

2021 Performance Oversight Questions
DC Water

A. ORGANIZATION AND OPERATIONS

1. Please provide a complete, up-to-date **organizational chart** for the agency and each division within the agency, including the names and titles of all senior personnel. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.

Full organizational charts have been uploaded into Pipeline (intranet/employee source) in PDF format. Link can be clicked on and documents can be printed or downloaded, as needed, directly from source. [Click here](#) The DC Water Senior Leadership Team organizational chart can be found on DC Water's website at: https://www.dewater.com/DCW_Leadership.

- Please include a list of the employees (name and title) for each subdivision and the number of vacant, frozen, and filled positions. For vacant positions, please indicate how long the position has been vacant.

Please refer to attachments (pdf's): [January 2021 Position Inventory \(Filled\)](#) and [January 2021 Position Inventory \(Vacant\)](#)

- Please provide a narrative explanation of any changes to the organizational chart made during the previous year.

Organizational changes occur, as needed, throughout the fiscal year. As an organization, our headcount has not had a significant change. From FY20-FY21, the approved headcount grew by eight positions. All organizational updates are posted on internal website as a source for employees on a quarterly basis.

2. Please list each **new program** implemented by the agency during FY 2020 and FY 2021, to date. For each initiative please provide:
 - A description of the initiative, including when begun and when completed (or expected to be completed);
 - The funding required to implement the initiative;
 - Any documented results of the initiative.

Please refer to Excel attachment entitled: [2021 Performance Oversight Hearing Q2 and Q3I \(first tab for response\)](#).

3. Please provide a complete, up-to-date **position listing** for your agency, ordered by program and activity, and including the following information for each position:

- Title of position;

Please refer to Excel Sheet: January 2021 Position Inventory Report

- Name of employee or statement that the position is vacant, unfunded, or proposed;

Tabs have been created in spreadsheet to show current and vacant positions.

- Date employee began in position;

Column with data to has been added for employees who show in the active tab in noted spreadsheet.

- Salary and fringe benefits (separately), including the specific grade, series, and step of position;

Also, included on identified spreadsheet.

- Job status (continuing/term/temporary/contract);

Tabs were divided to distinguish status of active employees on identified spreadsheet.

- Whether the position must be filled to comply with federal or local law.

DC Water is not obligated to comply with any federal or local laws when filling any specific position in the workforce. However, the NPDES (National Pollutant Discharge Elimination Systems) permit, issued to DC Water requires the permittee (i.e. DC Water) to “...operate, inspect, and maintain all facilities and systems of treatment and control (and related appurtenances, including but not limited to sewers, intercepting chambers, interceptors, combined sewer overflows, pumping stations, and emergency bypasses) which are installed or used by the permittee, to achieve compliance with the condition of this permit. It also states “Proper operation and maintenance includes effective maintenance, adequate funding, adequate operator staffing and training and adequate laboratory and process controls, including quality assurance procedures”. In addition, during annual NPDES Compliance Inspections, conducted by EPA Region III and/or DOEE, inspectors review for adequacy in staffing and qualifications.

Please note the date that the information was collected.

The active employee position listing details are included in the revised position inventory spreadsheet. This report was run on February 3rd, 2021 through January 31st, 2021. Please note, it’s an ongoing running total of positions.

4. Does the agency conduct annual **performance evaluations** of all of its employees, and was this done in FY 2020? Who conducts such evaluations? What are the performance measures by which employees are evaluated? What steps are taken to ensure that all agency employees are meeting individual job requirements? What steps are taken when an employee does not meet individual job requirements?

Managers conduct annual performance evaluations for all non-union employees. They check-in with employees throughout the entire performance cycle to discuss the progress of goals, projects, and performance. If an employee does not meet job requirements, the manager can request that they are put on a performance improvement plan and collaborate with People and Talent to provide additional development activities.

Performance Measures:

- **Exceptional Performance:** Performance consistency exceeds goals, job requirements, expectations, and is significantly beyond the scope of the job requirements.
- **Successful Performance:** Performance meets and occasionally exceeds goals, job requirements, and expectations.
- **Developing Performance:** Performance occasionally does not meet goals, job requirements, and expectations, Development in specific areas is required.
- **Not Meeting Performance:** Performance does not meet goals, job requirements, and expectations.
 - ◆ **Performance Competencies:**
 - **Communication**
 - **Problem Solving**
 - **Mastery/Productivity**
 - **Relationship Management**
 - **Customer Service**
 - **Leadership**
 - **Innovation/Creativity**
 - ◆ **Performance Goals and Professional Development Goals**
 - **3-5 goals**
 - **Aligned to departmental goals.**

5. Please list all **employees detailed** to or from your agency, if any. Please provide the reason for the detail, the detailed employee's date of detail, and the detailed employee's projected date of return.

DC Water does not have detail.

6. Please provide the position name, organization unit to which it is assigned, and hourly rate of any **contract workers** in your agency, and the company from which they are contracted.

Please refer to Excel attachment: 2021 DC Council Response Report for Contract Workers.

7. Please provide the Committee with:
- A list of all employees who receive cellphones or similar communications devices at agency expense.

Please refer to Excel attachment 2021 ATT and Verizon Active Lines by Department.

- Please provide the total cost for mobile communications and devices at the agency for FY 2020 and FY 2021 to date, including equipment and service plans.

Vendor	FY2020 Actuals	FY2021 Actuals
AT&T	\$358,127.01	\$53,180.71
Verizon	\$384,850.93	\$28,596.24

- A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned.

Please see Excel attachment FY2020 IMA Settlement-Vehicles by Departments.

- A list of employee bonuses or special award pay granted in FY 2020 and FY 2021, to date.

In FY 2020, the Unions received bonuses consistent with provisions of the master agreement on compensation between DC Water and the unions. Performance Bonuses that are typically paid to non-union members were not paid that year.

In FY 2021, special awards were paid in the amount of \$4,600.

Employee Bonuses and Special Awards

FY 2020 (10/01/2019-09/30/2020)	\$892,150
FY 2021 (10/01/2020-01/12/2021)	\$47,319

- A list of travel expenses, arranged by employee.

Please refer to pdf attachment FY2020 Travel_Att2

- A list of the total overtime and worker's compensation payments paid in FY 2020 and FY 2021, to date.

Overtime helps to ensure critical support for corrective and preventive maintenance and respond to emergencies.

Overtime Payments

FY 2020 (10/01/2019 – 09/30/2020)	\$6,798,448
FY 2021 (10/01/2020 – 01/02/2021)	\$1,957,544

Worker's Compensation

FY 2020 (10/01/2019-09/30/2020)	\$1,647,553	Medical, indemnity, vocational rehabilitation and expenses
FY 2021 (10/01/2020-01/15/2021)	\$318,403	Medical, indemnity, vocational rehabilitation and expenses

8. Please provide a list of each **collective bargaining agreement** that is currently in effect for agency employees.
- Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.
 - Please provide, for each union, the union leader's name, title, and his or her contact information, including e-mail, phone, and address if available.
 - Please note if the agency is currently in bargaining and its anticipated completion date.

CBA	Bargaining Unit	Duration	No. of Bargaining Unit Members	Union Leadership (name, title, contact information)
Master Agreement on Compensation	Compensation Unit 31 (AFGE Locals 631, 872, 2553; AFSCME Local 2091; and NAGE Local R3-06)	4 years (effective 10/3/19; duration 10/1/19-9/30/23)	667	Barbara Milton, Jonathan Shanks, Calvert Wilson, Barry Carey, and Michelle Hunter. See below for contact details
Working Conditions Agreement	AFGE Local 631	6 years (effective 9/4/2014; duration 10/1/11-9/30/17)	183	Barbara Milton, President P.O. Box 54585 Washington, D.C. 20032 Tel: 202-236-0500 Barbara.Milton@dcwater.com
Working Conditions Agreement	AFGE Local 872	6 years (effective 6/2/16; duration 10/1/11-9/30/17)	214	Jonathan Shanks, President 1112 Constitution Avenue, NE Washington, D.C. 20002 Tel. 202-320-5329 Jonathan.Shanks@dcwater.com Mylocal872@gmail.com

Working Conditions Agreement	AFGE Local 2553	3 years <i>(duration 10/1/18-9/30/21)</i>	55	Calvert Wilson, President 1118 47 th Place NE Washington, D.C. 20019 Tel. 202-386-4971 Calvert.Wilson@dcwater.com AFGE2553@gmail.com
Working Conditions Agreement	AFSCME Local 2091	3 years <i>(duration 10/1/18-9/30/21)</i>	200	Barry Carey, President 100 M Street SE, Suite 250 Washington, D.C. 20019 Tel. 202-733-3752 barry.carey@yahoo.com
Working Conditions Agreement	NAGE Local R3-06	4 years <i>(duration 10/1/19-9/30/23)</i>	15	Michelle Hunter, President 1385 Canal St., SE 5 th Floor Finance Office Washington, D.C. 20003 Tel. 202-787-2168 Michelle.Hunter@dcwater.com

9. Please identify all **electronic databases** maintained by your agency, including the following:
- A detailed description of the information tracked within each system;
 - The age of the system and any discussion of substantial upgrades that have been made or are planned to the system;
 - Whether the public can be granted access to all or part of each system.

Please see Excel attachment: **DC Water Databases Public**

10. Please describe the agency's procedures for investigating allegations of **sexual harassment** or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY 2020 and FY 2021, to date, and whether and how those allegations were resolved.

- **Anyone who believes they have witnessed or are the target of sexual harassment or misconduct (harassment), whether directly or indirectly, or a person acting on the targeted individual's behalf with or without the victim's consent, may report a harassment incident to the Authority's Equal Employment Officer (EEO Officer), to any supervisor within the chain of command, including the Department Director, or by sending a written complaint or concerns to a designated email address for receiving such complaints or concerns. The Director of Labor Relations and Compliance Programs is designated as the Authority's EEO Officer.**
- **The EEO Officer is responsible for the receipt, acknowledgment, investigation, and reporting of the findings of complaints of harassment and discriminatory employment practices.**

- Supervisors or other employees to whom an employee has reported allegations of harassment shall take prompt action to report the alleged incident(s) to the EEO Officer.
- The EEO Officer or his/her designee shall promptly initiate investigations of harassment allegations.
- The EEO Officer or his/her designee who investigates the harassment allegations shall submit a report of their findings to the Executive Vice President of People and Talent. If an EEO complaint is filed against the CEO/GM or other executive or senior officer, the EEO Officer shall arrange for the complaint to be investigated by a party not subject to supervision by an Authority official, or involved in any contractual or other business dealing with the Authority.
- Once the investigative report has been submitted to the Executive Vice President of People and Talent for review, a meeting shall be arranged with the Executive Vice President of People and Talent, the EEO Officer and the appropriate Department Heads, and both the targeted employee's and offending employee's supervisors to discuss the report's findings. Should the findings reveal the allegations are "substantiated," then a resolution plan will be developed and promptly implemented.
- The EEO Officer or his/her designee shall meet with the person who reported the alleged harassment to advise him/her as to whether the investigation resulted in a finding that the complaint was "substantiated" or "unsubstantiated." If the complaint was "substantiated," the employee will be informed of the resolution plan.
- In addition to the Authority's internal procedures stated above, employees have the right to file a complaint of alleged unlawful discrimination or harassment with the DC Office of Human Rights or the Equal Employment Opportunity Commission (EEOC).

FY 2020

Description of Allegations	Resolution
Complaint alleged inappropriate touching and comments based on gender	<i>Unsubstantiated</i> for policy violation; other action taken to address inappropriate conduct
Complaint alleged discrimination based on gender (sexual orientation)	<i>Unsubstantiated</i> for policy violation; other action taken to address inappropriate conduct
Complaint alleged workplace violence and a hostile work environment (including use of profanity based on racial animus)	<i>Unsubstantiated</i> for policy violation; other action take to address inappropriate conduct

Complaint alleged workplace violence and a hostile work environment	<i>Unsubstantiated</i> for policy violation; other action taken to address inappropriate conduct
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FY 2021

Description of Allegations	Resolution
Complaint alleged inappropriate comments by superior	Investigation ongoing

11. For any **boards or commissions** associated with your agency, please provide a chart listing the following for each member:

- The member’s name;
- Confirmation date;
- Term expiration date;
- Whether the member is a District resident or not;
- Attendance at each meeting in FY 2020 and FY2021, to date.
- Please also identify any vacancies.

MEMBER NAME	CONFIRMATION/ or APPOINTMENT DATE	EXPIRATION DATE	DISTRICT RESIDENT	FY20 ATTENDANCE	FY 21 (TO DATE) ATTENDANCE
<u>DISTRICT OF COLUMBIA</u>				NO. OF MEETINGS PRESENT	NO. OF MEETINGS PRESENT
Tommy Wells, Principal (Chairman)	12/20/2016 (pending confirmation)	9/12/2020	YES	32	7
Jed Ross, Alternate	01/9/2018	9/12/2023	YES	18	8
David Franco, Principal	05/2/2017	9/12/2023	YES	38	3
Howard Gibbs, Alternate	09/18/2015	9/12/2023	YES	39	15
Rachna Butani-Bhatt, Principal	12/12/2018	9/12/2022	YES	36	10
Kendrick Curry, Alternate	12/12/2018	9/12/2022	YES	24	8
Vacant Principal					
Joe Leonard Alternate	12/14/19	9/12/2023	YES	18	8
Emile Thompson, Principal	12/20/2016 (pending confirmation)	9/12/2020	YES	29	9
Ivan Frishberg, Alternate	05/20/2017 (pending confirmation)	9/12/2020	YES	28	13

Vacant Principal					
Anthony Giancola, Alternate	12/20/2016 (pending confirmation)	9/12/2020	YES	29	12
<u>PRINCE GEORGE'S COUNTY</u>					
Tara Jackson Principal	01/08/21	09/12/2025	NO		
Jared McCarthy Alternate	01/08/21	09/12/2025	NO		
Floyd Holt, Principal	02/07/2019	9/12/2022	NO	11	3
Lavinia Baxter, Alternate	11/08/2018	9/12/2022	NO	15	6
<u>MONTGOMERY COUNTY</u>					
Adam Ortiz, Principal	01/29/2019	5/31/2023	NO	16	8
Steve Shofar, Principal	02/13/2018	5/31/2023	NO	20	7
Fariba Kassiri, Principal	04/29/2020	09/12/2024	No	13	2
Adrianna Hochberg, Alternate	04/29/2020	09/12/2024	NO	20	5
<u>FAIRFAX COUNTY</u>					
Randy Bartlett, Principal	02/07/2019	9/12/2023	NO	18	8
Sarah Motsch, Alternate	08/06/2015	9/12/2023	NO	18	8

12. Please list the **task forces and organizations**, including those inside the government such as interagency task forces, of which the agency is a member and any associated membership dues paid.

Please refer to Excel attachment: **FY21 Authority-Wide Memberships.**

13. What has the agency done in the past year to make the activities of the agency more **transparent** to the public?

We continue to find ways to be as transparent as possible for the benefit of our customers. We live stream all Board of Directors meetings and publish all meeting materials and agendas on our website at www.dewater.com. Additionally, we post many documents requested through the Freedom of Information Act on our website at: <https://www.dewater.com/foia>. This includes a list of our employees and the union and non-union pay scales; Board approved resolutions, agendas and meeting minutes; addresses with lead service lines; annual budgets and information on the expenditure of funds. In addition, in response to Council requests, we also now post the outcomes of administrative hearings.

A year ago we created a new section on our website to share information with customers about the ratemaking process and we continue to update that section with real time data about our rates. You can find the link here: <https://dewater.com/ratemaking-process>. The

site includes links to the FY2020 approved rates and budget, the FY2021 proposed budget, and a library of related financial documents.

The Stakeholder Alliance created by CEO David Gadis is now entering its third year. The panel is comprised of residents and representatives from various organizations across the District. The meetings are an opportunity to provide information to the community and receive feedback regarding water quality, rates and any ideas, thoughts or solutions to improve our services.

Our biggest single change of the year to make our work transparent to the public was shifting to virtual format for our yearly community town halls. In June and July of 2020, our CEO held virtual Town Hall Meetings in all 8 Wards of the District to share proposed rates and discuss overall issues of concern. The meetings attracted a record number of customers to log into the session and listen and learn.

We maintain an Open Data Portal (<https://dcwater.com/open-data-portal>) that gives customers access to key datasets. That includes the status of every fire hydrant in the District; historical data on water main breaks and sanitary sewer overflows; the automated meter replacement program; and our planned capital projects across the city. We upgraded the Portal in 2019 to add additional features and make it more user-friendly.

14. How does the agency solicit **feedback** from customers? Please describe.
- What is the nature of comments received? Please describe.
 - How has the agency changed its practices as a result of such feedback?

DC Water has successfully launched our Voice of the Customer initiative. This system will provide invaluable real-time data on customer satisfaction and help identify opportunities for improvement. We are putting our customers at the heart of our most critical decisions with real-time insights into how they feel at every stage in the journey. We will gain an understanding of what matters most to them so we can act to maximize and drive customer loyalty and satisfaction. We believe that providing exceptional service and gaining a pulse on the customers' experience, moves the authority into a more customer centric organization.

We accomplished the following items in year one:

- CX strategy + business objectives
- Established program standards (surveys, processes, schedules)
- Deployed Voice of the Customer survey (overall experience) in February via Qualtrics
- Piloted working group process to identify and initiate quick win actions
- Launched prioritized communications plan

In addition, we have the following ways we solicit feedback and engage with customers:

- Customer Service Center at (202)354-3600
- 24-hour Command Center at (202) 612-3400
- Customer Service phone numbers on every customer bill
- Online comment and Report-A-Problem application
- Mobile Report-A-Problem form (includes photo upload and GPS location capabilities)

- Town hall meetings in every ward
- CEO's Stakeholder Alliance
- Regular meetings with the Office of the People's Counsel
- Door-to-door notification of affected addresses before planned construction work
- Follow-up surveys after major construction work concludes
- Annual Community Expo to inform customers about construction projects in their neighborhoods
- Participation in more than 150 community meetings, events and festivals
- Attending and presenting at ANC meetings across the District
- Social media including Twitter, Facebook and Instagram
- Routine monitoring and responses to DC Water mentions in blogs, on social media and in conventional media.

15. What has the agency done to reduce agency **energy use** in FY 2020? Did the agency's energy use increase or decrease in FY 2020? Please identify how much energy use increased or decreased in terms of kWh and therms, and what percentage increase/decrease that is compared to FY 2018.

Since 2018, we have seen a slight increase in overall electricity use at Blue Plains, a slight decrease in natural gas usage, and a 3% decrease in energy drawn from the grid. This is likely due to the production of green energy at our CHP facility and from several small solar installations. This coming year we will benefit from the start-up of Blue Plains Phase I solar, which will further reduce our grid electricity draw. Staff began an RFP process for a full energy use audit update for the plant. This is currently on hold pending a potential Department of Energy project that would duplicate this effort. Once complete, the updated energy audit will identify areas where we can improve efficiency and further reduce our energy needs.

Therms of NG used at Blue Plains:

CY 2018 – 851,000 therms

CY 2019 – 916,000 therms

CY 2020 – 837,000 therms (1.6% decrease from 2018)

MWhr of total electricity use at Blue Plains:

CY 2018 – 266,000 MWhr

CY 2019 – 264,000 MWhr

CY 2020 - 272,000 MWhr (2.2% increase over 2018)

MWhr of grid electricity use at Blue Plains:

CY 2018 – 198,000 MWhr

CY 2019 – 196,000 MWhr

CY 2020 - 192,000 MWhr (3.0% decrease over 2018)

This data is given for calendar year since we do not have the pre-2018 natural gas use data loaded into a database yet. The data must be extracted from paper or electronic bills. The Washington Gas database we have access to goes back to January 2018. Please see question 56 for a breakdown of renewable energy production/recovery and percentage

of total demand. This data is for Blue Plains only, which represents about 90% of our overall DC Water energy use. We do not yet have a comprehensive database for all energy outside of Blue Plains. The Department of Resource Recovery is making this a priority for this year, and we expect to have a full authority-wide snapshot next year.

16. Please complete the following chart about the residency of **new hires**:

Number of Employees Hired in FY 2020 and FY 2021, to date

<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing		
Term		
Temporary		
Contract		

Jan 2021 Position Inventory Report

Position Type	Total Number	Number who are District Residents
Continuing	54	13
Term	4	0
Temporary	14	14
Contract	-	-

17. Please provide the agency’s FY 2020 Performance Accountability Report.

This is DC Water’s first effort in preparing a Performance Accountability Report (PAR) against an enterprise-level performance plan. The final report goes through a significant review prior to publication. The Authority will make best efforts to have the final FY 2020 PAR to the Committee before the March 15th Oversight Hearing. Thank you for the accommodation.

B. BUDGET AND FINANCE

18. Please provide a chart showing the agency’s **approved budget and actual spending**, by division, for FY 2020 and FY 2021, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.

The Approved FY 2020 budget of \$614.5 million was adopted by the Board of Directors on April 4, 2019. On June 4, 2020, the Board of Directors adopted the revision to the FY 2020

Debt Service by reducing \$8 million from the Approved operating budget, and transferring those funds to the Rate Stabilization Fund to be withdrawn over FY 2021 and FY 2022. The revision to the projected debt service cost resulted from debt refinancing. The Revised FY 2020 budget was \$606.5 million. Total operating expenditures were below the revised budget by \$37.3 million mainly in core operations and maintenance (\$29.0 million) and debt service (\$8.2 million) because of actions taken to prioritize expenditure to respond to reductions in revenue that were forecasted because of COVID.

Departments	FY 2020 Revised	FY 2020 Actuals	Fav/(Unfav)
Wastewater Treatment-Process Engineering	7,064	6,557	507
Maintenance Services	19,653	18,690	963
Water Operations	65,124	59,829	5,295
Pumping & Sewer Operations	34,444	34,328	116
DC Clean Rivers	2,761	1,927	834
Engineering & Technical Services	23,534	21,328	2,206
Wastewater Engineering	3,995	2,617	1,379
Permit Operations	3,693	3,385	309
Wastewater Treatment-Operations	77,105	69,432	7,673
Customer Care	21,236	19,563	1,673
CIP Infrastructure Management	1,428	1,453	(25)
Subtotal Operations	260,039	239,109	20,930
Office of the Chief Executive Officer	4,326	3,896	430
Board Secretary	613	498	115
Internal Audit (outsourced)	885	562	323
Legal Affairs	6,222	5,639	583
Marketing and Communication	2,614	2,826	(212)
Information Technology	10,913	11,339	(426)
Finance	20,906	15,912	4,994
Administration Office	586	629	(43)
Office of Emergency Management	1,408	1,219	189
Human Resources	10,028	8,671	1,357
Facilities Management	8,930	7,925	1,005
Procurement & Compliance	5,808	6,148	(340)
Occupational Safety & Health	2,181	1,669	512
Security	7,007	7,660	(653)
Fleet Management	6,129	5,911	218
Subtotal O & M Expenditures	88,555	80,504	8,051
Total O & M Expenses	348,594	319,613	28,981
Debt Service	207,340	199,056	8,284
Cash Financed Capital Improvements	28,556	28,556	-
Payment in Lieu of Taxes	16,934	16,934	-
Right of Way Fees	5,100	5,100	-
Total Operating Expenditures	606,524	569,259	37,265
Personnel Services charged to Capital Projects	(22,748)	(24,906)	2,158
Total Net Operating Expenditures	583,776	544,353	39,423

Personnel Services: Overall underspending in personnel costs across multiple departments was mainly due to deliberate approach in hiring only critical positions to align expenses with reduced revenue forecasts due to the impact of the COVID-19 pandemic. This approach required all positions vacant or new to be justified by requesting departments prior to the review and approval by the General Manager & Chief Executive Officer. Additionally, overtime costs were lower than previous years due to modified shifts for the working crews during the COVID-19 pandemic. Employee health benefit costs were also lower than budgeted due to higher than anticipated vacancies and lower health benefit costs.

Process Engineering: Underspending was mainly in non-personnel costs due to delayed maintenance activities, including calibration and instrumentation of field controllers from the impact of the COVID-19 pandemic.

Maintenance Services: Underspending mainly in personnel services was due to higher than anticipated vacancies.

Water Operations: Underspending in personnel services was due to vacancies and reduced water purchases from the Washington Aqueduct based on decline in water consumption resulting from the COVID-19 pandemic.

Wastewater Treatment Operations: Underspending mainly due to lower than budgeted unit prices for some major chemicals (methanol, ferric chloride and sodium bisulfite), and decreased flows into the Plant from reduced load based from fewer tourists visiting the District during the pandemic and fewer workers in DC. The on-site electric generation from the Combined Heat and Power (CHP) facility represents approximately 6.4MW or 19% of the Authority-wide electricity usage and continues to reduce the growth of electricity costs. The underspending in electricity costs was due to lower than anticipated budget allocation and the funds were reprogrammed to cover the electricity costs in Pumping Department.

DC Clean Rivers: Underspending in personnel services mainly due to higher than anticipated vacancies for hard to fill positions. Additional underspending in non-personnel services was due to cancelation of conferences and conventions because of the pandemic.

Engineering & Technical Services (DETS): Underspending in personnel services due to the deliberate approach for hiring only critical positions and in non-personnel services for software maintenance, software support, and conference and convention cancelations. The CIP Infrastructure Management department was previously part of the DETS and established as a stand-alone department.

Wastewater Engineering: Underspending mainly in personnel services resulting from higher than anticipated vacancies and efforts to curtail spending due to the COVID-19 impacts.

Customer Care: Underspending mainly in personnel services due to higher vacancies offset by increases in merchant credit card fees and use of consultant support in lieu of vacancies within the department.

Office of the Chief Executive Officer: Underspending in personnel services due to vacancies, coupled expense reductions in professional services, training and conferences.

Legal Affairs: Underspending mainly in personnel service from vacancies, slightly offset by higher legal contingencies.

Finance: Underspending in personnel services due to vacancies and non-personnel services due to lower than anticipated costs for insurance premiums and claims. Additionally, there was lower use of consultants during the implementation of Phase I (Financial) and Phase 2 (Procurement) of the Enterprise Resource Planning (ERP) project to replace the Authority's financial system than previously anticipated.

Human Resources a.k.a. People and Talent: Underspending mainly due to lower than anticipated spending for worker's compensation claims. Additional underspending was due to reduced spending for various training and employee benefits programs due to the employees working remotely during the pandemic.

Facilities Management: Underspending mainly in personnel services due to high vacancies, coupled with lower building maintenance costs resulting from partial year occupancy as employees worked remotely for the last six months of the fiscal year.

Security: Overspending mainly in contractual services for security guard services due to after-hour events and additional need to secure DC Water construction sites, including fire suppression activities that were transferred from the Facilities department.

Information Technology: Overspending mainly in contractual services to cover software maintenance costs for customer services and additional consulting services.

Procurement and Compliance: Overspending mainly in contractual services for temporary staffing support to perform capital procurement activities previously under the purview of the Engineering Department.

FY 2021 Operating Budget

The Approved FY 2021 operating budget is \$642.6 million as adopted by the Board of Directors on March 5, 2020.

At the end of December 2020, operating expenditures (including debt services and the right of way and PILOT fees) totaled \$135.3 million or 21.1% of the approved budget. These numbers include estimated, incurred but unpaid invoices and are subject to revision in the subsequent months.

Measures implemented in FY 2020 to reduce costs in response to the impacts of COVID continue this year, and we anticipate that expenditures will be less than the budget.

The following provides DC Water's comparative expenditures by major object category through December 31, 2020.

(\$000's)	FY 2021 Approved	FY 2021 Actual	Percent of Budget
Personnel Services	\$ 177,863	\$ 40,136	22.6%
Chemical & Supplies	36,081	8,861	24.6%
Utilities	27,911	6,895	24.7%
Contractual Services	88,532	16,497	18.6%
Water Purchases	36,250	7,686	21.2%
Small Equipment	1,030	6	0.6%
Total Operations & Maintenance	367,667	80,081	21.8%
Debt Service	222,268	49,637	22.3%
PILOT & ROW	22,374	5,594	25.0%
Cash Financed Capital Improvements	30,356	-	0.0%
Total Operating Expenditure	642,665	135,312	21.1%
Capital Labor Charges	(24,382)	(5,822)	23.9%
Net Operating Expenditure	\$ 618,283	\$ 129,489	20.9%

19. Please list any **reprogrammings**, in, out, or within, related to FY 2020 or FY 2021 funds. For each reprogramming, please list:

- The reprogramming number;
- The total amount of the reprogramming and the funding source (i.e., local, federal, SPR);
- The sending or receiving agency name, if applicable;
- The original purposes for which the funds were dedicated;
- The reprogrammed use of funds.

FY 2020 Reprogramming

During FY 2020, a total of \$9.1 million was reprogrammed within the Authority's revised operating budget to meet operational and maintenance needs as follows:

- a) Personnel Services (\$2.4 million):**
Interdepartmental reprogramming were effected within personnel services budget due to departmental restructurings.
- b) Non-Personnel Services (\$6.7 million)**
Interdepartmental reprogramming were effected using underspending from within the overall operating budget. Reprogramming's were effected to:
 - Reallocate and pay for electricity cost in the Pumping Department from Wastewater Treatment department (\$1.6 million)
 - Support guard services and fire suppression activities in the Security Department (\$1 million)
 - Provide additional warehouse inventory parts to support continuous maintenance of the Authority's assets and meet all discharge permit requirement in the Department of Maintenance Services (\$0.8 million)
 - Cover litigation contingency in the Legal Affairs Department (\$0.6 million)

- Provide funding to support various programs (\$2.7 million)
- Customer merchant credit card fees for increased web payments and use of consultant support in lieu of vacancies within Customer Services Department (\$0.9 million)
- Staffing needs for the new capital procurement group in the Procurement & Compliance Department and hazard mitigation grant support in the Office of Emergency Management Department (\$0.6 million)
- Cover software maintenance services and other professional services in the Information Technology (\$0.5 million)
- Implementation of a new and reimagined innovation program and strategic alignment across the organization in the Office of the Chief Executive Officer (\$0.3 million)
- Promote the Hydrate DC campaign and to meet the requirements for the publication of What's on Tap in the Office of Marketing and Communication Department (\$0.3 million)
- Support emergency response efforts and deep cleaning services related to the COVID-19 pandemic (\$0.1 million)

FY 2021 Reprogramming

During FY 2021, a total of \$1.6 million has been reprogrammed through December 31, 2020, within the Board-approved budget for the following:

- Implement a new program for the Backwater Valve Program in response to the September 10, 2020 rain event (\$0.8 million)
- Fund the maintenance service contract for the maintenance of Green Infrastructure Facilities which was previously funded under capital program (\$0.8 million)
- Fund the Strategic Planning Advisory Services to update DC Water's Strategic Plan, Blueprint 2.0 (\$0.4 million)

20. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY 2020 and FY 2021, to date, including:

- Buyer agency and Seller agency;
- The program and activity codes and names in the sending and receiving agencies' budgets;
- Funding source (i.e. local, federal, SPR);
- Description of MOU services;
- Total MOU amount, including any modifications;
- The date funds were transferred to the receiving agency.

Please refer to PDF Attachment: **Question 20-Intra District Transfers**

21. Please provide a list of all **MOUs** in place during FY 2020 and FY 2021, to date, that are not listed in response to the question above.

- Memorandum of Understanding between DC Water, Arlington County, Fairfax

County Water Authority, and the Department of the Army for Wholesale Water Coordination Agreement.

- Memorandum of Understanding between Army Corps of Engineers and DC WASA re. Sampling, Testing and Analysis of District's Drinking Water.
- Memorandum of Understanding between DC Government, DC Fire and Emergency Medical Services and DC Water for Fire Hydrant Inspection Services.
- Memorandum of Understanding between DC Water and DC Fire and Emergency Services re. Clean Water Tunnel Safety and Emergency Response.
- Memorandum of Understanding between DC Water and the District Department of the Environment for Rain Barrel Program.
- Memorandum of Understanding between DC Water and Central Union Mission Clarifying the Maintenance of Certain Storm Water Structures.
- Memorandum of Understanding between DC Water and the District of Columbia for Payment of PILOT Fees.
- Memorandum of Understanding between Dc Water and the District of Columbia for Payment of Right-of-Way Fees.
- Memorandum of Understanding between DC Water and the D.C. Office of the City Administrator for the Northeast Boundary Neighborhood Protection Projects.
- Memorandum of Understanding between DC Water and Imagine H2O Utility Partnership Program to establish an efficient forum for partner utilities to connect with early-stage innovations vetted by Imagine H2O's Business Plan and Accelerator Program.
- Memorandum of Understanding between DC Water and the Metropolitan Washington Council of Governments (COG) for the Procurement of Water Sampling Services.
- Memorandum of Understanding between DC Water and the Department of Energy and Environment for Stickfoot Branch Stream Restoration & Sewer Rehab (Multi-Year).
- Memorandum of Understanding between DC Water and District of Columbia Transportation for the Construction of Green Alleys as Part of Alley Contract.
- Memorandum of Understanding between DC Water and the Department of Energy and Environment - Spring Valley Stream Restoration & Sewer Rehab (Multi-Year).
- Memorandum of Understanding between DC Water and the District of Columbia and the Office of Deputy Mayor for Planning and Economic Development Regarding DC Water Relocation from the O Street Property.
- Memorandum of Understanding between DC Water and the Department of Public Works and District Department of Transportation for DC Water's Provision of Snow Removal Services for FY 2020 Snow Season
- Memorandum of Understanding between DC Water and the District of Columbia, the Office of the Mayor for Planning and Economic Development, District Department of Transportation, and Department of Consumer and Regulatory Affairs Regarding the Planning, Construction, Operation and Maintenance of Long Term Control Plan (LTCP) Facilities.
- Memorandum of Understanding between DC Water and the Water Environment Federation Regarding the Development and Implementation of a National Green Infrastructure Certification Program.
- Memorandum of Understanding between DC Water and District Department of

- the Environment Regarding the Long-Term Control Plan Well Permit Reviews.
- Memorandum of Agreement between DC Water and MedStar-Georgetown Medical Center, Inc.
- Memorandum of Understanding between DC Water and the Department of Energy and Environment for Bloom Biosolids Cumulative Risk Study - FY 2019-20.
- Memorandum of Understanding between DC Water and Department of Energy and Environment for CRIAC Relief Programs Fiscal Year 2020.
- Memorandum of Understanding between DC Water and Department of Energy and Environment for CRAIC Relief Programs Fiscal Year 2021
- Memorandum of Understanding between DC Water and the Department of Energy and Environment for Lead Service Line Assistance Replacement Programs Fiscal Year 2020.
- Memorandum of Understanding between DC Water and the Department of Energy and Environment for Lead Service Line Assistance Replacement Programs Fiscal Year 2021.
- Memorandum of Understanding Between DC Water and Department of Public Works for Salt Cost Reimbursement for FY 2020 Snow Season.
- Memorandum of Understanding Between DC Water and Department of Public Works for Salt Cost Reimbursement for FY 2021 Snow Season.
- Modification No.4 To Memorandum of Understanding Between the District of Columbia Water and Sewer Authority and District of Columbia Office of Unified Communications for Citywide Radio System, Computer-Aided Dispatch, and Mobile Data Computing Services.
- Modification No.5 To Memorandum of Understanding Between the District of Columbia Office of Unified Communications For Citywide Radio System, Computer-Aided Dispatch, and Mobile Data Computing Services.
- Memorandum of Understanding Between the District of Columbia Department of Public Works and the District of Columbia Water and Sewer Authority.
- Memorandum of Understanding Between the District of Columbia Department of Energy and Environment and DC Water and Sewer Authority Residential Water Bill Relief Programs FY 2021.

22. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY 2020 and FY 2021, to date. For each account, please list the following:

- The revenue source name and code;
- The source of funding;
- A description of the program that generates the funds;
- The number of funds generated by each source or program in FY 2020 and FY 2021, to date;
- Expenditures of funds, including the purpose of each expenditure, for FY 2020 and FY 2021, to date.

DC Water does not have special purpose revenue accounts.

23. Please provide a list of all projects for which your agency currently has **capital funds** available. Please include the following:

- A description of each project, including any projects to replace aging infrastructure (e.g., water mains and pipes);
- The amount of capital funds available for each project;
- A status report on each project, including a timeframe for completion;
- Planned remaining spending on the project.

A summary of the major capital activities and a detailed listing for each project in DC Water's Approved FY 2020 - FY 2029 Capital Improvement Program is found in Section V (page V-5) of the FY 2021 Approved Budget Book.

Below is a link to the document:

<https://dcwater.com/sites/default/files/finance/budgets/2021/section-v-capital-programs.pdf>

24. Please provide a complete accounting of all **federal grants** received for FY 2020 and FY 2021, to date, including the amount, the purpose for which the funds were granted, whether those purposes were achieved and, for FY 2020, the amount of any unspent funds that did not carry over.

In FY 2020, DC Water received a total of \$6.8 million in EPA funds for programs under Clean Water Act and Safe Drinking Water Act. In FY 2021 so far, we have received \$3.9 million in such funds. The purpose of the funds was to strengthen or improve the Blue Plains Wastewater Treatment Facility, water main replacements, storage facilities upgrades, pumping station upgrades.

These are reimbursement grants and we draw down funds only after the vendors have been paid. In FY 2020, there were no unspent funds that did not carry over.

Similarly, we received \$2.8 million in FEMA funds in FY 2020 under Hazard Mitigation Grant and Pre-Disaster Mitigation Grant Programs. In FY 2021 so far, we have billed \$274,782 and awaiting payment from the District Homeland Security and Emergency Management Agency. The purpose of these grants is to improve pumping stations, facility walls, etc. to mitigate impact on our continuity of services due to any potential disasters. In FY 2020, there were no unspent funds that did not carry over.

Each year, the United States Congress appropriates certain amount of funds to support DC Water's Clean River's Combined Sewer Overflow projects (CSO). In FY 2020, we received \$8 million in such appropriation. There were no unspent funds at the end of FY 2020.

	Descriptions	FY 2021	FY 2020	Total
EPA	Clean Water Act Grant Programs	314,400	2,702,559	\$3,016,959
EPA	Safe Drinking Water Act Programs	3,608,800	4,066,940	\$7,675,740
	Total EPA	\$3,923,200	\$6,769,499	\$10,692,699
FEMA	Hazard Mitigation Grant Program	70,200	154,114	\$224,314
FEMA	Pre-Disaster Mitigation Program	204,582	2,658,192	\$2,862,774
	Total FEMA	\$274,782	\$2,812,306	\$3,087,088
Congress	CSO Direct Appropriation	-	8,038,000	\$8,038,000
	Total CSO		\$8,038,000	\$8,038,000
	Grand Total	\$4,197,982	\$17,619,805	\$21,817,787

25. Please list each contract, procurement, lease, and grant (“**contract**”) awarded, entered into, extended and option years exercised, by your agency during FY 2020 and FY 2021, to date. For each contract, please provide the following information, where applicable:

- The name of the contracting party;
- The nature of the contract, including the end product or service;
- The dollar amount of the contract, including budgeted amount and actually spent;
- The term of the contract;
- Whether the contract was competitively bid or not;
- The name of the agency’s contract monitor and the results of any monitoring activity;
- Funding source;
- Whether the contract is available to the public online.

Please refer to pdf attachment entitled: [Contracts_Att 4.pdf](#)

26. Please provide the details of any **surplus** in the agency’s budget for FY 2020, including:

- Total amount of the surplus;
- All projects and/or initiatives that contributed to the surplus.

Because of COVID, DC Water worked to reduce costs to align expenditures with a revised revenue forecast. A deliberate hiring process was implemented, and contractual services efforts were prioritized. Because of fewer people visiting and working in the District, loading was reduced in wastewater treated at Blue Plains, and energy and chemical costs were below budget. Additionally, chemical costs were less than budgeted, in large part because of the pandemic. While there was reduced consumption and customer delinquencies increased, the impact on revenue was not as severe as originally estimated.

Thus, DC Water ended fiscal year 2020 with a total budget surplus of \$37.034 million mainly from higher revenues and lower operating expenditures than anticipated in the budget. The Board took action to use these funds to create new customer assistance programs, including one for residents in multi-family buildings, and deposited funds into the Rate Stabilization fund and add to the cash balance to maintain flexibility to deal with challenges going forward.

The Board approved the transfer of \$15.0 million from the Authority's net cash surplus for FY 2020 to the Customer Assistance Program low-income customers:

- 1) \$3 million to continue the Emergency Residential Relief Program in FY 2021 to provide one-time assistance to customers impacted by COVID; Assistance up to \$2,000 per residential customer
- 2) \$7 million for a new program to provide one-time assistance to multi-family buildings where occupants have been negatively impacted by COVID and payment plans are established and adhered to; assistance amount to be determined and provided per affordable unit, and will be on a matching basis;
- 3) \$5 million held for FY 2022 targeted assistance for customers in need.

The Board authorized additional transfer of \$15.207 million to the Rate Stabilization Fund to provide operational flexibility to address any contingencies in FY 2021. \$6.827 million was added to the cash balance.

C. LAWS, AUDITS, AND STUDIES

27. Please identify any **legislative requirements** that the agency lacks sufficient resources to properly implement.

There are no legislative requirements that DC Water lacks sufficient resources to properly implement.

28. Please identify any statutory or regulatory **impediments** to your agency's operations or mission.

Water and Sewer Operations Amendment Act of 2002, effective October 1, 2002 (D.C. Law 14-190, § 3902; D.C. Official Code, § 34-2107 et seq.) prohibits DC Water from charging customers the costs for treating groundwater discharged from improved real property. This results in higher sewer rates for all rate payers to compensate for the lost revenue from the customers that receive free sewer treatment for their groundwater discharges. Revisions to this statute would authorize DC Water to charge for these costs and address equity, compliance and budget issues. DC Water would like to work with the Council to amend this legislation.

The Freedom of Information Act, effective Oct. 21, 1968, amended Oct. 22, 2015 (D.C. Law 21-36 § 4063, D.C. Code § 2-534(a)(15)) exempts from disclosure critical infrastructure information for companies regulated by the Public Service Commission. Because DC Water is not regulated by the Public Service Commission, DC Water may not utilize this exemption to withhold from disclosure in response to a FOIA request data or documents containing critical infrastructure information. As a result, DC Water could be

required to disclose information which jeopardizes the security of critical water and sewer infrastructure. This risk could be resolved with the addition of the words “and the District of Columbia Water and Sewer Authority” after the word “Columbia” in that paragraph. DC Water would like to work with the Council to amend this statute.

District of Columbia Water and Sewer Operations Amendment Act of 1990, amended Mar. 30, 2004, D.C. Law 15-132, § 2, 51 DCR 1804, D.C. Code § 34-2407.02, gives DC Water a continuing lien on property until all water and sewer charges are paid in full. However, D.C. Code § 47-1340(b) requires that when DC Water certifies its lien to OTR, "the taxing agency shall file with the Recorder of Deeds a Notice of Converted Real Property Tax releasing the prior lien as of the date of certification." A lien cannot be continuing if it has been released. OTR collects only that portion of the charges that are certified in the Converted Real Property Tax Certificate. D.C. Code §47-1382(c) makes clear that "[t]he purchaser shall pay all amounts that would be required of a person redeeming under § 47-1361." The purchaser's interest then is only subject to those items under §47-1382(a) --- namely a lien of a taxing agency recorded at the Recorder of Deeds. OTR has taken the position that a new lien would need to be filed for any water sewer charges that are accrued after filing a Converted Real Property Tax Certificate for water and sewer charges and OTR is not responsible for collecting such charges. As the lien is released while OTR transfers title to the property to the purchaser at a tax sale and a judgment subsequently entered, it causes confusion as to the responsibility of the charges that have accumulated between the time the Converted Real Property Tax Certificate is filed and the title is transferred to a purchaser. DC Water would like to work with the Council to amend this statute to make it clear all charges to the date of the payment should be collected by OTR.

29. Please list all **regulations** for which the agency is responsible for oversight or implementation. Where available, please list by chapter and subject heading, including the date of the most recent revision.

Title 21 Water and Sanitation		
Chapter No.	Subject Heading	Last Revision
Chapter 1	Water Supply	03/02/2020
Chapter 2	Public Sewer System	06/18/1999
Chapter 3	Water Meters	01/24/2003
Chapter 4	Contested Water and Sewer Bills	07/17/2020
Section 556	Stormwater Fees	10/29/2010
Chapter 15	Discharges to Wastewater System	02/01/2018
Chapter 40	Retail Ratemaking	05/02/1997
Chapter 41	Retail Water and Sewer Rates and Charges	10/01/2020
Chapter 52	D.C. Water and Sewer Authority Personnel Regulations	06/20/2008
Chapter 53	District of Columbia Water and Sewer Authority Procurement Regulations	09/18/2009
Chapter 54	Cross Connection	02/23/2001

30. Please explain the impact on your agency of any **federal legislation or regulations** adopted during FY 2020 that significantly affect agency operations or resources.

DC Water is not aware of any federal legislation or regulations that were enacted during FY 2020 that significantly affected DC Water’s operations or resources, however PDF Attachment LI-List of Laws and Regulations (State & Federal) includes a list of existing federal and local measures that had an impact on DC Water’s financial status.

31. Please provide a list of all studies, research papers, and analyses (“**studies**”) the agency requested, prepared, or contracted for during FY 2020. Please state the status and purpose of each study.

Please refer to Excel attachment entitled: 2021 Performance Oversight Hearing Q2 and Q31 (second tab for response).

32. Please list and describe any ongoing **investigations**, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY 2020 and FY 2021, to date.

Please refer to pdf attachment entitled: 2021 Investigations, Audits, and Reports.

33. Please identify all **recommendations** identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 years. Please provide an update on what actions have been taken to address these recommendations. If the recommendation has not been implemented, please explain why.

DC Water received recommendations from the Office of the Inspector General under OIG Project No. 18-I-04LA. Below is a list of the recommendation and implementation status. DC Water did not receive recommendations from the D.C. Auditor, or other federal or local oversight entities.

	DC OIG Project No. 18-I-04LA Recommendations	Current Status (Implemented, In-progress or Not Started)
I	Develop a plan to identify the unknown pipe materials within the water distribution system.	Implemented

	DC OIG Project No. 18-I-04LA Recommendations	Current Status (Implemented, In-progress or Not Started)
2	Correct the service line information discrepancies in service line materials to ensure transparency, consistency, accuracy, and completeness of the best available information for customers and stakeholders.	Implemented
3	Develop a plan to increase water testing participation in areas not regularly part of the LCR sample testing.	Implemented
4	Use DC Water staff to collect samples or guide customers who collect LCR water samples.	Implemented
5	Develop additional controls to periodically validate test results received from the Aqueduct.	Not Applicable - As reported in our response to the draft Audit report, dated March 13, 2019 for OIG Project No. 18-I-04LA, DC Water disagreed that additional controls are necessary to validate the Washington Aqueduct test results, because the existing EPA Drinking Water Laboratory Certification process addresses this recommendation. Consequently, any additional controls that DC Water would implement would be redundant, and fiscally wasteful. DC Water agreed to review the tri-annual audit report for the Washington Aqueduct Laboratory to ensure that they address any issues of concern raised in that report.
6	Develop a plan to accelerate the rate of lead service line replacements.	Implemented
7	Develop a process or procedure to follow-up on outstanding customer requests for lead service line replacement, including the 255 customers currently on the list.	Implemented
8	Determine a funding source to provide DC Water customers assistance with replacing their lead service lines on private property.	Implemented
9	Conduct a feasibility study to introduce market-based opportunities to replace lead service lines when homes are sold and/or	Not Applicable - As reported in the response to the draft Audit report, dated March 13, 2019 for

	<p align="center">DC OIG Project No. 18-I-04LA Recommendations</p>	<p align="center">Current Status (Implemented, In-progress or Not Started)</p>
	<p>renovated, and report the results to the District.</p>	<p>OIG Project No. 18-I-04LA, DC Water disagreed with this recommendation because it is outside of DC Water’s statutory authority. In that response, we referred OIG to DC Law 22-0241, <i>Lead Water Service Line Replacement and Disclosure Amendment Act of 2018</i>, effective March 13, 2019, which includes two provisions that have a direct impact on facilitating opportunities to replace lead water service lines when homes are sold or renovated by providing lead water disclosure information to tenants and prospective property purchasers. This is accomplished through: 1) the Mayor’s lead disclosure form requirement for tenants, and 2) the Residential Real Property Seller Disclosure requirements for purchasers. This information includes, but is not limited to: a) lead water test results, b) lead-bearing plumbing including lead water service line, c) lead water service line replacement; and d) for tenant’s lead-in-water warning statement.</p> <p>The disclosure of this information will have a direct impact on spurring opportunities to replace lead service lines when homes are rented, sold or renovated.</p> <p>The Department of Energy & Environment is statutorily responsible for developing and enforcing lead disclosures to tenants, and the Department of Consumer and Regulatory Affairs is responsible for the lead</p>

	<p style="text-align: center;">DC OIG Project No. 18-I-04LA Recommendations</p>	<p style="text-align: center;">Current Status (Implemented, In-progress or Not Started)</p>
		<p>disclosures to prospective purchasers.</p>

34. Please list any **reporting** requirements required by Council legislation and whether the agency has met these requirements.

Please refer to Excel attachment: 2021 Reporting Reqs. Question 34.

35. Please list all pending **lawsuits** that name the agency as a party, and provide the case name, court where claim was filed, case docket number, and a brief description of the case.

Please refer to Excel attachment: 2021 Response to Question 35-Pending Lawsuits.

36. Please list all **settlements** entered into by the agency or by the District on behalf of the agency in FY 2020 or FY 2021, to date, including any covered by D.C. Code § 2-402(a)(3), and provide the parties' names, the amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

Please refer to Excel attachment: 2021 Response to Question 36-Settled FY20&21 Cases.

37. Please list any **administrative complaints or grievances** that the agency received in FY 2020 and FY 2021, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received. For any complaints or grievances that were resolved in FY 2020 or FY 2021, to date, describe the resolution.

Administrative Complaints

An employee who believes s/he has been treated in an unlawful discriminatory manner or subjected to other conduct in violation of DC Water policies should promptly report the incident to his/her immediate supervisor. If, however, the employee believes it would be inappropriate to discuss the matter with his/her supervisor, the employee should report the incident to the next higher level manager or to the EEO Officer. The EEO Officer or his/her designee will conduct an investigation regarding the allegations. See also the Authority's response to Question No 10 herein regarding the process in handling complaints alleging sexual harassment.

Investigations of administrative complaints will be concluded as soon as possible and preferably within (60) days of receipt. If the Authority determines an employee discriminated or harassed an employee or engaged in other conduct in violation of DC Water policies, appropriate action to address the concern will be taken, including but not limited to issuing discipline up to and including termination.

Grievances

Grievances filed by an appropriate Union Official or employee are assigned to a Labor Relations Specialist. The Labor Relations Specialist will investigate and respond in writing to the Union or employee within the agreed upon time frames contained in the relevant collective bargaining agreement(s).

There were no changes to agency policies or procedures that resulted from administrative complaints or grievances received.

FY 2020

Source	Administrative Complaint(s) or Grievance(s)	Resolution
Internal	Labor Grievance- Performing duties at a higher grade (Water Services) (BB/TT) (Local 872)	Denied
Internal	Labor Grievance - AWOL/Closed Days Denial of Leave	Denied
Internal	Labor Grievance- Closed Days/Denial of Leave	Denied
Internal	Interpersonal Communication Concerns Employee to Supervisor	Mediation
Internal	Labor Grievance- Employee Email to Supervisor Regarding Meal Period & Rest Break	Denied
Internal	Labor Grievance - Excessive Tardiness	5-Day Suspension
Internal	Labor Grievance- Request of Official Time Process and Procedure	Denied
Internal	Labor Grievance- Discourteous or Disrespectful Conduct Toward Other Employees	Written Reprimand

Internal	Unprofessional and unbecoming conduct during virtual work meeting (QW) (Facilities)	Letter of Direction
Internal	Alleged sexual harassment (TJ/QW) (Facilities)	Unsubstantiated/I-workday suspension for discourteous and disrespectful conduct toward coworker
Internal	Discourteous Treatment of Contractors in Workplace (RR) (Maintenance)	Letter of Direction
External	Alleged sexual harassment by alleged and unidentified DCW employees	Unsubstantiated

FY 2021

Source	Administrative Complaint(s) or Grievance(s)	Resolution
Internal	Disciplinary Labor Grievance-Termination (Water Services) (Local 872)	Denied
Internal	Labor Grievance – Letter of Direction for Inattention to Duty	Denied/non-grievable
Internal	Labor Grievance – Feedback Session veiled as Advancing Blue Performance Evaluation	Denied
Internal	Labor Grievance-Inappropriate penalty for missed on-call assignment (Instrumentation) (Local 2091)	Withdrawn/resolved by parties

D. PROGRAM-SPECIFIC QUESTIONS

Human Resources and Customer Service

38. In the agency’s responses to the Committee’s 2020 pre-hearing questions, the agency noted that it had paused moving forward on an RFP for a renewable gas project for the digester gas at Blue Plains to “determine the economics of the project.”

- What is the status of that RFP and any resulting partnership?

The RFP for this project brought potential proposers to implement this concept. Our assessment team evaluated the economics and the risks, and presented financing options to the executive team, who decided to explore the option of having Blue Drop finance this project to retain maximum value for the rate payers. The project economics were quite compelling but there were also risks associated with how EPA was interpreting the renewable fuel regulations and how the administration was issuing small refinery exemptions to the rule. The team decided to wait on implementation until after the November elections to see if we might have an EPA with a more favorable interpretation. The economics for the project have continued to grow in a direction that is positive for DC Water, and now we need to determine how this compares to other competing priorities and revenue generation projects. This project is currently on hold but could continue through implementation if we decide it is our priority.

39. Please describe how DC Water has worked to increase its hiring of District residents in FY 2020.

From a Talent Management’s perspective:

FY2020 was a particularly challenging year due to COVID19. Most job fairs were cancelled or adjusted virtually. Additionally, we continue to find the cost of living for qualified candidates to be a challenge; Please see the numbers for FY 2020 and FY2021 below:

Position Type	Total Number	Number District Residents
Continuing	54	13
Term	4	0
Temporary	14	14
Contract	-	-

Row Labels	DC
Active	23
Apprentice-FT	14
Full-time	9

Terminated	-
Full-time	-
Grand Total	23

- How many graduates of the DC Water Works program were hired by DC Water in FY 2020 and FY 2021, to date? How many graduates found other employment opportunities? What percentage of the total number of graduates does this amount to?

As part of DC Water’s Strategic Initiatives, the DC Water Works program was designed to encourage and support the development and employment of District and local residents as employees on DC Water construction and service projects. Between October 1, 2019 and September 30, 2020, forty-seven (47) new DC Water contractor positions were filled. Of these, twenty-one (21) were DC residents. This includes one DC Water Skills Trainee who started a new business (Family Roof Landscaping).

In FY 2020, DC Water conducted three different training programs as follows:

Training Program	Number of Participants	Number of DC Participants	Number of Graduates	Number of Graduates Employed
Completed Programs				
➤ DC Sustainable Energy Utility “Externship”	1	1	1	1
➤ National Green Infrastructure Certification Program (Cohort 9)	12	12	4	3
➤ Marion Barry Summer Youth Employment Program	7	7	7	5*

*This includes one participant who is enrolled in school.

Additionally, DC Water has four active training programs in FY 2021, and one planned.

Training Program	Number of Participants	Number of DC Participants	Number Currently Enrolled
➤ DC Water Apprenticeship Program	14	14	14
➤ DC Sustainable Energy Utility “Externship”	2	2	2
➤ National Green Infrastructure	6	6	6

Certification Program (Cohort 10)			
➤ Senior Community Service Employment Program	I	I	I
➤ (Planned) Commercial Driver's License Program	Planned for Spring '21		

Employers who have hired DC Water Works participants include: AKRF; Anchor Construction; Aves Construction; C&H Mechanical Insulation; Constituent Services Worldwide; Corinthian Contractors; Delon Hampton and Associates, Furbish, Peer Consultants; Rock Creek Conservancy; Sagres Construction; and Sody Concrete.

- What percentage of DC Water contracts were awarded to certified business enterprises in FY 2020?

Pursuant to its Procurement Regulations and Business Development Plan, DC Water employs every reasonable effort to ensure that certified small businesses principally located in the DC Water User Jurisdiction (the District of Columbia, Prince George's County, Montgomery County, Fairfax County and Loudoun County) are afforded full and equitable opportunities to participate as vendors, prime contractors, subcontractors and joint ventures for goods and services, and construction contracts funded by the District of Columbia and the user jurisdictions.

In FY 2020, DC Water procured \$182.2 million worth of goods and services. As part of its commitment to procuring goods and services with certified firms, Certified Business Enterprises were awarded \$94.8 million as primes or subs (52%).

40. Please provide the Committee with information on the Office of the People's Counsel's oversight of the agency, as provided in the DC Water Consumer Protection Amendment Act of 2020.

- How does DC Water typically interact with OPC? Do DC Water and OPC have regular, proactive meetings, or are interactions primarily responsive to specific complaints?
- How many issues or claims has OPC brought to DC Water on behalf of ratepayers in FY 2021, to date?
- Does DC Water have any recommendations to strengthen its relationship with OPC, or its ability to be responsive to issues brought to the agency by OPC?

DC Water continues to communicate with OPC through a dedicated email box to ensure their inquiries are promptly identified and handled. Meetings are held quarterly to review current policies and address any concerns. In addition, DC Water has presented at 2 of OPC's Social Services Summits and we have solicited their feedback and collaboration on our new emergency programs.

In FY 2021, OPC has made 32 inquiries for 27 accounts (5 duplicates) through January 25th, down from 83 during the same period last year. Approximately 84% of the inquiries were to provide general account information. The average turnaround time for OPC inquiries is 3 days and all of them were within the 14-day requirement. We are proud of our performance and working relationship.

Category	Total
Account Info Update	1
Adj Request - Fee	1
Adj Request - Usage	1
Dispute	2
Estimated Bills	2
High Bills	13
IA / Premise Info & Update	1
OPC Info Request	6
Other	1
Payment / Payment Assistance	1
Service / Repair Request	3
Grand Total	32

DC Water’s relationship with OPC has continued to grow stronger as we work to resolve customer issues. In the past, communications were by email only. We have advanced in our attempts to resolve matters by verbally communicating with OPC personnel on urgent issues requiring immediate assistance and collaborating on new programs.

Clean Rivers Project & CRIAC Relief Program

41. Please provide an update on the progress of the Clean Rivers Project, including:

- For each component of the Project, including Tunnel development and Green Infrastructure installation:
 - A description.
 - A status report, including a timeframe for completion.
 - The amount of capital funds spent and available.
 - Planned remaining spending each year until completion in 2032.
 - Annual maintenance costs for any completed projects.
 - The expected maintenance costs per year once the projects are complete.

Please refer to pdf attachment: [2021-0125 DCCR Response-Question 41.pdf](#).

42. During FY 2020, how many times were Combined Sewer Overflows (“CSO”) released into the District’s waterways? How does this number compare to previous fiscal years?

- Is this number on pace with goals set by the Clean Rivers Project, and the amount of work completed?

On March 20, 2018, DC Water placed into operation the first major phase of the Anacostia River Tunnel System. This phase of the DC Clean Rivers Project included approximately 7 miles of 23-foot diameter tunnel, which provides over 100 million gallons of storage capacity, and connections to all the CSO outfalls along the Anacostia River. The tunnel system flows by gravity to the Blue Plains Advanced Wastewater Treatment Plant, where a new tunnel dewatering pumping station and 225 MGD Enhanced Clarification Facility were constructed to process the flows captured by the tunnel system. Since being placed in operation, the tunnel system has captured over 10 billion gallons of combined sewage and 4500 tons of trash, debris and other solids that would have otherwise been discharged untreated to the District’s receiving waters (as of January 2021).

During FY2020, there were 10 CSOs to the Anacostia River, 78 CSOs to the Potomac River, and 33 CSOs to Rock Creek. A comparison of these totals to previous fiscal years is provided in the table below. CSOs are highly dependent on rainfall, so total rainfall amounts for each fiscal year are also provided. It is noted that the District has received significantly higher than average rainfall over the last three years (average is approximately 40 inches per year). At this phase of implementation, the tunnel was predicted to reduce CSO volumes to the Anacostia River by approximately 80%; so far, the tunnel has exceeded these expectations, achieving an actual reduction of 90%.

Fiscal Year	Rainfall (inches, DCA gauge)	Anacostia River				Potomac River		Rock Creek		Total Overflow Volume (MG) ²
		Volume Captured By Tunnel (MG) ¹	Overflow Volume (MG) ²	Percent Captured by Tunnel	# of CSOs ²	Overflow Volume (MG) ²	# of CSOs ²	Overflow Volume (MG) ²	# of CSOs ²	
2016	37.41	N/A	875	N/A	54	430	48	40	30	1345
2017	35.35	N/A	1163	N/A	49	606	38	57	26	1826
2018	54.35	3190	615	N/A (partial year)	26	1240	59	182	36	2037
2019	47.48	3140	228	93%	14	754	64	101	41	1083
2020	52.21	2622	414	86%	10	1134	78	195	33	1743

Notes

1. A portion of the Anacostia River Tunnel System from Blue Plains to CSO 019 was placed in service on March 20, 2018. The tunnel system was in service for approximately half of FY2018 and the entirety of FY2019 and FY2020.
2. For the Potomac River and Rock Creek, overflow volumes and frequencies are based on model results using actual rainfall data. For the Anacostia River prior to March 20, 2018, overflow volumes and frequencies are based on model results using actual rainfall data. As part of the tunnel system, flow

eters were installed in specified outfalls along the Anacostia River to directly measure overflows. For these overflows, directly measured flows are reported.

43. Please update the Committee on how DC Water is funding the Clean Rivers Project, including what bonds, loans, grants, and other funding are being drawn from to pay for the project each year. How much of ratepayers' CRIACs are going towards debt service and interest vs. directly into the project?

The Clean Rivers program is funded primarily the Clean Rivers Impervious Area Charge (CRIAC), the sewer volumetric rate, grants, and wholesale contributions. Customer payments from the CRIAC and the sewer volumetric rate are used as cash on the project (about 37% of those funds) and to service debt (about 63%).

The following Green Bonds have been issued to fund the project:

- Series 2014A = \$350 million
 - Series 2015A = \$100 million
 - Series 2017A = \$100 million
 - Series 2018A = \$100 million
 - Series 2019A = \$125 million
 - Series 2016B (Environmental Impact Bond) = \$25 million
 - Prior to 2013, Clean Rivers was funded as part of debt issued for capital projects.
- (1) The project is also funded by Federal CSO Grants. In FY 2020 and FY 2021, DC Water received \$8.0 million. However, it is not certain if DC Water will receive any Federal CSO Grants funding in the future.
 - (2) As per the Inter-municipal Agreement (IMA) and an agreement by the IMA Leadership Committee, the Wholesale customers contribute approximately 7.1 percent of eligible project costs.
 - (3) Approximately 63% of ratepayers' funds (CRIAC and from sewer volumetric rate under new "shift" described below) are going toward debt service and interest and 37% directly to the project.
44. Please describe any efforts made by DC Water in FY 2020 and FY 2021, to date, to advocate Congress to provide additional funding for the Clean Rivers Project?

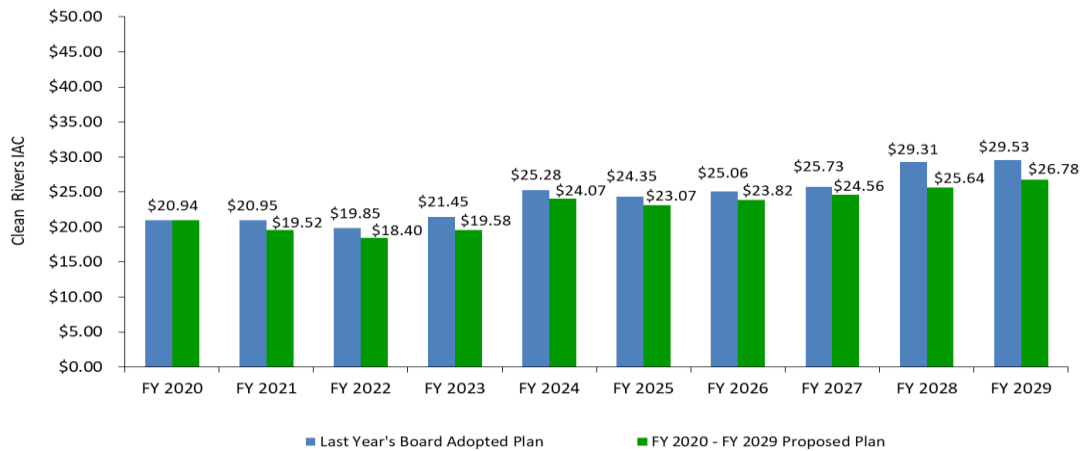
DC Water submitted a presentation to the Executive Office of the Mayor ahead of Congress' annual consideration and approval of the bill appropriating Clean River Project funds to the District of Columbia. Particularly, DC Water requested \$50 million to address longstanding federal underfunding for Fiscal Year 2022. On December 27, 2020, the President signed the bill previously approved by Congress, appropriating \$8 million for the Clean Rivers Project. This amount would maintain Fiscal Year 2020 funding levels. However, DC Water as of January 15, 2021, received correspondence from the Executive Office of the Mayor, noting that the former President of the United States, transmitted a proposal of rescission.

The former President, per Section 1012(a) of the Congressional

Budget and Impoundment Control Act of 1974 (2 U.S.C. 683(a)), the Impoundment Control Act, sought to freeze certain funds, and these proposed rescissions included striking the entire \$8 million appropriation. If Congress does not draft and approve legislation to reflect the former President’s rescission proposal within 45 days of January 14, 2021, the funds are unfrozen and must be appropriated and spent in the manner that Congress originally intended.

Please see PDF Attachment DCWater-DCCR Request FY2021 (EOM).

45. Please provide the projected CRIAC per ERU that ratepayers will be charged in FY 2021 and future fiscal years for which DC Water has projections.
- Please describe DC Water’s efforts in FY 2020 and FY 2021 to date to decrease these rising charges for ratepayers.



The chart above shows the approved CRIAC charges for FY 2021 and FY 2022 and the projected CRIAC charges for the proposed FY 2023-FY 2029 financial plan. Approximately 63% of the revenue from the CRIAC pays debt service costs and 37% is used as PAYGO for the project.

History of actions to reduce CRIAC:

DC Water has taken a number of actions over the years to reduce the CRIAC. DC Water has refinanced much of its old debt to achieve the lowest possible interest rates. We have maintained a AAA credit rating from S&P since April 2016, and that has helped us achieve some of the lowest costs of financing. In fact, DC Water earned an upgrade from Fitch Ratings in August 2019. We have a very high credit rating, and that has helped us achieve some of the lowest costs of financing. In fact, last year DC Water earned an upgrade from Fitch Ratings. DC Water also pursued and was granted a change to the consent decree that allowed additional time to complete the project, as well as the addition of Green Infrastructure.

Shift of a portion of Clean Rivers costs to the sewer volumetric rate

In 2019, DC Water proposed a change to the way that the Clean Rivers project was funded, and proposed to “shift” a portion of those costs from the CRIAC to the sewer volumetric rates. Flow to the tunnels is comprised of both stormwater and sanitary flow, and sanitary flow comprises about 37% of the flows that reach the Clean Rivers tunnels. After discussion with the DC Water Stakeholder Alliance, DC Water proposed a shift of 37% of the Clean Rivers costs to the sewer volumetric rate, to be phased in over three years. After a discussion with customers in Town Hall meetings in each of the eight wards and a public hearing, the Board, after a recommendation from the Retail Rates Committee, adopted rates that included the “shift.” The FY 2020 rates included a shift of 18% of costs, and the approved FY 2021 rates move 28%, and the FY 2022 rates move 37%.

Improvements to the rate-making process

DC Water has also aligned its Cost of Service Studies to its two-year rate proposals. DC Water does not make a profit – it is a cost recovery organization. To help ensure that costs are being properly recovered (water costs are recovered through the water rate, for example), DC Water conducts regular Cost of Service studies. Previously the studies were done every three years, but in 2020 DC Water began conducting two-year Cost of Service Studies to fully align the study with the two-year rate proposal.

Projected Bills for Sample Customers

- 💧 28% CRIAC shift in FY 2021
- 💧 37% CRIAC shift in FY 2022

Monthly	Average Household	Average Multi-Family	Sample Commercial	Sample Cemetery	Sample Non-profit (High Con)	Sample Non-profit (Low Con)
Monthly CCF	5.42	86.14	3,332.33	4.70	804.07	7.36
ERU	1	6.83	52.2	115.1	128.6	59.2
FY2020 Monthly Total Bill	\$104	\$1,341	\$49,575	\$2,793	\$14,877	\$1,591
FY 2021 Estimated Total Bill with 28% IAC recovered through Volumetric Charge	\$111	\$1,447	\$53,958	\$2,637	\$15,788	\$1,519
FY 2022 Estimated Total Bill with 37% IAC recovered through Volumetric Charge	\$118	\$1,538	\$57,966	\$2,516	\$16,672	\$1,466

Stormwater Best Management Practices

Last year, the Stakeholder Alliance voiced concern about the 4% CRIAC credit provided for Stormwater Best Management Practices. These are credits that customers can receive for installing rain barrels, rain gardens, or other improvements that reduce stormwater. The DC Water Board approved to increase the Clean Rivers Impervious Surface Area Charge (CRIAC) Incentive Discount Program maximum credit from 4% to 20% for Stormwater Best Management Practices (BMP) effective from October 1, 2019 (FY 2020).

Independent review of DC Water’s rates

In 2019, DC Water commissioned an independent review of its rates by a consultant. Arcadis conducted the independent review, which also included a review of the Customer Assistance Programs. DC Water asked Arcadis to review the method of charging for the Clean Rivers Program; DC Water also asked them if costs associated with operating the tunnels and the Wet Weather Treatment Facilities should be recovered through the CRIAC. The Independent Review of Rate Structure and Customer Assistance Programs verified that the current method for recovering most costs related to the Clean Rivers Program is appropriate. Arcadis recommended that the CRIAC be utilized for recovering costs related to the Clean Rivers Project as is current practice.

Initiative to ensure suburban customers share in Clean Rivers operating costs

Over the past year, DC Water has worked with the IMA partners on an agreement on the jurisdictional users (non-District share) of the operating costs associated with the Clean River tunnels and the Wet Weather Treatment Facility. The framework for allocation of operational costs is specified in the derivative agreements of the 2012 Inter-municipal Agreement (IMA). The Technical Committee, which is a working group of the Regional Committee, has vetted a methodology to split operating costs, based on the derivative agreements in the IMA. Overall these operating costs are about \$6 million a year for the currently commissioned tunnel system from Blue Plains to RFK stadium that was placed in operation in 2018, and we anticipate that most of those costs (about 90%) will be eligible to be shared with the jurisdictions. The other 10% of the costs represent facilities that only benefit DC, such as facilities that serve DC-only drainage areas or flood control elements benefitting only the District.

In March 2020, the Regional Committee approved Technical Memo 2 from the Technical Committee detailing the O&M cost split methodology for the in-service Tunnel System and the Wet Weather Treatment Facilities. This memorandum calls for all O&M cost associated with the Wet Weather Treatment Facilities to be considered as part of Blue Plains and billed using the calculated Blue Plains cost share formula. The O&M Cost associated with the three in-service tunnel segments; Blue Plains Tunnel, Anacostia Tunnel and First Street Tunnel will be billed using a Multi-Jurisdictional Use Facility (MJUF) formula based on actual flow ratios.

46. Noting that DOEE processes applications for the program, please provide the Committee with data on participation in the CRAIC Relief program in FY 2020 and FY 2021 to date, including:
- The number of residential households that applied for relief, broken down by 60% or lower AMI, 61-80% AMI, 81-100% AMI, and greater than 100% AMI;
 - The number of residential households that were granted relief under the program, broken down by AMI;
 - An account of the number of applications from residential applications that the agency received, by month or quarter.
 - The number of nonprofits that applied for relief from the CRIAC relief fund, broken down by the month or quarter that the application was submitted;
 - The number of nonprofits that received relief from the CRIAC relief fund; and

- Information on any barriers, deterrents, or other reasons that the agency has identified for eligible residential households or nonprofits not applying for relief under the program.

As noted, DC Water does not process applications for this program. This program is administered by DOEE and customer income information is not provided to DC Water. DC Water only receives approved enrollments by program: therefore, the numbers provided are based on information provided by our partner DOEE. Additionally, our programs do not align with the requested income levels, the information provided is based on the income levels for the program, as follows:

Program	Income Level	FY 2020 Granted Relief	FY 2021 YTD* Granted Relief
CAP	Below 60% SMI	3,818	2,405
CAP2	60% SMI- 80% AMI	624	404
CAP3	80-100% AMI	133	125
ERRP	Below 100% AMI	2,098	1,164
Non-Residential CRIAC Relief		171	88

*FY 2021 YTD includes through January 31, 2021

Number of Applicants Received by Quarter

Program	FY20- Q1	FY20- Q2	FY20- Q3	FY20- Q4	FY21- Q1
CAP	1,164	1,308	603	837	2,297
CAP2	79	68	141	109	301
CAP3	42	23	38	35	109
Denied Residential	266	149	290	340	874
Non- Residential CRIAC Relief*	80	20	10	27	72

Still working with DOEE to review the increase in the denied applications reported versus last year figures. Also note that nearly half of denials were due to incomplete applications in FY 2020 and 87% are incomplete and still in process for FY 2021.

DC Water has found that the number of people who have enrolled in the program now that we have emergency funds is increasing. We believe that at times customers are only motivated to seek assistance based on collection activity, we continue to work with our community partners to encourage people to take actions now though creative outreach.

- Please describe efforts made by the agency in FY 2020 and FY 2021 to educate District residents about the availability of funding through the CRIAC relief program.

DC Water, in partnership with DOEE, has conducted extensive public outreach and marketing to publicize its Customer Assistance Programs and the CRIAC relief program funded by the District. We engaged with customers in-person before the pandemic, and virtually once the public health emergency began.

These efforts proved largely successful in FY2020, as the number of participants in the expanded customer assistance programs for residents grew to 4,575 customers, a 29 percent increase from the previous year. In addition, 2,098 customers took advantage of the Emergency Residential Relief Program to pay all or part of an outstanding water-bill balance.

Our public outreach includes:

- **Press releases**
- **Ongoing social media messaging from both DC Water and DOEE**
- **New dcwater.com/customer-assistance webpage with instructions on how to apply and direct link to application**
- **Bill messages and bill inserts**
- **Direct outreach to customers with past due balances**
- **Messages posted on Nextdoor**
- **Paid digital advertising campaigns**
- **Paid print advertising**
- **Earned media coverage**
- **Outreach to faith community**
- **Outreach and partnerships with other District agencies**
- **Outreach to social service providers including foodbanks**
- **Distributing flyers and handing posters in grocery stores and pharmacies, initially targeting Wards 7 and 8**

48. How does DC Water calculate the specific square footage of a property to determine its ERU? Can a customer appeal DC Water’s determination—and, if so, to whom? Where can a customer find the specific square footage that DC Water has assessed for their property?

The calculation is based on the amount of impervious surface within the lot or property. Customers are billed based on an average impervious area square footage for a single-family property which is 1,000 square feet. This 1,000-square foot value is called an Equivalent Residential Unit or ERU. Residential properties use a six-tier billing system to determine ERU value, while non-residential customers are billed for the actual square footage of impervious area, rounded down to the closest 100 square feet and converted into ERUs.

For example: a property contains a total of 20,855 sq. ft. of impervious area. To calculate the ERUs assigned the following steps are used:

1. **The square footage will be rounded down to the closest 100 square feet = 20,800 sq. ft.**
2. **Divide 20,800 by the ERU square footage value (20,800/1000) = 20.8 ERU’s**





Residential Tier

Impervious Area (Square Feet)	ERU
100 to 699	.60
700 to 2,099	1.0
2,100 to 3,099	2.4
3,100 to 7,099	3.8
7,100 to 11,099	8.6
11,100 and more	13.5

If a customer wishes to appeal the impervious area they may follow the bill dispute process located on the back of the bill. This is the same process used for a dispute about the water bill. An owner or occupant may challenge the most recent charges on the bill by either: (a) paying the current charges in the bill and notifying DC Water in writing within 30 calendar days after the bill date, the reason(s) why the bill is believed to be incorrect and that the bill is being paid under protest; or, (b) not paying the current charges in the bill and notifying DC Water in writing, within 30 calendar days after the bill date, the reason(s) why the bill is believed to be incorrect. Challenges received after the 30-day period, will be deemed untimely and will not stop the imposition of a penalty for nonpayment of charges or the possibility of termination of service for nonpayment. DC Water will investigate and suspend an owner or occupant's obligation to pay the disputed bill until they have been provided written results of the investigation and the date that the bill should be paid. If it is determined that the bill is erroneous, DC Water shall adjust the bill accordingly and refund any overcharges paid. If the owner/occupant is not satisfied with DC Water's decision, then they may request in writing an administrative hearing within fifteen (15) calendar days of the date of the decision. The owner or occupant is not relieved of the responsibility for paying all previously or subsequently rendered bill(s), uncontested service charges, penalties, interest, and administrative costs. For more information on your rights please visit us at dcwater.com/disputing-bill.

There are numerous ways a customer can access the impervious square footage for their property:

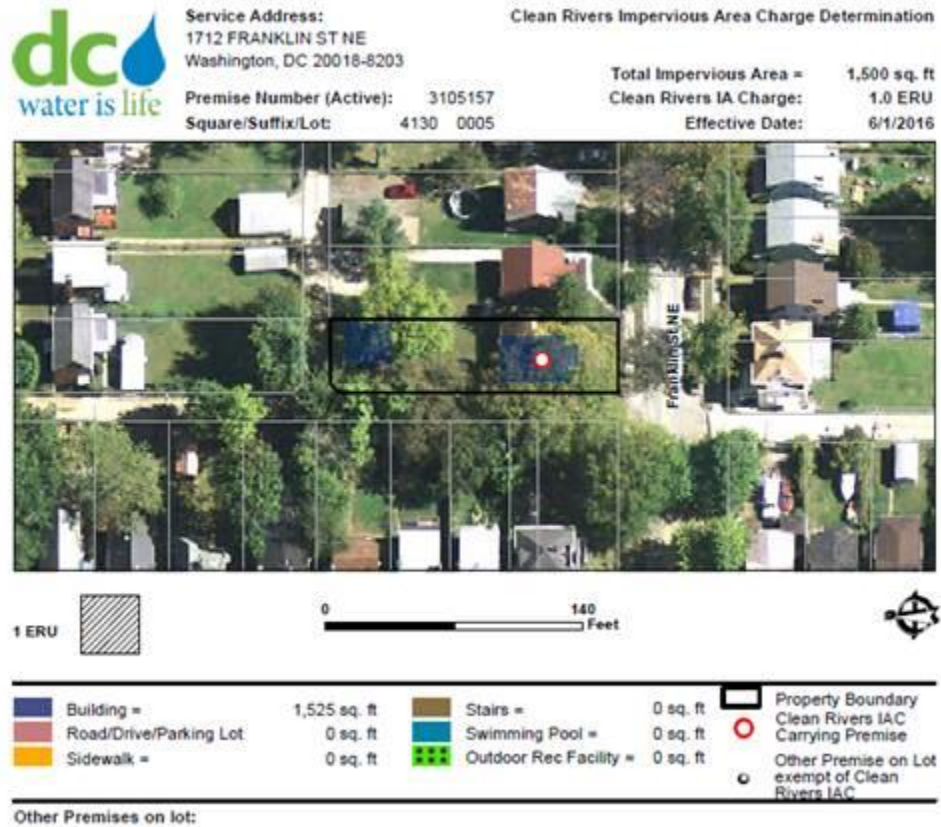
- Impervious area square footage can be found on the front of the bill in the upper left-hand corner under account number details. If a residential property, the ERU will be based on the tier system.

	Account Number: 117094-3	Questions/Preguntas: (202) 354-3600 
	Service Address: 1712 FRANKLIN ST NE	Emergencies/Emergencia: (202) 612-3400 
	Square/Suffix/Lot: 4130/ /0005	Visit Us Online: DCWater.com 
	Impervious Sq. Ft.: 1,500	

Meter Number	Meter Size	Prior Read Date	Current Read Date	Number of Days	Prior Read	Current Read	Usage (CCF)	Usage (Gallons)	Read Type
83533812	3/4"	12/16/20	1/14/21	30	12,455	12,818	3.63	2715.24	ACT

- DC Water customers signed up with My DC Water can download their bill determinant, which provides a more detailed map of the impervious area charged in their lot. The map can be accessed by clicking on “Clean Rivers Charge”.

- Customers can also contact the impervious department by calling 202-354-3795 or impervious.area@dcwater.com to request a copy of the bill determinant.



- Customers can use the Impervious Area Charge Calculator located on DC Water website. This can help calculate how much impervious area charge would increase or decrease if impervious area such as roadway, sidewalk, shed or any other impervious area was removed or added to the property.

Impervious Area Calculator

Please select one:
 Residential Customer
 Other
A "Residential customer" is defined as a person(s) living in a single-family dwelling (row, detached, semi-detached or condo unit) used for domestic purposes that is served by a separate service line that is individually metered.

IAB Details		Impervious Area Charges					
	Current	Adjusted	Adjustments	Structure	Length	Width	Total Sq Ft
Impervious Sq Ft	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="checkbox"/>	Garage or Shed	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Calculated ERUs	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="checkbox"/>	Pool	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Cost Per ERU	\$ 19.52	<input type="text" value="\$19.52 (Current)"/>	<input type="checkbox"/>	Driveway	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
RiverSmart Rewards							
Monthly Impervious Cost	\$ 0.00	<input type="text" value="\$ 0.00"/>	<input type="checkbox"/>	Patio	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
			<input type="checkbox"/>	Walkway	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
			<input type="checkbox"/>	Other	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
			<input type="checkbox"/> Add <input type="checkbox"/> Subtract <input type="checkbox"/> Clear Values		Total Impervious Adjustments <input type="text" value="0"/>		

- **If customers have implemented any green infrastructure such as rain barrels, shade trees, rain gardens, green roofs, etc. can potentially earn a discount up to 55% of the DOEE storm water fee and a discount up to 20% of the Impervious Area Charge through DOEE River Smart Rewards Program.**

Water Rates

49. Please provide an update on DC Water's Customer Affordability Programs.
- How many customers did the Customer Assistance Program assist and how much money did the program give out in FY 2018, FY 2020, and FY 2021, to date?
 - How many customers received the 100% credit for the Water System Replacement Fee in FY 2020 and FY 2021, to date?
 - How many customers did the SPLASH program assist and how much money did the program give out in FY 2018, FY 2020, and FY 2021, to date?
 - Has DC Water created any new programs to help low-income consumers pay their water bills and prevent disconnection in FY 2020 or FY 2021, to date? If so, please describe.

	CAP Enrollments	Cap Dollars Assistance	CAP2 Enrollments	CAP2 Dollars Assistance	SPLASH Customers Assisted	SPLASH Contributions
FY2019	3,294	\$1,290,797	261	\$47,490	276	\$84,427
FY2020	3,818	\$1,584,808	639	\$173,837	133	\$72,392
FY2021 to date	2,166	\$475,097	396	\$66,234	4	\$18,887

Only the CAP customers receive 100% credit for the WSRF, please see table above for numbers.

DC Water ensured that all customers of the District had safe and affordable drinking water during the public health emergency by suspending all service disconnections and restoring service to any customer who requested (331 restores completed through Dec 2020). DC Water also partnered with DOEE on creating an emergency assistance fund to assist low to moderate income households. This program provides one-time emergency assistance to customer below 100% of AMI up to \$2,000 for payment of past due balances. In addition, DC Water established new emergency programs with \$15 million in assistance for residential and multifamily programs impacted by COVID19 to ensure financial assistance was available to allow for service continuation even post PHE for those who have an inability to pay. These programs aid households who are up to 80% of AMI for payment of past due balances up to \$2,000 per household. We also established more flexible payment plans, requiring no down payment, which can be conveniently on our website or through our automated phone system 24 hours a day.

50. During FY 2020 and FY 2021, to date, how did participation in DC Water’s Customer Assistance Program change? What effect did the public health emergency have on customer participation in these programs?

Participation in DC Water Customer Assistance programs has increased. The PHE resulted in the creation of the District emergency relief programs. This program has generated an increase in the number of people who participated in DC Water Customer Assistance Program because they now have financial relief for the past due balance. DC Board of Directors also approved \$15 million in emergency funding for to assistance households with incomes less than 80% of AMI. As a result, DC Water, created two new program the DC Water Cares residential assistance program funded at \$3 million in FY2021 and DC water Cares multi-family assistance program funded at \$7 million in FY 2021 and FY 2022 funding of \$5 million.

51. How much revenue was raised by Blue Drop in FY 2020 and FY 2021, to date? How were those funds spent in FY 2020 and FY 2021, to date?

- How much revenue does DC Water project Blue Drop to raise in FY 2021 and FY 2022?

Year	Net Income	Reduction in the Cost of Bloom Hauling
2020	\$1,230,938	\$1,328,887
2021 (YTD)	\$869,223	\$368,166
2021 (Forecast)	\$1,680,000	\$2,000,000
2022 (Forecast)	\$2,450,000	\$2,100,000

	FY20	FY21 (as of 12/31/20)
Revenue	\$4,328,919	\$1,419,332
Expenses		
Personnel	\$682,560	\$165,412
Bloom costs	\$1,445,802	\$210,345
Consulting & Professional Fees	\$772,848	\$142,239
Office Expense	\$54,230	\$15,593
Conference and meetings	\$8,844	\$0
Insurance	\$3,621	\$1,186
Occupancy	\$26,912	\$0
Travel	\$9,948	\$767
Communications & Promotional	\$72,004	\$14,568
Depreciation	\$2,340	\$0
Licenses and fees	\$14,496	\$0
Bad Debt	\$4,376	\$0
Total Expenses	\$3,097,981	\$550,109
Net Profit/Loss	\$1,230,938	\$869,223

52. How much Bloom did DC Water produce in FY 2020? How much Bloom was DC Water able to sell—and through what vendors? Does DC Water face any impediments to the sale of its Bloom soil conditioner?

79,000 tons were produced. 44,210 tons were sold through Blue Drop. Interest in Bloom and sales continue to grow year over year. Currently, Bloom is not included as a fertilizer option for turf establishment on projects in DDOT specs. However, we are working with DDOT to update this language.

53. Does DC Water have, or is it planning for, other initiatives to raise revenue?

Yes, the Resource Recovery group is working on more opportunities to generate high value renewable energy credits, from heat recovery and use to registration of RECs in different state in order to increase their value. We are also developing more Bloom products, and conducting research on curing processes to improve cured product production. We are working on building a curing pad at Blue Plains as well, which will help with winter storage and high value product generation.

DC Water continues to use 3rd parties to market Blue Plains process technology and is evaluating other plant and software Intellectual Property (IP) to determine the potential to monetize. Blue Drop continues to diversify its markets for Bloom and increase its sales of blends; sales for FY20 were 44,700 tons. Blue Drop set new sales records for Bloom sales in November and December of 2020 and set a record for blended sales in October the annual sales goal for FY21 is 62,500 tons of Bloom.

The value of Renewal energy credits (REC) continues to rise and Blue Plains is actively marketing credits on behalf of DC Water.

Blue Drop signed a 30-year lease with AT&T for a new cell site at Blue Plains that went on-line in November of 2020, we are in discussion with Sprint for a possible second site. Lastly Blue Drop, working with OMAC, is publishing a series of children's books based on the water/wastewater industry and selling them online, with other branded products, at bluedrop.co/shop/

54. When will DC Water schedule public meetings in 2021 to discuss rate increases? Where can residents learn about the dates and locations of these meetings?

The FY 2022 rates have already been adopted. There will be no meetings this year to discuss rates. DC Water has published materials related to its budget on-line for all stakeholders to review.

Infrastructure and Drinking Water Improvements

55. Please describe all **cybersecurity measures** that the agency has in place or has considered to protect infrastructure and electronic systems from cyberattack.

- Where the Committee is considering new cybersecurity measures, please provide information on the agency's timeline for implementing those new measures.

DC Water has implemented a "Defense in Depth" layered strategy to protect the business mission from Cyber Attacks.

- **The Internet Layer Strategy**
 - **Web Access controls** to prevents members from accessing known malicious websites and downloading malicious files
 - **Email controls** scan for malicious logic, sender reputation, data loss
 - **Geographic Filtering** – Limits by country where DC Water data and workloads can be accessed
 - **Cloud Access Security Broker (CASB)** – Enforces internal access controls requirement to cloud-based applications - **Work in Progress (June 2021)**
- **The Network Layer Strategy**

- Firewall Protection
- Intrusion Prevention
- Network segmentation between
 - Operational and Administrative Networks
 - Critical system
- Weekly data backups
- Security Event and Incident Management (SEIM)
- The Host and User Layer Strategy
 - Annual Cyber Awareness training for all users
 - Multi-Factor Authentication for remote access
 - Multi-factor Authentication for all access – Work in Progress (May 2021)
 - Advance Threat and Malware protection on all host
 - Scanning of email attachments and embedded URL rewrites (also known as “Click Protect”)
 - Data loss Protection
 - USB controls
 - Vulnerability Scanning
- Data Layer Strategy
 - Encrypted Databases
 - Encrypted Email
 - Encrypted Laptop Hard drives
 - Information Protection (data classification, labeling and access restrictions) – New September 2021

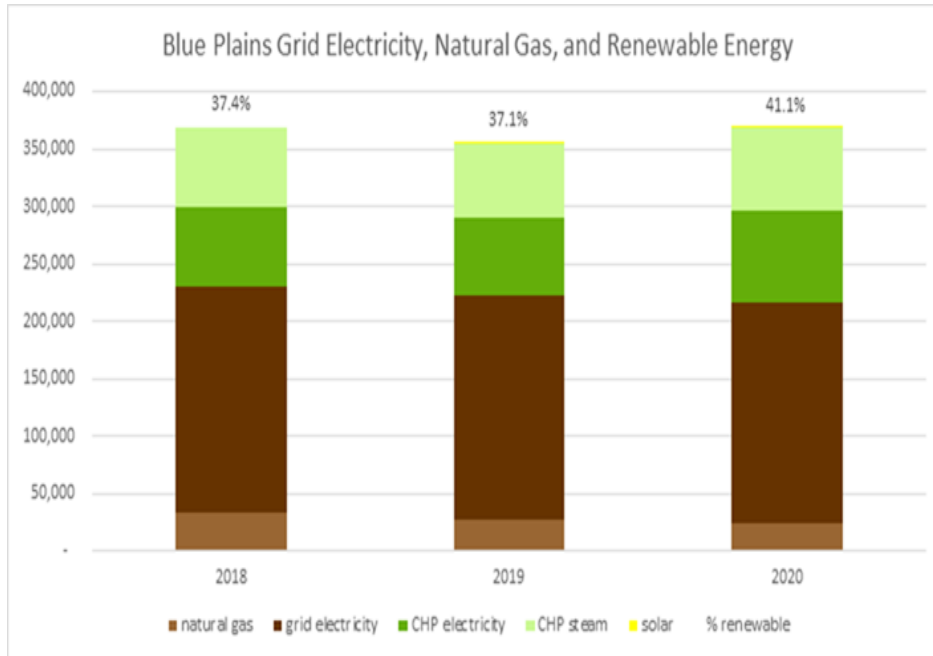
56. Please describe the status of DC Water’s Thermal Hydrolysis and Anaerobic Digester Project, including:

- The amount of energy the digesters are currently generating, the percentage of DC Water’s energy use now generated by the digesters, and any plans to expand the Digester Project to create more energy in the future.

The graph below shows the breakdown of energy production and use at Blue Plains. This represents approximately 90% of the DC Water energy use – we do not have a database yet containing all the energy (electricity and natural gas) use across the organization. This is a priority for the coming year, and we should be able to report a full picture of the Authorities energy use next year. For now, we have the graph below depicting, by calendar year, the last three years of energy use and production. When we include the natural gas use (converted to MWhrs) and the use of the recovered heat from CHP (if we did not make use of this we would have to burn natural gas to heat the Cambi process), the chart shows we are currently above 40% renewables. As more solar comes on line, and as we harvest more heat for use at the plant and elsewhere, this number will increase. We have graphs projecting this percentage for the next ten years if we implement certain projects across the authority.

There remains space for two more digesters, but we do not currently have plans to build them. We have plenty of digester capacity for our own needs and into the

near future. This could change if we begin importing outside wastes, at such a time that the economics and incentives (RECs, RINs, carbon credits) dictate.



- The amount of revenue generated in FY 2020 and FY 2021, to date, by the sale of Class A biosolids produced by the digesters.

Bloom revenue –

- FY18: \$ 46,908**
- FY19: \$169,984**
- FY20: \$224,018**
- FY21: \$ 54,800 to date (thru 11/20)**

- How, if at all, DC Water is working with the Department of Public Works to expand the aerobic digester operations to include organic waste products.

We have stated that we will not accept food waste in our digesters, but will offer technical expertise to DC DPW in their pursuit of options. This decision was made at the executive level. Resource Recovery group has a model showing how we could generate gas and income from this project, but the executive team felt there were operational risks we were not willing to take.

57. Please describe the status of the fire hydrant inspection and maintenance program, including:

- The current number of known mechanically defective hydrants in the District. Is DC Water still meeting its goal of having less than 1% of fire hydrants out of service?

- The number of hydrants replaced in the District in FY 2020.

The current number of known mechanically defective hydrants in the District as of our January 5, 2021 reporting is 41. DC Water is still meeting the goal of having less than 1% of fire hydrants out of service. The number of hydrants replaced in the District in FY 2020 was 206.

58. Please provide a status update on all ongoing Sewer Rehabilitation projects, including:

- A description.
- The amount of capital funds allotted.
- A status report, including a timeframe for completion.
- Planned remaining spending on each of these projects.
- A list of projects to begin in FY 2021 and FY 2021, including expected costs and completion dates.

What, if any, impact will revenue loss stemming from the public health emergency have on the agency's plans for these projects?

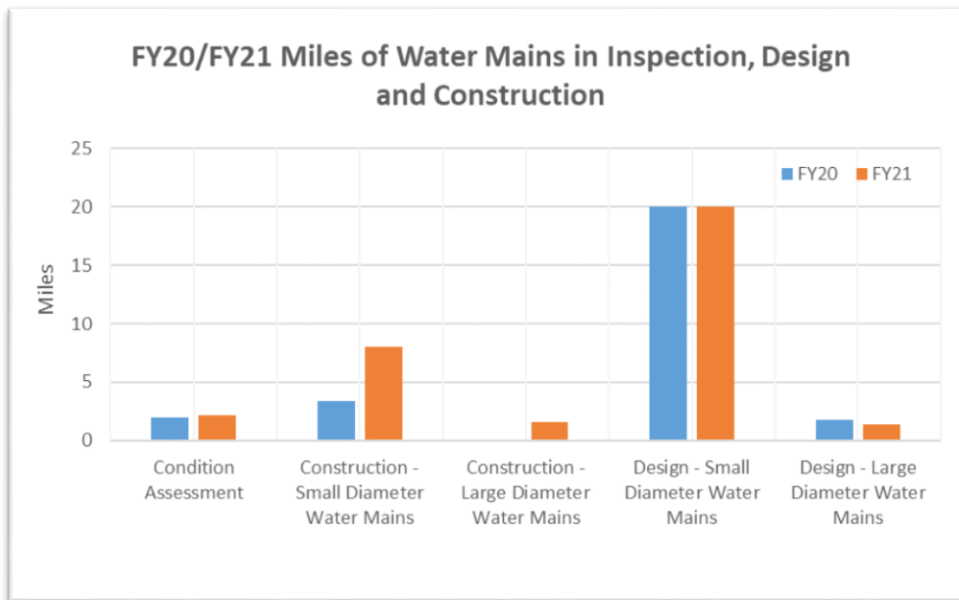
Please refer to Excel spreadsheet attachment: 2021 Question 58 Status Update on Sewer Rehab Projects-Updated.

Projects have been delayed to meet spending constraints due to decreased revenue attributed to COVID-19. Asset Management risk based evaluations were used to prioritize projects and help identify candidates for deferral. Thus, available funding is generally focused on rehabilitation and assessment of larger sewers.

59. Please describe DC Water's progress with water system upgrades during FY 2020 and FY 2021, to date.

- Please provide a chart of how many small and large water mains were replaced or rehabilitated in FY 2020, and the projected number to be replaced or rehabilitated in FY 2021.
- **DC Water's planned linear asset inspection and renewal programs were significantly impacted by spending constraints in FY 2019, FY 2020 and FY 2021. DC Water linear assets includes 230 miles of large diameter transmission mains and 1,070 miles of small diameter water mains.**
- **In FY 2020, condition assessment of 1.6 miles of large water mains was completed through the inspection of the 66" Low Service Steel Main at 8th Street NE & SE. A 66-inch BFV and an 8-inch gate valve, both with associated piping were installed to facilitate the inspection.**
- **In FY 2020, DC Water replaced a total of 3.4 miles of small water mains, 2.4 miles using DC Water contractors and 1.0 miles using DDOT contractors. There were delays in initiating construction on several DC Water projects due to COVID-19 spending constraints. Construction contracts already underway also experienced delays due to a moratorium on water main isolation issued by DC Water during COVID-19.**

- In FY 2020, there was on-going design of 2.2 miles of large diameter water main rehabilitation and 20 miles of small diameter water main replacement.
- For FY 2021, another 20 miles of small diameter water main replacement jobs will be in design.
- For FY 2021, seven jobs will be advertised for construction.
- DC Water currently projects that about 8 miles of distribution water mains will be replaced in FY 2021.
- DC Water's Small Diameter Water Main Renewal program has been significantly impacted by the COVID-19 related spending constraints.



- What drinking water pumping stations were upgraded in FY 2020 and which will be upgraded in FY 2021?

Great progress has been made upgrading vertical facilities in recent years, which includes four pumping stations; five underground reservoirs; and four elevated storage tanks.

- All four water pumping stations have undergone major renovations: completed in FY 2003 (Bryant Street); FY 2009 (Anacostia); FY 2015 (16th & Alaska); and FY 2018 (Fort Reno).
- Additional operational improvement projects for the pumping stations are scheduled, with the Bryant Street Spill Header Upgrade scheduled for construction in FY 2022.
- Four of the five underground reservoirs, and one elevated tank have had major upgrades completed since FY 2011.
- Construction at Soldiers Home reservoir, the final reservoir slated for major rehabilitation, started early in FY 2020 and is scheduled to be completed in FY 2021.
- Minor rehabilitation of the Good Hope Elevated Tank and Boulevard Tank is scheduled for construction in FY 2022.

- **Minor rehabilitation of the St. Elizabeth Tank is scheduled for construction in FY 2021.**
- **Minor asset maintenance projects continue at all vertical facilities as identified through asset management condition assessments.**
- What, if any, impact will revenue loss stemming from the public health emergency have on the agency's plans for these projects?

Projects have been delayed to meet spending constraints due to decreased revenue attributed to COVID-19. Asset Management risk based evaluations were used to prioritize projects and help identify candidates for deferral.

60. In the agency's responses to the Committee's 2020 performance oversight question, DC Water noted that the agency intended to fully investigate how recovered heat from the sewers can be utilized to heat buildings. What is the status of that investigation? Has DC Water worked with any businesses or building owners to expand on this, from the two buildings reported last year?

The Resource Recovery group is evaluating several buildings for sewer heat recovery implementation. The most comprehensive evaluation is for a District Energy facility drawing heat from the Main Pump Station to a centralized facility at Buzzards Point, designed to serve commercial and residential developments near the DC United stadium. The Main Pump station can provide approximately 40 MW of equivalent heat energy to buildings in the area, and the economics of selling the heat (hot water) and the associated renewable energy credits (RECs) show a relatively good payback period (approximately 10 yrs.). This project helps reduce the carbon footprint of DC as well, and generates income for DC Water. The capital outlay is considerable, so the evaluation of this project will need to be compared to other projects and other competing priorities. We have a comprehensive feasibility study for this site, currently in final revision review.

61. In 2020, DC Water reported that it had been required to defer awarding any new small diameter water main replacement projects in FY 2019, resulting in only 1.2 miles of water main being replaced during that fiscal year. DC Water noted at that time that it planned to bid out seven projects in FY 2020, which would total over 16 miles of small diameter water main replacements during FY 2020 (2.5 miles) and into FY 2021 (11 miles).

- How many miles of water mains did DC Water replace in FY 2020, and in FY 2021?

In FY 2020, DC Water replaced a total of 3.4 miles of small water mains, 2.4 using DC Water contractors and another 1.0 in conjunction with DDOT projects. It is anticipated that approximately 8 miles of small mains will be replaced in FY 2021.

- Where DC Water did not meet its stated goal, or is not on pace to do so, what is the reason for the delay?

The goal of replacing 1% of small diameter water mains was not met in FY 2020 and is not projected to be met in FY 2021 due to near term budget constraints and competing priorities over the last few years, which were further exacerbated in FY 2020 by the COVID-19 spending constraints. For these reasons, many projects have had to be deferred over the last few years.

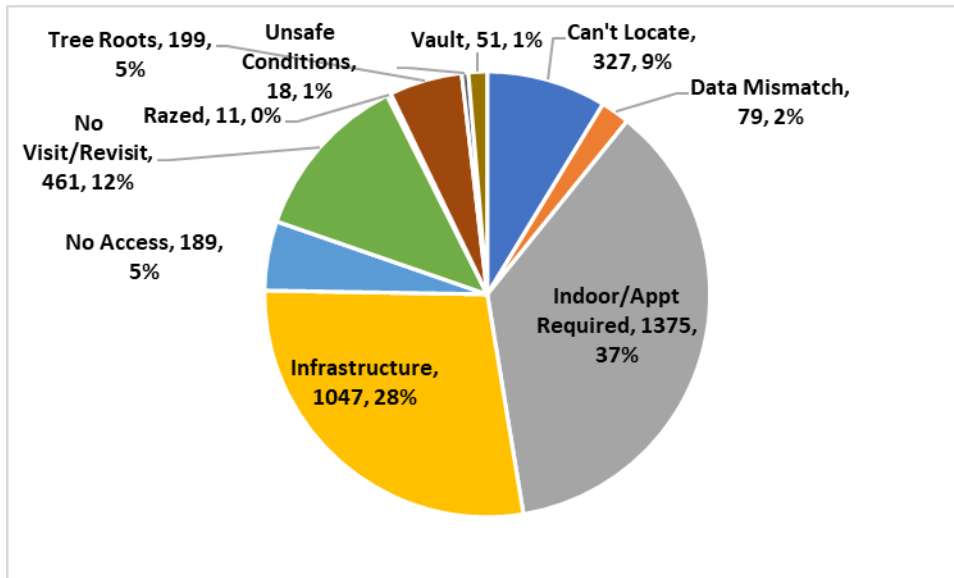
- Where is the agency on its plans to replace on average 1% of small diameter water mains each year over the next 3 fiscal years?

DC Water is committed to continue advancing the Small Diameter Water Main Renewal Program annual goal to replace 1% of the small mains. However, as stated above, COVID-19 related spending constraints prevents DC Water from meeting this goal in FY 2021. Assuming COVID-19 related spending constraints do not continue into FY 2022 we expect to replace 11 miles in FY 2022.

62. Please provide an update on the Water Meter Rehabilitation Project.

- How many water meters has DC Water replaced, to date, and how many more need to be replaced?
- In FY 2020 and FY 2021 to date, how many billing inquiries has DC Water received associated with the meter exchange, and how many of those have led to DC Water adjusting a customer's bill?
- In FY 2020 and FY 2021 to date, how many District residents have been charged retroactively to correct calculation errors by the old water meters? How much, on average, have these residents been charged?
- What, if any, impact will revenue loss stemming from the public health emergency have on the agency's plans for these projects?

DC Water has completed 91,888 water meter replacements under the Rehabilitation project. DC Water has also replaced numerous meters under the other DC Water Capital programs like SDWM and Lead Program, as well as, meters that were replaced as a part of routine business. There are 3,757 remaining to be replaced with that largest bucket at 37% being inside locations that are temporarily paused due to COVID. The second largest issue is customer infrastructure issues requiring repair. Below is the breakdown of the remaining locations.



There were approximately 454 billing inquiries from customers whose meters were in scope for the Rehabilitation project in FY20 and FY21. These inquiries ranged from setting appointments, general information and setting appointments.

When an actual read was obtained from the meter exchange, and that consumption would present a hardship for the customer, their bill was adjusted to reflect the estimated consumption previously billed. These adjustments occurred for customers receiving estimated bills for over 91 days prior to the meter exchange. This process occurred for all meter exchanges, therefore adjustments generated from billing inquiries related to the project were not specifically identified.

DC Water has continued to maintain the capital funding established to perform the meter replacements program because they believe it is critical to provide an accurate bill with an actual read.

63. Please provide an update on lead service line replacement program in the District, including:

- How many full lead service lines were replaced in FY 2020 and FY 2021, to date?

Full Lead Service Line Replacements includes two types: 1) replacements where both public & private sides were lead, and 2) replacements where public-side was non-lead and private-side was lead.

Data as of 12/31/2020:

FY20: 499

FY21: 184

- How many claims did DC Water receive in FY 2020 and FY 2021, to date, to cover costs for contractors to replace the private-side of the lead service line at properties that previously received a partial replacement?

Data as of 12/31/2020:

FY20: 223 eligible cases received, 131 paid and complete

FY21: 97 eligible cases received, 42 paid and complete

- How long did it take, on average, for the agency to process these claims?

Data as of 12/31/2020:

Process and approve Cost Proposal (i.e. quotes for work): 25 days

Process/approve Payment Requests (i.e. invoices for work complete) and send disbursement to plumber: 11 days

- How many remaining public lead service lines exist in the District?

Data as of 1/28/2021:

10,487 public lead lines

- How many total public lead service lines have been replaced?

From FY2009 (Oct 1, 2018) through FY2020 (Sep 30, 2020):

4,510 public lead lines

- How many remaining partial lead services lines remain?

Data as of 1/28/2021:

11,075 private-only (partial) lead lines

- When does DC Water estimate that all public lead service lines will be replaced?

Under the current programs, we estimate about 6,000 public-side replacements over the next decade (assuming consistent annual funding from the District) which would remove all lead lines by 2040 at the earliest. The replacement of all lead service lines is a massive undertaking that would require nearly \$1 billion in funding from DC Water, the District, and ratepayers.

- How many services lines are currently listed as of “unknown” composition in the agency’s database?

Data as of 1/28/2021:

14,715 unknown public service lines

- How many filtration jugs did the agency provide to residents in FY 2020 and FY 2021, to date? Did the agency provide any on-tap filters to residents?

DC Water does not distribute on-tap filters. There were 728 filter-pitcher kits distributed from FY20 through FY21 thus far.

- What, if any, impact will revenue loss stemming from the public health emergency have on the agency’s plans for these projects in FY 2021 and FY 2022?

DCW-initiated lead replacements occur during planned infrastructure work and emergency repairs. If planned infrastructure work is delayed due to the COVID pandemic, there could be about 20% fewer total replacements.

Much of the replacements are through our Customer-initiated programs. Many DC residents have been impacted financially by the COVID pandemic and may be less likely to enroll in these programs.

64. Please describe the efforts DC Water made to educate the public about the availability of funding under the lead service line replacement program in FY 2020.

Planned outreach was significantly affected by COVID pandemic. From 9/30/2019 to 3/03/2020 DC Water distributed information about the lead service line replacement programs at:

- **Ward 6 Public Schools Annual Walk to School Event**
- **DC Water “Pop-Up” Event Series in Columbia Heights, Petworth, Navy Yard, 2100 Martin Luther King Jr Ave**
- **DDOT’s First Annual Open Streets DC Event**
- **ANC 5D, 3B, 4D, 4A, 6D, Stronghold Civic Association Meeting**
- **Festival del Rio Anacostia**
- **ANC4D Fall Harvest Festival @ Lorenzo Larry Allen Memorial Park**
- **Imagine A Day Without Water @ Payne Elementary**

DC Water also publicized information on our website and via social media. More than two dozen social media posts across platforms garnered 18,000 impressions and our lead/LSR related webpages have more than 30,000 unique visitors.

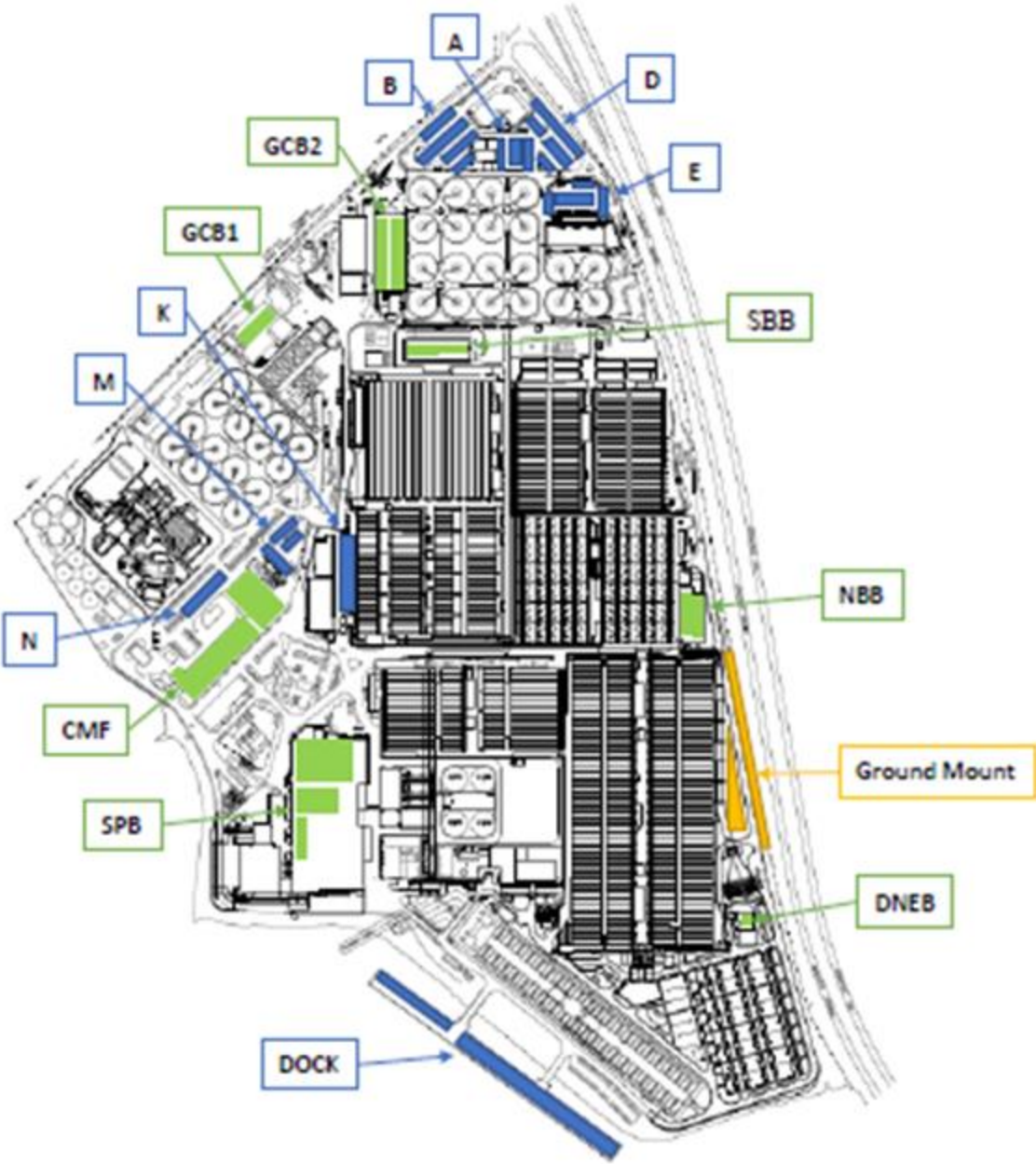
We have had success increasing enrollment in the customer-initiated assistance program to replace partial lead lines (LPRAP)—there have been 75% more new applications FY21 (Data as of 12/31/2020) than the same time last year.

65. Please describe the status of DC Water’s plan to install solar panels over its roofs, tanks, and on other property. Last year, the agency noted that Phase I was

behind schedule; has Phase I been completed? What is the status of negotiations on Phase II?

Blue Plains Solar Phase I, a 4.5 MW solar installation of rooftop, parking lot and ground mount project, is scheduled to begin operations in early 2021. Phase II is at a 60% design for placement over settling tanks. We currently are not in negotiations currently for installation, as the negotiations with Ameresco broke off because we did not feel we were getting enough value for the use of the area. We own the 60% design so we are evaluating this and other opportunities to see what we can build with the available resources, or with outside capital. Please see the image below showing all the installations from Phase I.

Overall Site Map



Blue = Carport Arrays **Green** = Rooftop Arrays **Orange** = Ground Mount Arrays

66. In its responses to the Committee's FY 2020 performance oversight questions, DC Water note that it was exploring developing solar farms at Brentwood Reservoir and Fort Stanton Reservoir. What is the status of those efforts?

Development of solar production at our Reservoir sites remained a priority in 2020, and there is good news to report. While there were operational concerns identified at Fort Stanton that removed it from consideration in the short-term, DC Water has moved beyond exploration at Brentwood and is close to finalizing a License Agreement with NHT Ingenuity Power LLC to produce 1.8MW of solar power. The Brentwood Reservoir Community Solar Project is a unique collaboration that positions DC Water as a champion for our low-income ratepayers. The business terms provide significant guaranteed value, with upside related to future Solar Renewable Energy Credits (SRECs) values and production, with no capital investment required, and limited risks. Financing for this project will leverage a Solar for All grant from the DC SEU, which provides residents in the District a subsidy on their energy bill via the Community Renewable Energy Facility (CREF). This project meets several DC Water objectives, and represents a win-win for our low-income ratepayers:

- **A new source of guaranteed non-ratepayer revenue over 20 years, estimated at over \$2.9M**
- **Improving sustainability and resiliency for DC Water operations and the community in which we serve**
- **Aligning with District and regional goals to combat climate change and reduce the carbon footprint, while supporting vulnerable communities**

The DC Water Board of Directors authorized the CEO to execute the Brentwood Reservoir Solar License Agreement with NHT Ingenuity Power LLC on January 7, 2021 under Resolution #21-04.

67. Please describe DC Water's progress in implementing the Water Quality Assurance Amendment Act of 2012. Last year, the agency noted that, as of late January, EPA had not approved the data. Has the data been reviewed by EPA, and posted on the agency website? If so, please provide a link to that data.

DC Water completed sample collection for EPA's Unregulated Contaminant Monitoring Rule 4 in November 2018. DC Water submitted the report to the Mayor on June 14, 2019. The data is on DC Water's website at <https://www.dcwater.com/UCMR4results>. On May 29, 2019, EPA notified DC Water that they will not review the UCRM data in the database. As of January 27, 2020, the database still shows that EPA has not approved the data.

68. In the agency's answers to the Committee's FY 2020 performance oversight questions, DC Water stated that it would work with the Mayor's office to develop a revised list of potential members for the Water Quality Advisory Panel. The Council has yet to see these nominations come across from the Executive.

- What is the status of this work? It has been nearly three years since DC Water submitted its first list of recommended nominees to the Mayor.

To date, the Agency has not received a response regarding the Water Quality Advisory Panel.

Public Health Emergency

69. How did DC Water update its methods of communication and public engagement to connect with customers during the public health emergency? Please provide the Committee with a list of public meetings, and an account of the measures implemented by DC Water to virtually connect with residents.

Our biggest single change was taking our presentations to the Internet to ensure safety and comply with social distancing norms. We held virtual meetings in the past year in all eight wards to discuss our rates and services and hear from individual customers in a way that was safe and convenient for them. We used the same format to connect with our customers to discuss the Clean Rivers project and to discuss options for targeted relief for customers impacted by the massive east coast flooding of September 2020. We also continue to try and engage customers with social media about our programs and are exploring new avenues for additional engagement possibilities in 2021. Please refer to responses for Q13 and Q47 for an exhaustive list of overall outreach and engagement efforts.

70. Please provide the Committee with the following data for FY 2019, FY 2020, and FY 2021 to date:

- Number of customers in arrears, broken down by residential, multi-family, and commercial customers;
- Amount in arrears, broken down by residential, multi-family, and commercial customers;
- Number of customers in arrears, broken down by customers enrolled in the CAP 1, CAP 2, and CAP 3 programs, and total customers.
- Amount in arrears, broken down by customers enrolled in the CAP 1, CAP 2, and CAP 3 programs, and total customers.

Customers in Arrears (30+ Days)						
	FY 2019 (As of Sep 30, 2019)		FY 2020 (As of Sep 30, 2020)		FY 2021 YTD (As of Jan 31, 2021)	
	No. of Accts	(\$)	No. of Accts	(\$)	No. of Accts	(\$)
Residential	20,289	\$ 6,387,771.22	21,899	\$ 10,142,444.37	22,560	\$ 12,796,648.58
Multi-family	1,565	\$ 5,882,804.02	1,956	\$ 9,287,843.28	2,009	\$ 11,523,439.45
Commercial	1,867	\$ 6,205,102.32	2,440	\$ 8,328,091.56	2,602	\$ 9,221,421.96

CAP, CAP2 and CAP3 in Arrears (30+ Days)

	FY 2019 (As of Sep 30, 2019)		FY 2020 (As of Sep 30, 2020)		FY 2021 YTD (As of Jan 31, 2021)	
	No. of Accts	(\$)	No. of Accts	(\$)	No. of Accts	(\$)
CAP	2,223	\$ 644,942.35	2,336	\$ 916,268.18	2,093	\$ 924,429.40
CAP2	50	\$ 6,402.64	163	\$ 41,424.91	176	\$ 58,790.74
CAP3	11	\$ 1,590.38	27	\$ 8,906.40	29	\$ 6,331.18
Total Customers	132,576		132,476		132,451	

71. What agency programs and services have been impacted by revenue loss or other budget shortfalls stemming from the public health emergency? What changes to programs and services does DC Water anticipate in FY 2022, due to financial losses?

DC has formulated its budget with the assumption that commercial consumption will continue to be impacted by COVID. Over the ten years of the financial plan, we anticipate that the decrease in revenues will exceed \$200 million. Year-to-date as of January, revenue is \$16 million, or six percent, below budget. This is from reduced commercial consumption and the increase in customer delinquencies. DC Water has responded by continuing to prioritize expenditures and by deferring capital projects.

Because of COVID:

- The receipts from Commercial, Municipal and Federal categories were lower due to decline in consumption because the impact of COVID-19. DC Water waived one percent and ten percent Late Fees, suspended customer disconnections for non-payment and reconnected residential customers, which were disconnected for non-payment. From March to September 2020 delinquent accounts have increased from \$12.8 million to \$17.9 million due to the impact of COVID-19. The Commercial consumption declined by 1.8 million Ccf or 15.2 percent as compared to last year. Residential and Multi-family consumption increased slightly, which was not sufficient to offset the decline in Commercial consumption.
- DC Water ensured the continuity of operations by prioritizing the safety of employees, maintaining operational facilities, maintaining permit compliance, and providing vital services to our customers during the COVID-19 pandemic
- DC Water continues to evaluate its capital program by prioritizing projects currently under construction, and new project awards for emergency work and for projects that leverage outside funds
- During FY 2020, departmental spending plans were developed to reduce \$20 million from the approved operating budget by pausing some hiring and delaying non-critical purchases and activities:
 - Deferred proactive inspections, repairs and maintenance on equipment
 - Delayed components of major programs and initiatives with minimal risks and low impacts on service levels such as reduction in use of temps and staff augmentation contracts

- Reduced hours for professional services e.g. field controllers, calibration & instrumentation, low voltage, automotive maintenance, internal audit, etc.
- Reduced various services based on lower than anticipated costs for litigation, claims, biosolids hauling, software maintenance and claims, with risks being monitored
- Reduced purchase of office supplies, custodial supplies, promotional items and specialized equipment
- Suspended DC Water sponsored events, travels, training and conferences due to COVID-19 pandemic
- Proceeded with hiring efforts for critical positions only, and curtailed overtime
- These curtailment measures will remain in place through FY 2021 as we continue to monitor the impact of the reduced revenues.
- Focused on customer:
 - Reconnected customers previously disconnected for non-payment
 - Late fees waived
 - Partnered with the district for emergency assistance for those impacted by COVID-19.
 - Paused placing liens during Public Health Emergency.
 - Worked with customers by arranging payment plans.

The FY 2022 budget is currently before the Board, and adoption is anticipated in April 2021. Some of these curtailment measures including the decline in the water consumption and related impacts of revenue have been factored into the development of the Proposed FY 2022 budget proposal and ten-year financial plan, including the deferral of some capital projects.

72. What types and amounts of federal stimulus or other federal relief has DC Water received during the public health emergency? Please distinguish between any relief provided to address customer arrearages, and relief provided to support agency programs.

DC Water has not received any federal stimulus or other federal relief during the public health emergency.

73. Does DC Water anticipate, after factoring in federal and any other forms of financial relief and customer payment plans, that the agency will face losses stemming from the public health emergency that it will not recoup?

DC Water anticipates facing a revenue loss because of decline in consumption, waiver of Late Fee and increase in delinquencies because the impact of COVID-19. DC Water has not received any federal stimulus or other federal relief funds related to COVID-19. The FY 2021 consumption is projected to be lower by 7.4 percent or 30,025,915 Ccf as compared to budget and revenue shortfall is projected to be from \$30 to \$60 million. For FY 2022 and beyond, the Commercial consumption is projected to decline by 15 percent. As of January, revenues are six percent below budget.

As a result of the pandemic, delinquencies have increased from \$12.8 million in March 2020 to \$23.4 million in January, an increase of 83 percent.

For the ten-year financial plan period, revenues have been reduced by over \$200 million based on the impact of reduced commercial consumption as a result of COVID.

74. What impact has the shift to work-from-home had on agency revenues? Is DC Water seeing a meaningful difference in the amount of water used, now that many employees are not going in to the office? Please specify those changes.

Residential and Multi-family consumption slightly increased due to the shift to work-from-home; however, it was not sufficient to offset the decline in Commercial consumption. Residential and Multi-family consumption increased in FY 2020 compared to FY 2019 by 2.8 percent and 6.6 percent respectively. Commercial consumption decreased by 15.2 percent in FY 2020 compared to FY 2019. The overall consumption declined by 3.0 percent in FY 2020 compared to FY 2019, though this includes months that were not impacted by COVID.

Year to date through January we have seen consumption declines of about 27% in commercial, 15% in federal, 24% in municipal and 0.56% in Residential. Increases are in multi-family (9%), and the housing authority (7%) versus a year ago. Overall consumption is down about eight percent. We anticipate that there will be a decline in commercial consumption for some time and this will impact revenue in the financial plan.

75. What effect will the public health have on the District's efforts to complete the Clean Rivers Project? Will delays in customer payments delay the existing schedule; and, if so, how?

We understand this refers to the impact of the Covid-19 pandemic. Planning, design and construction of Clean Rivers has continued on schedule during the pandemic to date. The widespread distribution of vaccine(s) is also a positive outcome which will reduce the risk of the virus. Based on status, we do not forecast a delay in completion of the Clean Rivers CSO controls. As we have seen, conditions can change and we will continue to monitor and adjust best practices (social distancing, masks, etc.) moving forward.

DC Water has experiences a decline in receivables due to Covid. To date, this has not affected our ability to fund the project to meet Consent Decree deadlines and we do not forecast this occurring in the future based on current understanding of the pandemic. DC Water has made expenditure adjustments in other areas to continue to fund Clean Rivers, given the Consent Decree mandate to implement the program per the specified schedule.

76. How many DC Water staff are working remotely, due to the public health emergency? How many are required to come into work or work on site? Please provide a copy of the agency's telework protocol, or any similar guidance used by the agency to make these decisions.

On-Site	651
Grand Total	1098

Although telework protocols were updated due to the urgency of the pandemic, the policy and corresponding documents have not been finalized and posted on the internal website yet due to the impact it can have in upcoming negotiations with the Unions. Therefore, the actualize documents lay with legal before they are finalized by the GM's office. The current teleworking policy can be found on the pdf attachment: [Telework Policy](#). In addition, a FAQ's section was created to further clarify questions regarding teleworking eligibility. (See attached "COVID-19 FAQ's" and "COVID-19 Telework Hours Report for graph numbers)

77. In December 2020, DC Water announced that it will join a number of wastewater treatment agencies across the country in participating in a sewage evaluation study, to help gather data regarding COVID-19 spread.

- What does participation in this study entail?
The Department of Health and Human Services has funded a project led by Aquavitas in Arizona to sample and analyze wastewater samples from several utilities across the US. DC Water provides influent wastewater samples twice weekly and ships them to Aquavitas' laboratory in Arizona.
- What will be the end product?
The project team will build an initial, and consistent, data set for wastewater surveillance for SARS-CoV2.
- What is the timeline for this study?
The project is currently in Phase I, which runs for 6 weeks (until mid-February 2021). Future Phases are planned; however, we have not yet been notified as to DC Water's role in the future phases.
- Is DC Water working DC Health or other relevant District agencies to ensure any findings from this study can be utilized by the District?
The study with Department of Health and Human Services is separate from District activities now. However, DC Water has been working with Dr. Davies-Cole of the Department of Health to determine whether additional opportunities are available for collaboration and towards development of surveillance tools, including participation under programs sponsored by CDC.

Additional Questions from Council on January 29th, 2021:

78. How does the agency assess whether programs and services are equitably accessible to all District residents?
- What were the results of any such assessments in FY 2020?
 - What changes did the agency make in FY 2020 and FY 2021, to date, or does the agency plan to make in FY 2021 and beyond, to address identified inequities in access to programs and services?
 - Does the agency have the resources needed to undertake these assessments? What would be needed for the agency to more effectively identify and address inequities in access to agency programs and services

Customer Assistance Programs

Through DC Water's Voice of Customer Survey, we assess the communities' awareness of our Customer Assistance Programs such as Discounted rates for low to middle income customers (CAP, CAP2, & CAP3) & Financial assistance to assist with past due balances (District Emergency Relief, DC Water Cares Residential and Multi-family assistance programs and SPLASH).

- Working with the District, under leadership of Mayor Muriel Bowser and in coordination with DOEE, DC Water launched a residential program funded by the District, for those experiencing financial hardship due to COVID-19. Once that funding runs out, DC Water will continue to fund a residential assistance program.
- In FY 20, the "DC Water Cares Program" residential emergency assistance was approved in DC Water Board Resolution 20-65 on November 5, 2020
- Through this program, DC Water provides credits to the customer's account from the date that DOEE accepts a completed application and for future qualifying events that may lead to collection activity to the end of the fiscal year in which the application was submitted.
- The DC Water Cares program shall continue in FY22 if authorized by the DC Water Board
- To reach various communities and provide greater access to the Cares Program, DC Water partnered with the following outreach groups:
 - Office of the Deputy Mayor for Health and Human Services
 - DC Department of Housing and Community Development
 - Advisory Neighborhood Commissioners
 - Mayor's Office of Community Relations and Services
 - Mayor's Office on Latino Affairs
 - HSEMA's BEMOC (Business Emergency Management Operations Center)
- Additionally, outreach efforts included grass roots communication such as distributing and hanging posters in grocery stores and pharmacies targeted Wards 7 and 8 and outreach to the Restaurant Association of Washington for members and employees and food banks. Additionally, the team engaged pastors asking they share information with their congregants.
- Much of DC Water's current assessment of this process has been developed and coordinated through our Stakeholder Alliance group which provides feedback to

various customer facing initiatives and will continue to do so for the foreseeable future.

Multifamily Assistance Program for Low-Income Multifamily Tenants

In early February 2021, DC Water launched a unique program for people who rent in multi-family buildings, like apartments or low-income condominium associations. It is one of a few programs in the nation designed to aid customers who do not pay their water and sewer bills directly.

- In FY20, DC Water’s Board approved \$7M in assistance to customers in the Multifamily Assistance Program (MAP) which provides up to two thousand (\$2,000) of emergency relief to eligible tenant(s) residing in a participating Multi-Family Customer’s premises. Approval and planning for MAP was initiated in FY21.
- DC Water’s intent was to assist tenants living in multi-family dwellings (4+ units), not owned by District or Federal government, facing financial risk; due to COVID-19 with a two-pronged program design to serve those tenants in need. This program includes master metered condominium and cooperative housing.
- Program benefits are calculated per unit based on the higher of average 3 months of the water bills or the past due balance as of 12/31/2020.
- Using historical data and housing data, DC Water has identified just over 10,000 potential multifamily and commercial mixed-use accounts in our billing system with associated units of almost 180,000
- DC Water estimates that roughly one-third of these units would meet the income guidelines for an eligible pool of about \$16.8 million in assistance. This program will be on a first come first serve basis up to the total funding allocation.
- DC Water verifies agreement with available records & confirms benefit amount.

Water Works

In 2015, DC Water held summer Town Halls, questions from the community were posed regarding the availability of jobs and the Authority’s community engagement efforts. One of the most notable responses was that Water Works was created in response and established new hire and workforce goals such as connecting District of Columbia residents with ~100 to 150 annual jobs created by DC Water contractors.

- New Jobs mean both union and non-union job openings, including vacancies created because of internal promotions, terminations or other separations, and expansions of the contractor’s workforce.
 - In FY20 (the Board approved raising the goals to 75% - new local hire jobs and 60% of the contractors’ workforce must be local residents.
 - Every two years, the Authority can make recommendations to program changes and present to the Board (next opportunity in FY22).
- DC Water recognizes that the training and skills barriers are significant challenges to successfully employing the target population with DC Water contractors. Accordingly, DC Water Works also works with local development agencies, organizations and the contractor community to

DC Water conducted a thorough set of studies and assessments of the flash flooding event that impacted numerous residents on September 10, 2020. Studies and assessments addressed the capacity of separate sanitary and separate storm. DC Water has partnered with the District Government to provide aid and resources for residents impacted by the flooding. That includes Emergency Clean-up Relief for residents who need immediate assistance to dewater their properties, and an expansion of our Backwater Valve Rebate Program to help protect customers in future storms.

DC Water is working toward the goal of replacing 1% of small diameter water mains to help address flooding events. The goal was not met in FY 2020 and is not projected to be met in FY 2021 due to near term budget constraints and competing priorities over the last few years, which were further exacerbated in FY 2020 by the COVID-19 spending constraints. For these reasons, many projects have had to be deferred over the last few years.

79. Does the agency have a racial or social equity statement or policy? Please share that document or policy statement with the Committee.
- How was the policy formulated?
 - How is the policy used to inform agency decision-making?
 - Does the agency have a division or dedicated staff that administer and enforce this policy?
 - Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?

Although the Authority does not have an official racial or social statement or policy, equity remains at the core of our values, how we envision the world, and how we work. We have made commitments in several ways to both operationalize equity and strive to be a world class leader in serving the most vulnerable among us. In June 2020, the US Water Alliance invited DC Water to participate in the national Water Equity Network (a nationwide community of practice in which participating utilities and City Learning Teams build cross-sector collaboration and engage in peer exchange to advance equitable water management practices at the local and national level).

Along with Board Member support, DC Water initiated participation in the Water Equity Network (WEN) to launch a cross-collaborative Water Equity Working Group and design an equity roadmap focused on priorities identified by the Board and other key stakeholders.

In December 2020, an advisory team from the U.S. Water Alliance and DC Water was formed to ensure that there is a collaborative, thoughtful, and informed approach and extends the ability to introduce various perspectives and reach a diversified audience both internally and externally.

The agency has not only dedicated staff such as the Chief Executive Officer, David Gadis, and Chief Operating Officer, Kishia Powell serving as executive sponsors but also has identified a strategic lead, Sheryl Ude, Senior Advisor to the COO, and two other advisory members, Korey R. Gray, Director, Compliance and Business Development, and Apera

Nwora, Sr. Program Manager, Sr. Prog Manager, Government and Legislative Affairs. More DC Water staff, and key stakeholders and partners will be invited to join the working group once focus areas become further defined and needs identified.

During the January 27, 2021 Board Member Volunteer Briefing, along with the U.S. Water Alliance, Board Members recommended the following focus areas:

- o Procurement & Supplier Diversity**
- o Urban Flooding**
- o Climate Mitigation & Adaption/Resilience**
- o Decarbonization**
- o Affordability**

Once the working group is officially launched in early March and recommendations and solutions are identified following this 12-month engagement, the result will be an equity roadmap with actionable milestones and activities that harness the breadth of current initiatives and programs while highlighting opportunities to address access and inclusion of our most vulnerable communities. Our commitment is to align these efforts with ongoing Authority-wide opportunities such as our upcoming strategic plan and the work of the Office of Inclusion.

80. Does the agency have an internal equal employment opportunity statement or policy? Please share that document or policy statement with the Committee.

- How was the policy formulated?
- How is the statement or policy used to inform agency decision-making?
- Does the agency have a division or dedicated staff that administer and enforce this policy?
- Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?

The following is our Standards of Conduct Policy and Equal Employment Opportunity Statement.

Standards of Conduct

The Authority is grounded in a set of core values that we embrace and consistently strive to implement in our daily work: Be respectful, responsive, and sensitive to the needs of our customers and employees; practice ethical and professional conduct; be vigilant to ensure optimal health, safety, and environmental outcomes; dedication to teamwork and cooperation; and commitment to equity, trust, and integrity in all that we do.

All employees are expected to practice ethical and professional conduct at all times. The Authority's Standards of Conduct are designed to help ensure that we conduct our business consistent with these core values and to assist us in carrying out the Authority's mission - to exceed expectations by providing high quality water services in a safe, environmentally friendly, and efficient manner.

EEO Policy

2.0 POLICY

The Authority believes in and is committed to the principles of equal employment opportunity (EEO) and affirmative action. It is the policy of the Authority to affirmatively recruit and select employees in accordance with the requirements of the job. The Authority shall conduct all employment actions without regard to race, color, religion, sex, national origin, age (except when age is a bonafide criterion for employment), marital status, sexual orientation, family responsibilities, personal appearance, residency, source of income, matriculation (except when education or training requirements are bonafide criteria for the position), veteran status (excluding bonafide preference requirements), political affiliation, or disability. Disabled individuals are encouraged to apply for Authority positions provided such disability, with or without reasonable accommodation, does not preclude the individual from performing the essential functions for the position. This policy applies to all areas of employment, including but not limited to, recruitment, hiring, promotion, career and developmental opportunities, training, demotion, transfer, layoff, recall, discharge, compensation, work hours, overtime and leaves of absence.

The policies were formulated by People and Talent and reviewed by Labor Relations and Government and Legal Affairs. Each year employees are required to attest, and the policy is required to be signed during an employee's onboarding. EOC Policy and Sexual Harassment policies are reviewed as part of employee's compliance training.

The collective policies have been used in the following ways:

- Counsel/coaching employees and when disciplinary action is required
- Assessment for promotion and advancement
- Promotion of trust, respect, and sensitivity to customer needs
- Development of leadership training content

Dedicated staff include our People & Talent division who administers & enforces the policies while Government and Legislative Affairs advises and enforces the policy.

In April of 2020, People and Talent recently conducted a refresh to the compliance and policy which was inclusive of telework guidance. The Authority decided to refresh with more inclusive language.

As far as disciplinary action is involved, when there are breach of standards of conduct and sexual harassment, Labor Relations will review to determine is it has been resolved. Resolution occurs approximately 99% of the time via internal audit (last conducted January 2021).

Inclusion

In the areas of inclusion, DC Water is launching an Inclusion Roadmap in FY 21. Our vision focusses on being stewards of a diverse workforce and communities, DC Water champions inclusion and equity, by intentionally linking business strategies to the diverse ideas and perspectives from across the Authority, the District, and the national water sector.

DC Water plans to add Inclusion (Diversity, Equity, and Inclusion) courses across its talent and development portfolio (Leading Blue, Orientation, Employee Forums, etc.) to include topics such as Unconscious Bias, Inclusive Leadership, etc.