Water’s fleet.



P2. Develop and implement the biosolid/water residuals master plan and business plan

Executive Sponsor: **JC Langley, *Production Director***

Supporting SLT Members: **Mike Harmer, Todd Allen, and Jorge Rodriguez**

The Piscataway Bioenergy Project will transform how WSSC Water handles biosolids - the nutrient-rich organic materials resulting from the wastewater treatment process - from five existing WSSC Water WRRFs. Using cutting-edge technology, the new facility will significantly reduce the amount of biosolids left over from the treatment process, thus reducing costs to haul and dispose of the product. The remaining biosolids will be significantly cleaner (Class A), making the disposal process much easier and allowing the final product to be sold and distributed as fertilizer.

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

- WSSC Water is finalizing Phase 2 of the Biosolids & Residuals Master Plan, which includes an outline for a comprehensive Master Plan which will be used as the basis for request for proposal for future phases. Phase 3 funding is included in the FY23 Budget, and the scope is under development.
- Organizational Biosolids Handling will be facilitated by the Biosolids Management Division, established on July 1, 2021.
- The Piscataway Bioenergy Project will formally begin in 2023, with plans for a one-year performance testing period with results available in 2024.



P3. Enhance WSSC Water’s comprehensive cybersecurity framework to ensure the protection of critical assets

Executive Sponsor: **Mark Turner, Acting Chief Information Officer**

As a utility service provider, WSSC Water’s critical infrastructure and operations must be maintained and secured against potential cyber-attacks. We are committed to protecting the data from our technology systems and the systems which power our plants. To further enhance our existing cyber security framework, we are taking the following steps:

- The IT Department is integrating process components from the NIST Risk Management Framework (RMF) based on SP 800-37 Rev 2*, including the Assessment lifecycle and Authority to Operate (ATO) methodology.
- Contract for a comprehensive Security Operation Center (SOC) service that provides 24/7/365 “eyes-on-glass” anomaly detection and response.
- Inventory all WSSC Water systems containing sensitive data.
- Provide Encryption capabilities for Internal WSSC Water systems containing sensitive data.

*(<https://doi.org/10.6028/NIST.SP.800-37r2>)

P4. Ensure resiliency of WSSC Water’s water supply and delivery

Executive Sponsor: **David McDonough, Police and Homeland Security Director**

Supporting SLT Member: **All SLT Members**

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

- Ongoing after-action review and corrective actions on large scale incidents.
- Developing and implementing new and revised plans, policies, and procedures addressing police operations, security operations and emergency operations.
- Begin preparations for CY 2025 Risk and resiliency assessment and Emergency Operations Plan updates to comply with America’s Water Infrastructure Act.



The Value of Water and our Services to the Community

The Value of Water

Water is essential for all life on earth, and it is our responsibility to deliver clean and reliable water to the communities we serve. We take pride that in more than 100 years of service, we have never had a water quality violation. The water delivered to your tap is clean, safe to drink, and significantly more cost effective than bottled water. Did you know that each gallon of tap water costs less than two cents for our consumers? Bottled water is significantly more costly for your wallet and our environment, as we continue to see the negative impacts of plastic waste being disposed of improperly. For more information about the safety of our water, see our water quality report here: wsscwater.com/waterquality.

In this section are some ways we deliver on our responsibility to our communities and how you can help us continue protecting our water systems.

Bottled Water Breaks the Bank



FOR THE SAME **\$1.50** YOU CAN
FILL 1,445 20-OUNCE GLASSES
OF CLEAN WSSC WATER
FROM THE TAP.





Enhance Customer Experience

Serving 1.9 million customers in Montgomery and Prince George's counties, we are one of the nation's largest water and wastewater utilities. We often have customers who need help paying their water and sewer bills, a need that became even greater during the COVID-19 pandemic. During the height of the pandemic, one in five WSSC Water customers were behind on their bills. That equates to more than 90,000 past due accounts totaling nearly \$70 million in potential revenue.

Like so many of our customers, WSSC Water also took a financial hit. We cut approximately \$134 million from our budget to offset revenue shortfall, including more than \$110 million in capital projects. But throughout this, we remained focused on enhancing our financial assistance programs to help even more customers. We included \$3.5 million in our FY 2023 budget - a \$200,000 increase from our current budget - to help financially vulnerable customers. We also expanded payment plans and permanently waived late fees for Customer Assistance Program customers.



Among our financial assistance programs are:

- **The Water Fund:** Administered by The Salvation Army, customers can make multiple requests for assistance with water/sewer bills, up to \$500 per year.
- **Customer Assistance Program (CAP):** Provides credit for WSSC Water's fixed fees on water and sewer bills of up to \$122 annually. Customers enrolled in Maryland's Office of Home Energy Programs qualify for this program.
- **Bay Restoration Fund Exemption:** Waives the state-mandated Bay Restoration Fund fee of up to \$60 annually. CAP customers are automatically enrolled.
- **Flexible Payment Options:** Extended due dates and payment plans to help when customers need financial assistance.
- **Bill Adjustments:** Available to residential customers once every three years under certain circumstances.
- **PipeER:** The emergency replacement loan program provides loans to finance the replacement of a water service line located on residential property. Visit wsscwater.com/assistance for more information.





Optimize Infrastructure

Sewer Extensions

There are thousands of houses within the communities we serve that are still on septic systems, although the communities they are in were planned for public sewer use. Over 3,750 homes in Montgomery and Prince George's counties have septic systems that are either failing or close to failing. Septic systems often fail due to age and are not always easily repaired or replaced. State law places the responsibility of paying for extending sewer service to the home on the homeowner, which are cost prohibitive to the average community member. WSSC Water is participating in a Bi-County working group to address this infrastructure need in such underserved and unserved communities in a manner that is fiscally sustainable, affordable, equitable, simple and transparent, that prioritizes public health, and maximizes the participation within a community. For more information on sewer extensions, please find the recommendations made by the workgroup [here](#).

How can you help us Optimize Infrastructure?

Don't use your toilet as a trash can. Only flush the three Ps: pee, poop and [toilet] paper! Non-flushable items can get stuck in your pipes or our pipes. If that happens, sewage will back up in your basement or overflow from one of our manholes, impacting the environment. Since the onset of the pandemic, we've seen a major increase in wipes in our sewer system. Unfortunately, many wipes labeled "flushable" don't break apart in the system. Tons of wipes, still intact, clog pumps at wastewater pumping stations across the nation. WSSC Water has spent \$2 million to install grinders at several of our wastewater pumping stations to address this growing problem. Learn more at wsscwater.com/wipes.





Spend Customer Dollars Wisely

The financial strain caused by COVID-19 made us more focused on doing things efficiently and economically. Thanks to our Strategy and Innovation Office, we're using new ways to deliver safe, clean, reliable water while saving money and looking for opportunities to generate revenue.

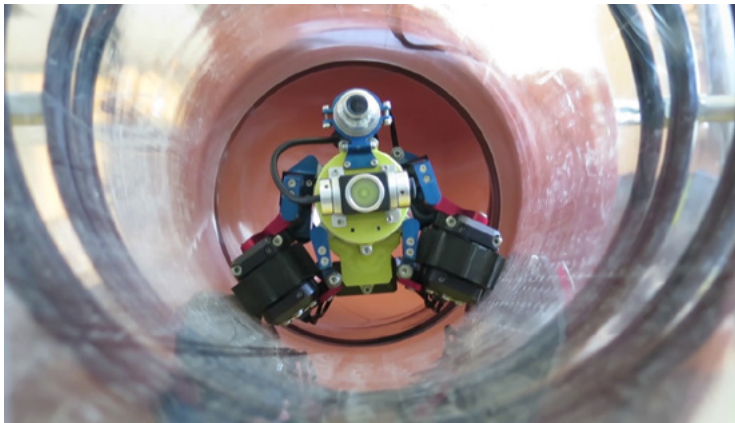
Smart Ball

The Pure Smart Ball is an acoustic inspection tool inserted into large water mains to locate and repair leaks before they surface. The device uses the flow of the water to move through the pipeline. This innovative technology is particularly useful in detecting and stopping leaks in our aging pipes, many of which are more than 50 years old.



Flexible Pipe Replacement

We're using a flexible water liner for rehabilitating water mains suspended from bridges. The new method reduces replacement costs, construction time and permitting hurdles while extending the life of the pipe. When deployed at the Decatur Street Bridge (Prince George's County), the liner reduced costs by 30 percent, saving WSSC Water \$70,000.



Robot

We're currently designing a robot to deploy in our large mains to perform tasks currently done by employees. Working in mains and confined spaces is dangerous. This robot will enhance safety and efficiency by more easily maneuvering in cramped and difficult-to-reach spaces to perform tasks such as positioning pumps and placing bypass pipes. We will field test the robot in Fall 2022.



Transform Employee Engagement

Strategic investments in water infrastructure play a huge role in protecting public health- but did you know that these investments also create jobs and foster economic growth in the communities we serve? The secret to our success is our employees, H2O People, as we call them. They come to work each day knowing that what they do matters, and they're proud to serve you. At WSSC Water, you're our neighbors; with 44 percent of our H2O People living in our service district, nearly half of us are customers, too.

Whether we live in Montgomery or Prince George's County or make our way into the plants, depots, lab or headquarters building from a nearby county, we know how important it is to ensure we deliver the essential to you every day. Thank you for being our customers and entrusting your safe, clean water to us.

We also partner with multiple small and diverse businesses to deliver on our mission through our Minority Business Enterprise (MBE) and Small Local Business Enterprise (SLBE) programs. In FY21, WSSC Water spent more than 33 percent of our payments with diverse businesses, accounting for 29 percent of our contracts. That's an 8 percent increase over FY20. We also spent \$45 million with WSSC Water-approved SLBE firms, which is a 3 percent increase over FY20. You can read more about our MBE and SLBE programs at wsscwater.com/performance-report.

Another way WSSC Water fosters economic development in the communities we serve is through our Business Investment and Growth (BIG) Program. This program was initiated in 2017, and provides an incentive for participating community banks to give loans to local businesses. WSSC Water deposits \$16 million in participating banks within the community, which then make double that amount available to local businesses in the form of loans. As of our last annual report in 2019, it was estimated that the BIG program lead to about 265 jobs. You can find more information about the BIG program here: wsscwater.com/big.





Protect our Resources

How can you help us Protect our Resources?

Help Keep the Watershed Clean! You can play a role in protecting source water just by picking up trash in your community. But if you'd like to be part of a more formalized program, join our crew of Patuxent Watershed Protectors to help keep the land around our two drinking water reservoirs on the Patuxent River trash free. These reservoirs serve as the drinking water sources for one-third of our customers but are also popular outdoor recreation areas. The program is ideal for community organizations, youth and scout groups or any family looking to get outside and take action to protect the Patuxent River reservoirs and the Chesapeake Bay watershed. Get all the details at wsscwater.com/protectors.



Appendix I

WSSC Water Acronyms

A&R	Additional and Reinstated
ALM	Application Lifecycle Management
AMI	Advanced Metering Infrastructure
C2M	Customer to Meter
CATS	Consulting and Technical Services
CIP	Capital Improvements Program
COOP	Continuity of Operations Planning
CY	Calendar Year
DGM	Deputy General Manager
EBS	Oracle eBusiness Suite
EPA	Environmental Protection Agency
ESA	Environmentally Sensitive Areas
FIT	Facility Information and Technology
FY	Fiscal Year
GIS	Geographic Information Systems
GM	General Manager
HRO	Human Resources Office
IDIQ	Indefinite Delivery/Indefinite Quantity
IT	Information Technology
LIMS	Laboratory Information System
LMS	Learning Management System
MGD	Million Gallons per Day
MMIS	Maintenance Management Information System
MWM	Mobile Workforce Management

Appendix I

WSSC Water Acronyms *continued*

ODM	Operational Device Management
OSDI	Office of Supplier Diversity & Inclusion
OSH	Occupational Safety & Health
PURP	Piscataway Urgent Rehabilitation Program
RFI	Request for Information
RFP	Request for Proposal
rNG	Renewable Natural Gas
RUMA	Riva Utility Management Applications
SAG	Spending Affordability Guidelines
SCADA	Supervisory Control and Data Acquisition
SCMSC	Supply Chain Management Steering Committee
SIO	Strategy & Innovation Office
SLT	Senior Leadership Team
SOAR	Strengths, Opportunities, Aspirations, Results
SOW	Statements of Work
SPO	Strategic Performance Office
SSO	Sanitary Sewer Overflow
Web EOC	Emergency Management Software
WFP	Water Filtration Plant
WRRF	Water Resource Recovery Facility

This report tracks WSSC Water’s progress towards achieving the Strategic Plan adopted by the Commissioners. In support of the Plan’s Accountability Core Value, Key Performance Indicators (KPIs) are presented for our Mission and by Strategic Priority. This report is produced on a monthly basis, and each KPI reflects the most recently available data. This month we highlight the following KPIs:

- **Employee Separations:** During Calendar Year (CY) 2022, we had a total of 178 employee separations (11% of our current workforce). This is the highest number of separations we have had in one calendar year since we began tracking the metric in CY2017, and surpassed our previous record (174 in CY2021). Only 24% of these separations were due to retirement, compared to 42% of separations due to retirement in 2021.
- **Actively recruited positions:** There were 164 actively recruited positions in December 2022, 15% of which were filled this month (24 positions). This is the highest number of actively recruited positions since we began reporting the metric in 2016. This is also the 10th consecutive month in which over 100 positions were actively recruited. In December 2022, the number of FTEs reported was 1,618 (the smallest recorded number of FTEs since we began tracking the metric in 2018).
- **Average Speed of Answer:** In January 2023, the average wait time was 25 minutes, a 127% increase from the previous month (11 minutes). This is the longest wait time we have recorded since September 2021 (29 Minutes). The Customer Call Center had 6 employees leave, roughly 10% of Fulltime Call Center Staff at the time, which impacted call wait time. As has been discussed previously, WSSC Water did not have sufficient staff or temporary resources to maintain industry standard call-to-staff ratios in the reporting period.
- **Call Answer Rate and Call Volume:** In January 2023, the Call Answer Rate was 82.2%. This is a decline from both last month (86.6%) and an improvement from the same month last year (79.2%). The Call Volume for this month was 43,230. While higher than the amount recorded last month (37,018), this is a decrease from the same month last year (50,998).

Please note: the KPIs in this report are currently under review and changes are expected in the coming months.

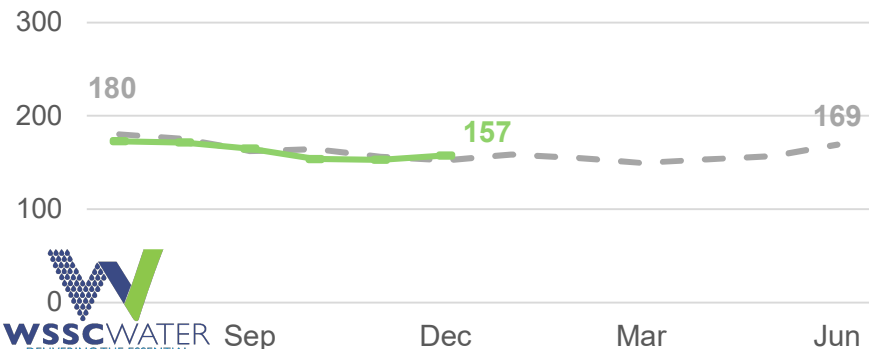
Mission

— This year (FY23)
 - - Last year (FY22)

Provide Safe and Reliable Water

Water Production

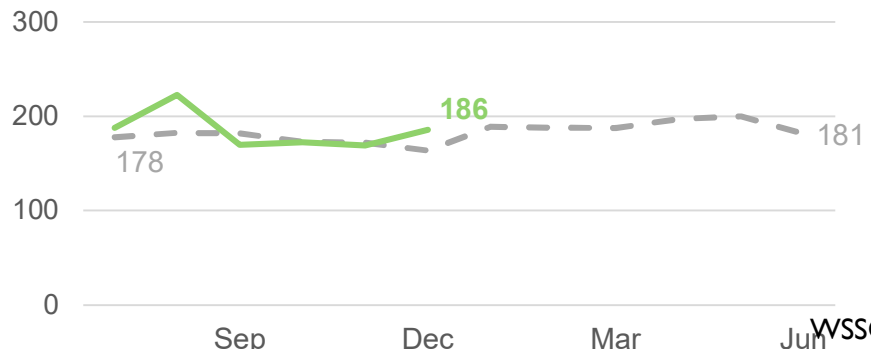
average gallons of water produced, in millions per day



Return Clean Water to Our Environment

Wastewater Treatment

average gallons of wastewater treated, in millions per day



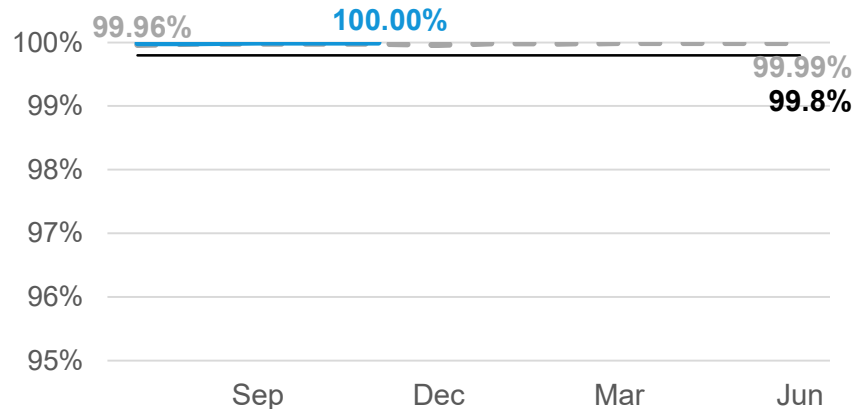
Enhance Customer Experience

— This year (FY23)
— Projected target (FY23)
- - - Last year (FY22)

Deliver Safe, Reliable and Consistent Service

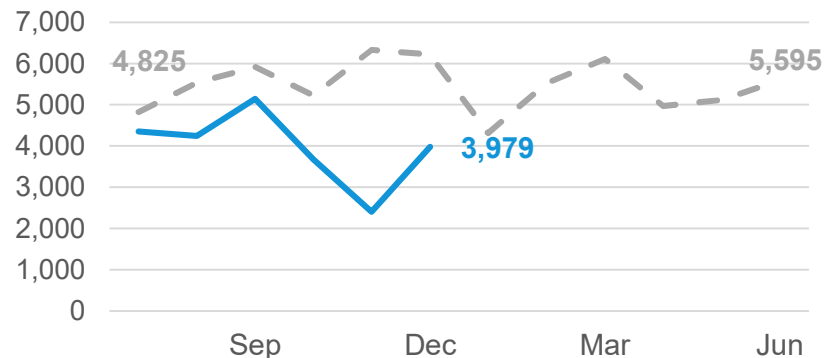
Accounts Billed On-Time

% of accounts billed on-time, within 15 calendar days after billing window closes



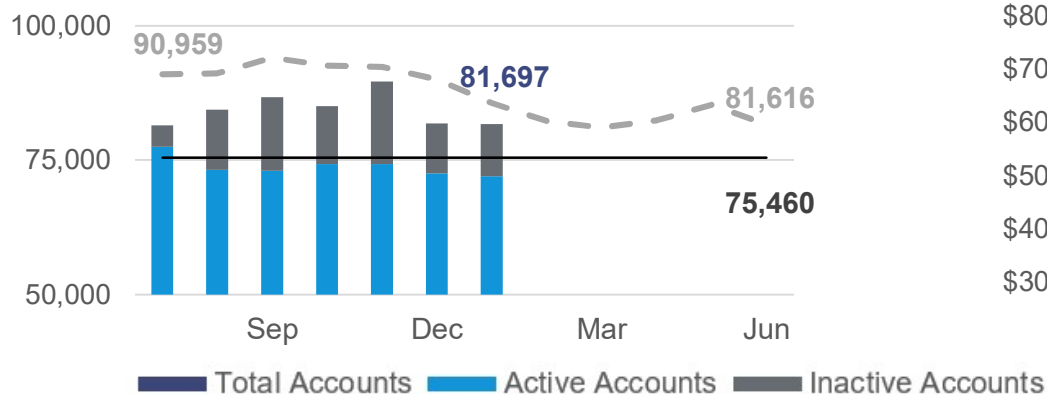
Estimated Bills

of consecutive estimated bills



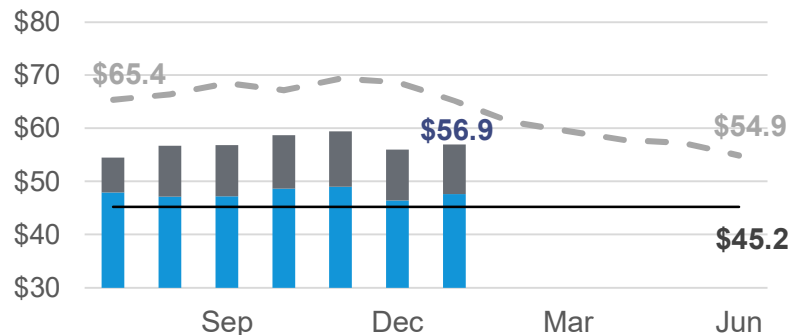
Past Due Accounts

of accounts more than 30 days past the bill date as of the last business day of the month



Past Due Amount

\$ of accounts (millions) more than 30 days past the bill date as of the last business day of the month



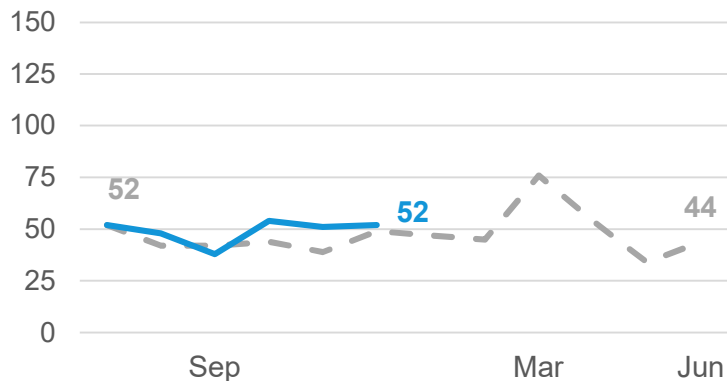
Enhance Customer Experience

— This year (FY23)
— Projected target (FY23)
- - - Last year (FY22)

Deliver Safe, Reliable and Consistent Service

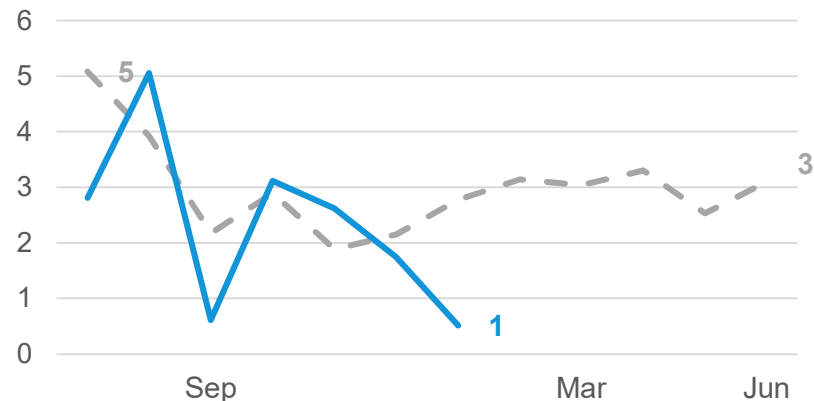
Basement Backups

of basement backups



Water Service Restoration Time (Hours)

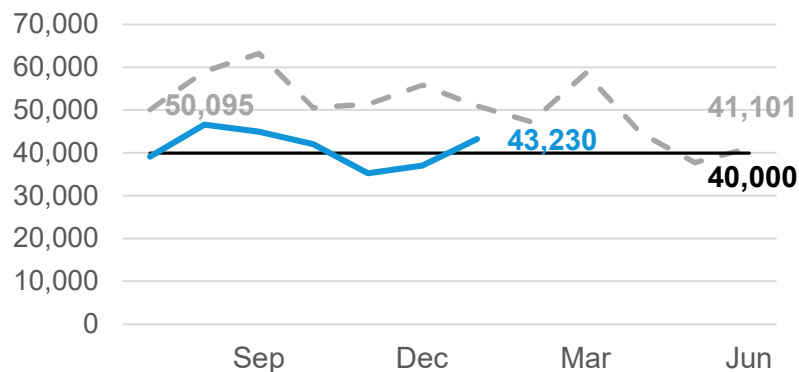
of outage hours / # of housing units impacted



Provide Timely Response to Customer Queries

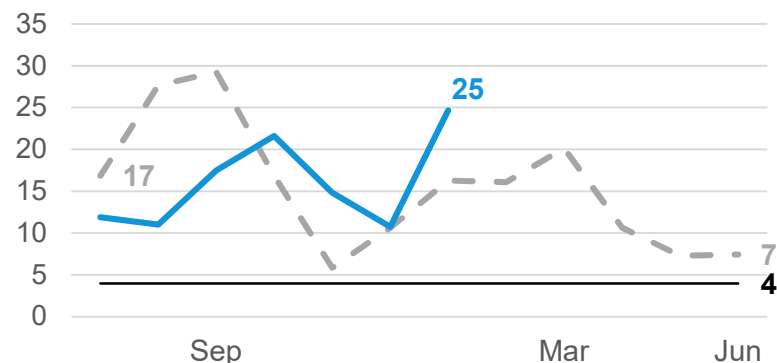
Call Volume

of calls received per month



Average Answer Speed

average minutes customer waits for customer care call center agent



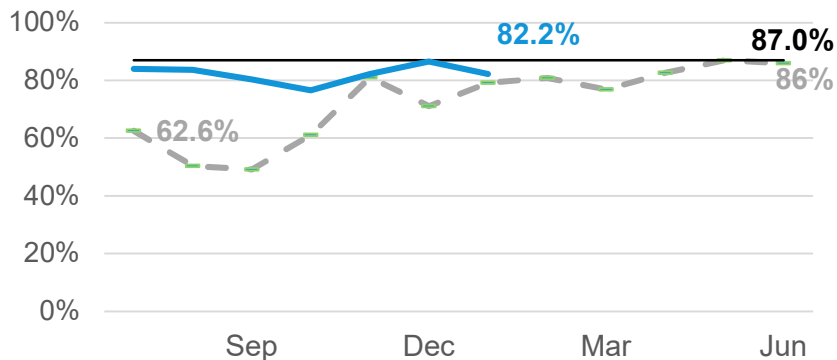
Enhance Customer Experience

— This year (FY23)
— Projected target (FY23)
- - - Last year (FY22)

Provide Timely Response to Customer Queries

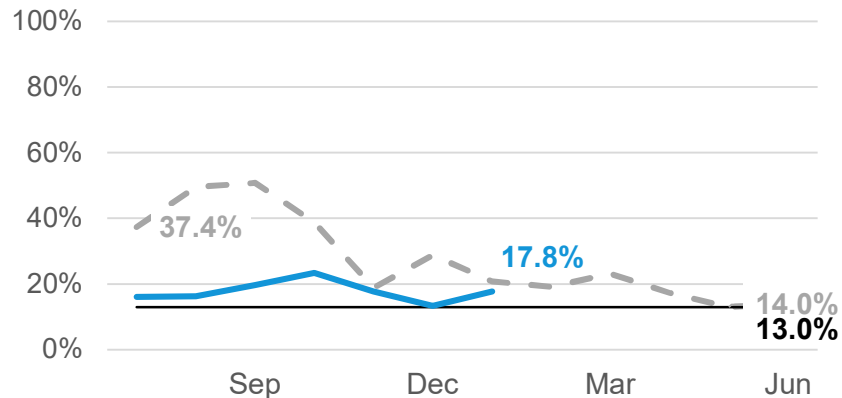
Calls Answered

of calls answered by a customer care agent / total calls



Calls Not Answered

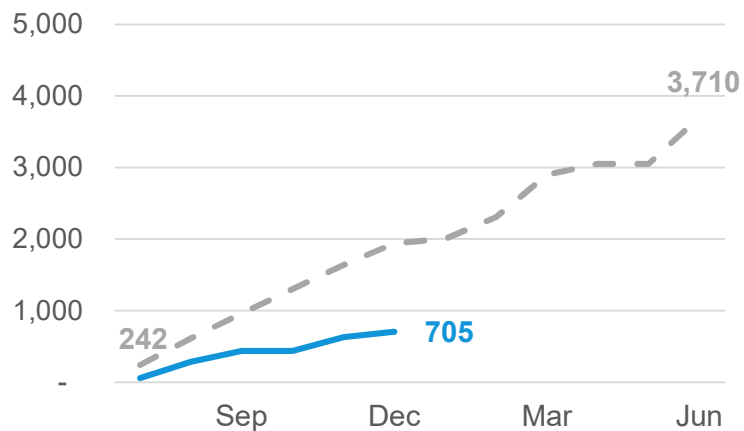
of calls not answered by a customer care agent / total calls



Be a Good Citizen within Our Community

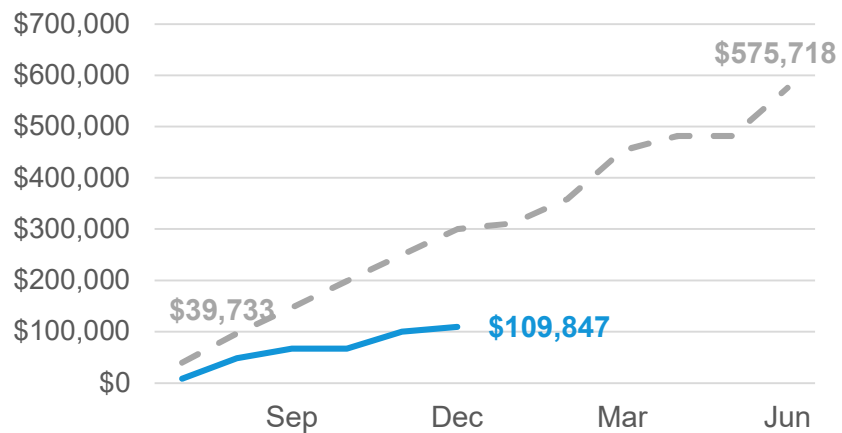
Water Fund Assistance Customers Served

of customers served, cumulative for fiscal year



Water Fund Assistance Provided

financial assistance applied to qualified customer water/sewer bills, cumulative for fiscal year



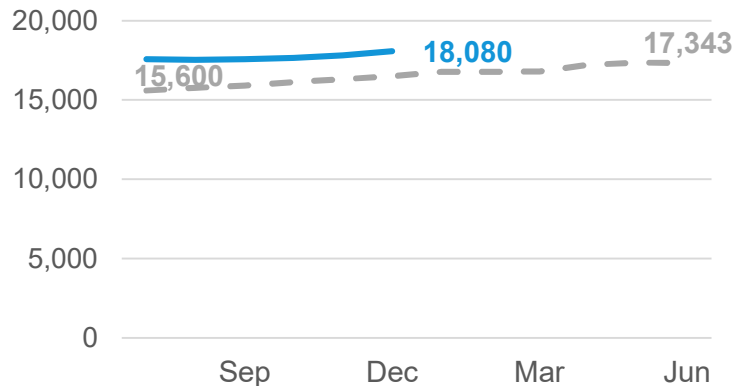
Enhance Customer Experience

— This year (FY23)
 - - - Last year (FY22)

Be a Good Citizen within Our Community

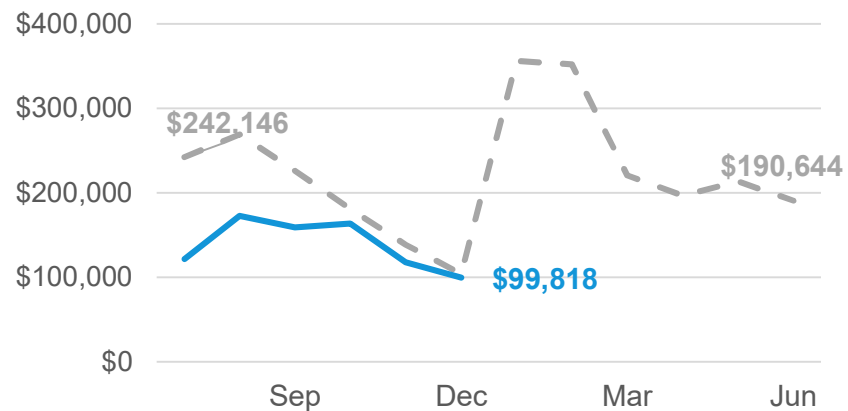
Customer Assistance Program Participants

participants served (includes active and inactive accounts), cumulative for fiscal year



Water Fund Bank Balance

value of account balance at month's end



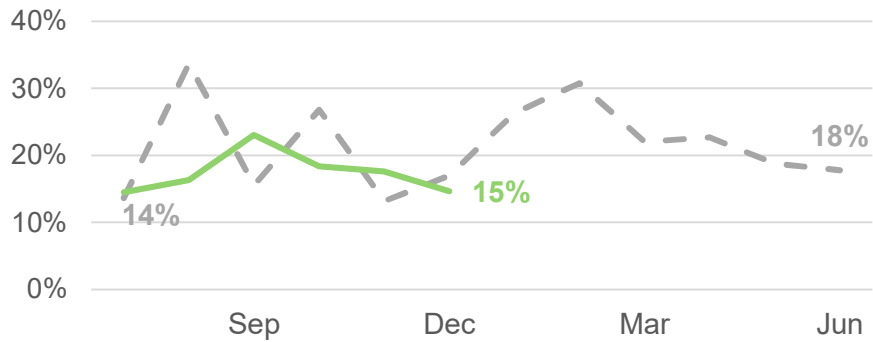
Transform Employee Engagement

— This year (FY23)
 - - Last year (FY22)

Acquire the Best People

Monthly Positions Filled

of positions filled / # of actively recruited positions

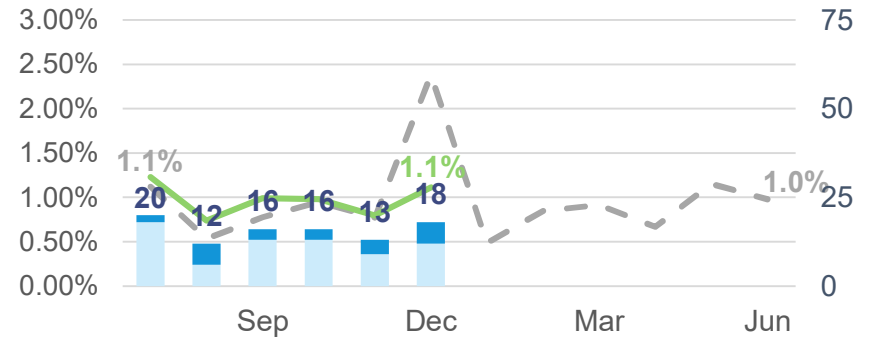


Retain Top Performers

Monthly Turnover Rate

of employee separations / # of FTEs

■ Retirement separations
 ■ Other separations
 ■ Count of total separations



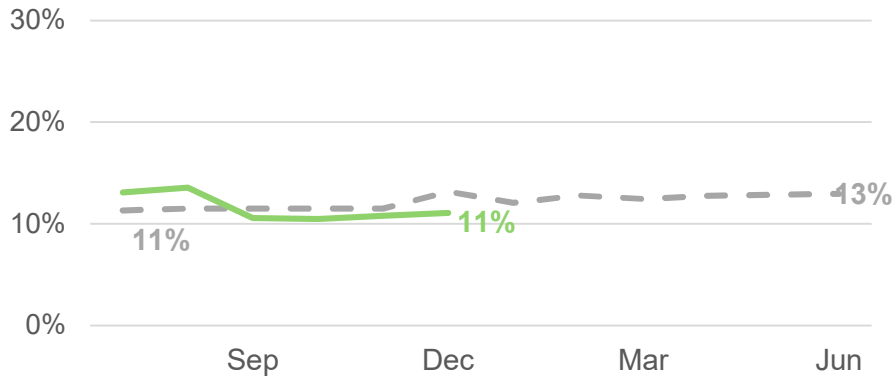
Transform Employee Engagement (continued)

— This year (FY23)
 - - Last year (FY22)

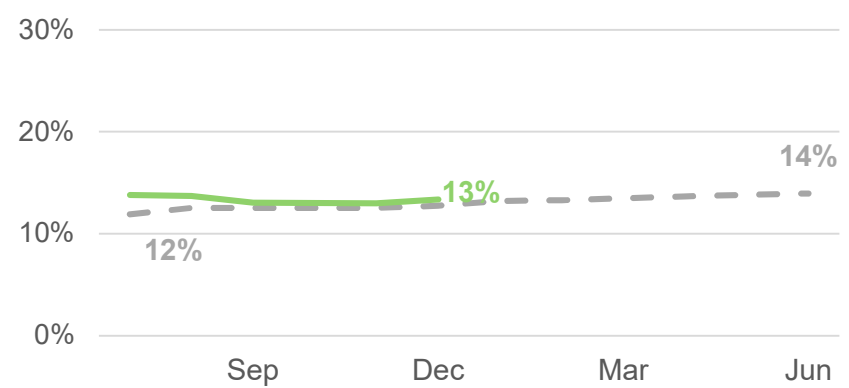
Develop and Grow Talent

of regular employees eligible for retirement within next x years / total # of FTEs

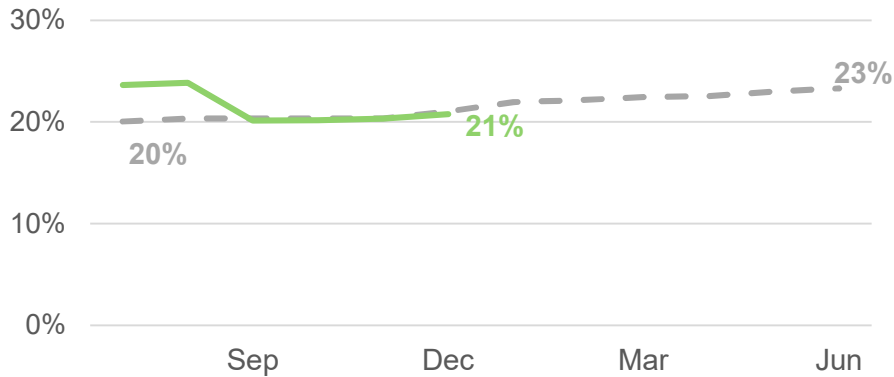
Retirement Eligibility (Full) Eligible Now



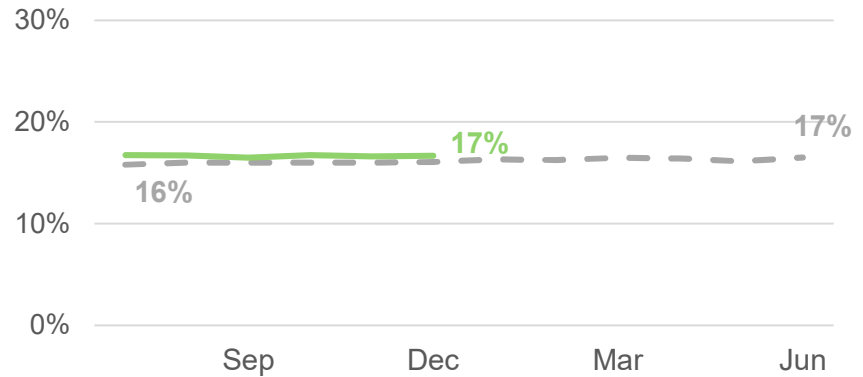
Retirement Eligibility (Early) Eligible Now



Retirement Eligibility (Full) Eligible Within 5 Years



Retirement Eligibility (Early) Eligible Within 5 Years



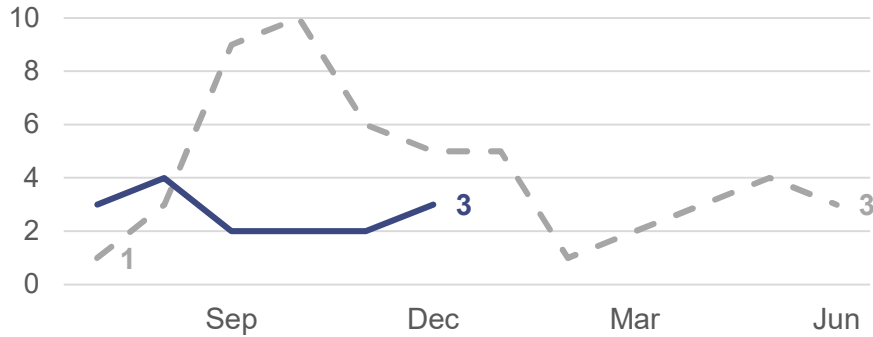
Protect Our Resources

— This year (FY23)
 - - Last year (FY22)

Plan Proactively with Community Stakeholders and Resolve and Learn from Past Incidents

Emergency and Coordinated Responses

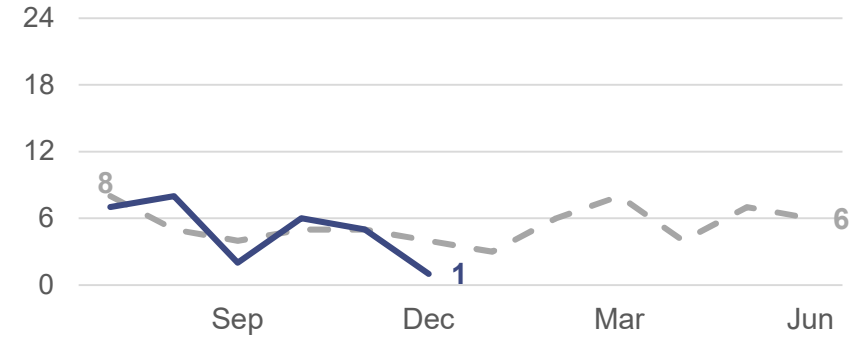
of cross-departmental coordinated responses, exercises and drills



Maintain Best in Class Operating Environment Safety for Employees

Occupational Injuries

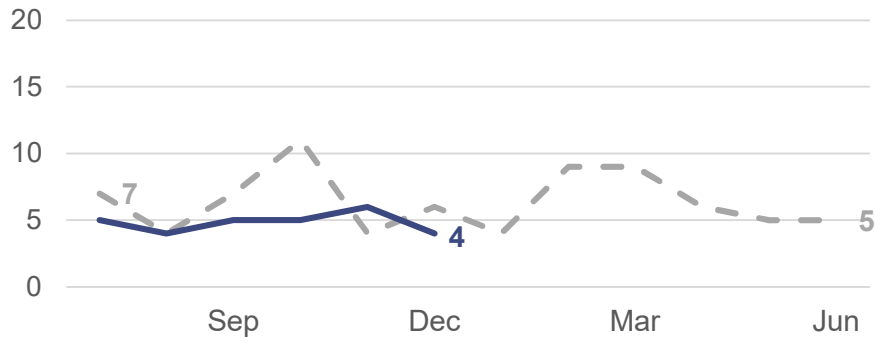
of occupational injuries that occurred



Secure Commission's Critical Infrastructure

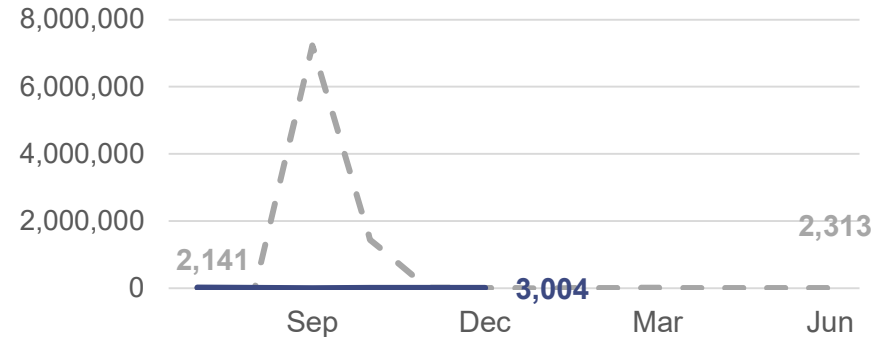
Sanitary Sewer Overflows

of sanitary sewer overflows per month



Sanitary Sewer Overflow Volume

Total gallons of sanitary sewer overflows per month



What's Our Progress?

FY 2023, Q2 Strategic Plan Implementation



Strategic Priority: Enhance Customer Experience

Status Legend

- ✓ Complete
- ▶ Underway
- Not Started

Strategic Initiatives & Supporting Actions	A Key Supporting Task	Task Status	Next Steps	Overall Status
E1. Continue to exceed Environmental Protection Agency water quality requirements and implement actions to ensure compliance with future regulations such as the Lead and Copper Rule Revisions, Unregulated Contaminant Monitoring Rule and Per- and Polyfluoroalkyl Substances (PFAS) proposed regulations				
Lead and Copper Rule Revision Task Force has been established and will be working to ensure compliance with the rules by 2024.	<i>Task Force has developed an action plan to address Lead and Copper Rule</i>	▶	<i>Production submitted \$3.4M budget for FY24 to fund LCR program management and replacement of 200 lead service lines. CDM Smith to start a Task Order soon to prepare inventory and replacement plans and to support voluntary proactive sampling program to start in January 2023.</i>	▶
Continue ongoing efforts to meet regulations set by Unregulated Contaminant Monitoring Rule	<i>Published results of last UCMR cycle in the annual Water Quality Report; most recent quarterly results have been published to WSSCWater.com and provided to both counties.</i>	✓	<i>Latest round of UCMR4 samples were collected in August. Program ongoing without any issues.</i>	▶
Drinking water PFAS is not regulated but WSSC Water has done voluntary monitoring since 2020 and will continue to monitor our drinking water for PFAS. In 2023, we will begin to monitor drinking water PFAS according to the UCMR 5 standards. MDE has announced that there will be a PFAS monitoring requirement for discharge permits, we have applied for renewals.	<i>In June 2022, we will be expanding voluntary PFAS Monitoring to cover 29 compounds</i>	▶	<i>Expanded monitoring to test 29 PFAS compounds could not be completed as planned in June due to contract lab issues (contract lab lost data). Next round is September and we will continue to pursue expanded monitoring. WSSC Water (WQD) and MWCOG conducted a regional PFAS survey together to better understand PFAS monitoring being conducted in the region.</i>	▶
E2. Begin implementation of Advanced Metering Infrastructure to provide accurate monthly billing and near real-time water usage data that increases revenues and allows customers to monitor usage and avoid high bills due to leaks				
<i>Note: On November 18, 2020, WSSC Water Commissioners voted to indefinitely defer all activities related to the AMI project due to the ongoing pandemic and corresponding economic uncertainty. WSSC Water will continue to closely monitor the economic conditions in both counties and revisit the project at the appropriate time. The first step towards implementation will be including AMI funding in the CIP Budget.</i>	<i>The next step on this initiative will be to include AMI funding in CIP Budget Cycle. Once approved in budget, request Commissioner approval to begin solicitation and implementation of the AMI project.</i>	▶	<i>Include and seek budget approval for AMI project</i>	<input type="checkbox"/>

E3. Enhance and expand WSSC Water's financial assistance programs and educate the public on the value of WSSC Water's services and how to access our programs

Develop an outreach and customer engagement strategy, including a Water Fund advancement plan/donor relations strategy, that builds awareness of and participation in WSSC Water's financial assistance programs and grows relationships with key community stakeholders/advocates that assist in promoting our programs.

Continue nurturing relationships with partners such as US Water Alliance, Water Equity Network, Montgomery County Emergency Assistance Coalition, Food Equity Councils, etc.; continue pursuing Water Fund fundraising opportunities

Continue working with GCO and Ethics to identify long-range fundraising options; Obtain feedback on customer assistance programs from vulnerable customers in partnership with Interfaith Works and Mission of Love



Implement revenue recovery initiatives and continue to enhance WSSC Water's financial assistance portfolio to mitigate the impact of the COVID-19 pandemic on past-due accounts and estimated bills.

Promote various federal funding resources available to customers such as the Low Income Household Water Assistance Program (LIHWAP) and American Rescue Program Act funding (ARPA); Launch WSSC Water's Water Bill Debt Relief Program (WBDR); Implement Payment Plan Assistance Services

Continue to promote federal funding resources to our customers; Continue developing RFP for Payment Plan Assistance Services; Determine launch date for Water Bill Debt Relief Program



Develop and implement programs to educate the community about water to foster awareness about WSSC Water's services/programs and strengthen relationships within the community.

Plan and implement customer outreach meetings post-pandemic (i.e., In Your Neighborhood).

Reimagine customer outreach programming for FY2023



Develop and implement campaigns to promote the value of water and other critical messaging.

Develop communication campaigns: Comparing Water to Other Essentials; Plastics is Trash; Tap Water vs Bottled Water; financial assistance/preventing turnoffs messaging.

Launch Customer Advocate vehicles with Here-to-Help/financial assistance branding by 2nd Quarter FY2023; Develop plan for Value of Water campaign





Status Legend

- ✓ Complete
- ▶ Underway
- Not Started

Strategic Initiatives & Supporting Actions	A Key Supporting Task	Task Status	Next Steps	Overall Status
SI. Maintain AAA bond rating through strong financial policies and planning				
Update long-term fiscal plan for FYs 24 - 29 including Adopted FY 23 budget and May 2022 debt refunding transaction.	<i>The Draft fiscal plan was presented to county staff from both Montgomery and Prince George's counties on 9/14/2022</i>	▶	Depending on results, may require additional strategies	▶
Update the Fitch tool with FY 23 Adopted Budget and refunding savings.	<i>The Fitch tool will be updated prior to starting the FY 24 budget process. Review the leverage ratio and other ratios in the tool.</i>	✓	Depending on results, may require additional strategies	✓
Begin Spending Affordability Guidelines Process with FY 24 - 29 CIP presentation and impact on LT Plan and fiscal metrics	<i>Spending affordability long term plan presented to county staff during two meetings in September 2022</i>	▶	Work with operating departments to develop the FY24 Capitol and Operating Budget	▶
Perform Cost of Service Study to align the cost of service to rates changed at the four tiers and appropriate level of fixed charges to stabilize revenues.	<i>Consultant was selected in FY 22 and contract is executed; currently coordinating consultant work to deliver rates and fees in time for FY 24 budget</i>	▶	Planning November Commission briefing	▶
Continue to monitor water and sewer payments and revenues to determine if a savings plan will be required in upcoming Fiscal Years.	<i>Revenue Division and Accounting Division reporting will continue to determine if measures taken have stabilized revenues.</i>	▶	Depend on July and August results.	▶
S2. Improve contract lifecycle management to ensure deliverables and materials are provided on time, on budget and within scope				
Conduct after-action review of contracts to include scope, contract vehicle, contract management, and vendor performance to seek opportunities for improvement.	<i>Identify contracts to serve as case studies for after action review based on level of success in contract execution</i>	▶	Survey contracts and assess success factors	▶
Review and revise policies, procedures, and guidance documents to support continuous improvement from after action-review case studies.	<i>Identify what was relevant in the policy or procedures that could have affected contract performance</i>	▶	Review case studies and root cause of contract issues	▶
Revise templates for each contract type moving forward to ensure compliance with revised policies, procedures, and guidance documents.	<i>Determine impact on contracts and feasibility of revisions, and make revision proposals</i>	□	Review feasibility of policy and procedure revision options	□

S3. Identify opportunities to reduce costs across WSSC Water

Brainstorm best ways to engage all departments to discuss opportunities to work more efficiently and/or find innovative ways to reduce costs permanently.

CFO with SLT and Budget team to brainstorm best ways to engage all departments to discuss opportunities to share staff, eliminate functions and/or find innovative ways to reduce costs permanently.



Review cost reduction strategies with initiation of the FY 24 Capital and Operating Budgets



Finalize annual budgets with cost savings measures integrated.

As part of developing the FY 24 budget, each department has been asked to look for opportunities to cut costs



Finalizing the FY24 budget



Status Legend
 ✓ Complete
 ▶ Underway
 □ Not Started

Strategic Initiatives & Supporting Actions	A Key Supporting Task	Task Status	Next Steps	Overall Status
O1. Continually implement the Capital Improvements Program				
Piscataway Bioenergy Project, which will handle wastewater solids for WSSC Water, is in construction (estimated completion: December 2024). Upon completion, the Piscataway plant will evolve into a bioenergy production facility that uses efficiency, technology and sustainability to enhance the financial and environmental health of the region.	<i>Design/Build is 70% complete with most of the major structures in place, including the Anaerobic Digesters. Key pieces of equipment are in place including the Thermal Hydrolysis Process equipment, the Heat Exchangers, and the Belt Filter Presses.</i>	▶	Continue with Construction.	▶
Laboratory Building Expansion Project, which updates and expands WSSC Water’s laboratory capabilities, has been bid for construction.	<i>Contractor issued Notice to Proceed for May 27, 2022. Mobilization is underway.</i>	▶	Continue with Construction.	▶
Anacostia 102-inch Trunk Sewer Project, which rehabilitates a major sewer pipeline, is in construction.	<i>Construction is underway. Spiral lining and grouting will be complete by the end of September 2022. Rehabilitation of structures will continue through the fall.</i>	▶	Phase I: Construction Substantial Completion January 2023. Phase II: Construction NTP Winter 2023	▶
Patuxent Raw Water Pipeline Project to increase available water to meet current plant capacity construction started in December 2020 and is scheduled for completion in the summer of 2023.	<i>Pipe installation began in April 2021. The project is progressing on schedule.</i>	▶	Construction Substantial Completion March 2023	▶
The Old Branch Avenue Water Main Project which aims to provide redundancy capacity to customers in southern Prince George’s County.	<i>Under Construction (NTP issued 3/11/2022) Pipe is contractor supplied. The project start is slow as materials are not expected until November 2022.</i>	▶	Continue with construction. Pipe delivery November 2022, Construction Substantial Completion July 2025	▶

O2. Continue to invest in innovative technology, processes and ideas

Evaluate, explore and communicate employees' innovative ideas and business process challenges. Provide support to employees by facilitating implementation and communicating innovation initiatives. For example, Office of Innovation and Research recently began conducting Innovation Outreach Day meetings at WSSC facilities.

Conduct Innovation Outreach Days- 2022 Innovation Day was held on September 28th, 2022.



Continue to hold Innovation Outreach Days and promote exchange of employees' innovative ideas and challenges



Invest in applied research projects by identifying, funding and leveraging Water Research Foundation, Water Environment Federation, Isle Technologies and local university research studies. For example, WSSC Water co-funded the Efficient Nitrogen and Phosphorus Removal project at Seneca with the Water Research Foundation.

Identify new research studies and collaboration opportunities



Identify key research needs



Develop and further implement a digital strategy that leverages technology and data to drive enhanced operational efficiency and improved customer satisfaction.

Develop inventory of WSSC Water software and data



Incorporate inventory into IT's asset management system and publish employee Data Catalog



O3. Prioritize investments to improve the condition of facilities and seek opportunities for public private partnership

Identify private sector interest in conveying new land/facility in exchange for our Lyttonsville site

Issue Request for Proposal and evaluate responses



Monitor economic conditions to determine if the opportunity should be pursued



Renovate the Temple Hills Depot to include new HVAC system, new electrical distribution equipment, low-E glazing and new workstations/finishes

Transmit construction documents to Procurement, advertise IFB



Award contract to begin construction



Renovate the Emergency Service Center on the 2nd floor of RGH to include new radio console equipment and new workstations/finishes

Construction underway



Project Completion anticipated November 2022





Status Legend

- ✓ Complete
- ▶ Underway
- Not Started

Strategic Initiatives & Supporting Actions	A Key Supporting Task	Task Status	Next Steps	Overall Status
PI. Assess and adapt to the impacts of climate change on WSSC Water infrastructure and continue to invest in projects that reduce greenhouse gas				
Procure power output and environmental attributes from a 10 megawatt (MW) wholesale solar plant to be developed in Washington County	<i>Complete negotiations with Standard Solar on the swap of two existing 2MW solar retail sites with one 10MW site</i>	✓	<i>Standard Solar to complete development and construction of site</i>	▶
Procure power output and environmental attributes from two 2MW landfill gas generating plant in Maryland	<i>Complete negotiations with 2 landfill gas electricity producers</i>	▶	<i>Finalize price, term and environmental attribute status</i>	▶
Adopt vehicle purchase strategy to include the purchase of electric vehicles for WSSC fleet	<i>Install charging stations and take delivery of 5 Chevy Bolt EVs and 6 electric Ford Transit vans</i>	▶	<i>Continue installation of additional EV charging stations and the purchase of additional electric vehicles</i>	▶
P2. Develop and implement the biosolids/water residuals master plan and business plan				
WSSC Water is finalizing Phase 2 of the Biosolids & Residuals Master Plan, which includes an outline for a comprehensive Master Plan which will be used as the basis for request for proposal for future phases. Phase 3 funding has been included in the FY23 Budget and scope is under development.	<i>Phase 3 scope development is currently underway. The objective is to develop a long term roadmap for the cost efficient and sustainable management of biosolids and residuals.</i>	▶	<i>Formalize team for Phase 3 RFP (request for proposal) development</i>	▶
Organizational Biosolids Handling will be facilitated by Biosolids Management Division which was established in July 1 2021.	<i>Staffing of Biosolids Management Division is in progress.</i>	▶	<i>Long term plan development and implementation.</i>	▶
The Piscataway Bioenergy Facility will formally begin operations in 2023, with plans for a one-year performance testing period with results available in 2024.	<i>Joint operations during start up (first year)</i>	<input type="checkbox"/>	<i>Facility to begin operation in 2023</i>	<input type="checkbox"/>

P3. Enhance WSSC Water's comprehensive cybersecurity framework to ensure protection of critical assets

<p>The IT Department is integrating process components from the NIST Risk Management Framework (RMF) based on SP 800-37 Rev 2 (https://doi.org/10.6028/NIST.SP.800-37r2), including the Assessment lifecycle and Authority To Operate (ATO) methodology.</p>	<p><i>Develop the templates and Pilot the Process of producing Controls lists, Assessment Reports, and ATO memo authorization through DocuSign</i></p>	<p>▶</p>	<p><i>Need to finalize the template portfolio for all types and train on the process.</i></p>	<p>▶</p>
<p>Contract for a comprehensive Security Operation Center (SOC) service that provides 24x7x365 "Eyes-on-glass" anomaly detection and response</p>	<p><i>Enable SOC Vendor to define alerts and benchmark the "normal" behaviors on the WSSC Water systems</i></p>	<p>▶</p>	<p><i>Contract awarded and access granted to servers. Still need to complete the benchmarking and finalize notification and response actions.</i></p>	<p>▶</p>
<p>Inventory all WSSC Water systems containing sensitive data.</p>	<p><i>Conduct an inventory of data sources and determine the data sensitivity</i></p>	<p>▶</p>	<p><i>Need to complete the data inventory</i></p>	<p>▶</p>
<p>Provide Encryption capabilities for Internal WSSC Water systems containing sensitive data.</p>	<p><i>Implement encryption or compensating controls (redaction/masking/removal) as required for each system</i></p>	<p>▶</p>	<p><i>Implement system encryption at upgrade or installation of new systems. (include encryption in IT scorecard assessments)</i></p>	<p>▶</p>

P4. Ensure resiliency of WSSC Water's water supply and delivery

<p>Ongoing after-action review and corrective actions on large scale incidents.</p>	<p><i>Develop corrective action tracking and accountability system</i></p>	<p>▶</p>	<p><i>Conduct full AAR for COVID-19 with applicable corrective actions will be completed by December 2022</i></p>	<p>▶</p>
<p>Developing and implementing new and revised plans, policies, and procedures addressing police operations, security operations, and emergency operations</p>	<p><i>Develop appropriate emergency plans, policies and procedures to address all-hazards</i></p>	<p>▶</p>	<p><i>Working with consultants to develop plans, policies and procedures for operations as needed to reflect legislative changes</i></p>	<p>▶</p>
<p>Begin preparations for CY 2025 Risk and resiliency assessment and Emergency Operations Plan updates to comply with America's Water Infrastructure Act</p>	<p><i>Complete 2025 Risk and resiliency assessment to comply with America's Water Infrastructure Act</i></p>	<p>□</p>	<p><i>Complete 2025 Emergency Operations Plan update to comply with America's Water Infrastructure Act</i></p>	<p>□</p>



Status Legend
 ✓ Complete
 ▶ Underway
 □ Not Started

Strategic Initiatives & Supporting Actions	A Key Supporting Task	Task Status	Next Steps	Overall Status
T1. Develop and implement workforce strategies to plan for current and future workforce needs, including acquiring and developing talent				
Consolidate and enhance employee training, learning and development	Creating a position within HRO to consolidate and manage employee training, learning and development	□	This is on hold indefinitely	□
Develop and implement a WSSC Water's Workforce Planning Program	Implement Leadership Development program	▶	Develop Succession planning pilot program	▶
Continue to review and assess compensation and benefits strategies to support a healthy work-life integration for employees	Review current compensation strategies through compensation study underway	▶	Review benefits strategies	▶
Develop a strategy to create and clearly define talent pipelines	Partnering with Communications to develop social media strategies to support talent acquisition	✓	Assessing options available through applicant tracking system to support recruiting strategies	▶
T2. Evaluate Human Resources management policies, procedures and practices to retain a high quality and diverse workforce				
Update Employee Onboarding Process and New Employee Orientation	Created a new hire intranet page and an electronic onboarding package	✓	Task force under way to revamp new employee orientation program, with anticipated roll out in FY24	▶
Leverage the newly formed Equity Engagement and Inclusion Division to strengthen and support a diverse workforce	Created EEI/EEO Division and hired EEI/EEO officer	✓	Review and assess current equity and inclusion practices	▶
Partner with Strategy and Innovation Office to review and enhance employee survey methods and develop action plans to address employee survey results	Review current employee survey methodologies to develop recommendations for future survey methods	▶	Develop survey methods to address key Human Resources areas	▶
T3. Advance achievement of WSSC Water's Strategic Plan by facilitating organizational development activities to enable data and risk informed decisions that optimize business processes				
Monitor Key Performance Indicators and communicate Strategic Plan progress with employees and stakeholders to provide quantified evidence of achievement.	Engage with employees and stakeholders to reassess relevancy of Key Performance Indicators reported during Monthly Commission Meetings in the Commissioner Performance Report for alignment with the updated Strategic Plan.	▶	Automate production and updates of the Commission Performance Report.	▶
Identify business processes that drive Key Performance Indicator results and support departments to identify the technology, process and people changes needed to improve performance.	Facilitate the development of an internal software and data inventory for further business process identification and improvement	✓	Provide internal consultant services to Engineering and Construction to support sewer process mapping and improvements.	▶
Encourage data-driven and risk-informed decision-making to support continual improvement on our journey to world class.	Facilitate monthly Data Community meeting to foster a community where H2O People can discuss data, share resources, learn from one another, raise awareness about Key Performance Indicators, and increase data literacy.	▶	Identify department-level performance metrics and develop dashboards and surveys that provide tangible insights on the business processes driving Key Performance Indicators.	▶