2023 PERFORMANCE OVERSIGHT

COUNCIL OF THE DISTRICT OF COLUMBIA

THE HONORABLE CHARLES ALLEN, CHAIRPERSON

COMMITTEE ON TRANSPORTATION AND THE ENVIRONMENT

PRE-HEARING QUESTIONS & ANSWERS

TUESDAY, FEBRUARY 21, 2023

2023 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. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.
   - Please include a list of the employees (name and title) for each subdivision.

     DC Water Response:
     Please refer to pdf attachments:
     - **DC Water Org Chart Customer Care - 12-19-2022**
     - **DC Water Org Chart Engineering - 12-19-2022**
     - **DC Water Org Chart Finance and Procurement - 12-19-2022**
     - **DC Water Org Chart Government and Legal Affairs- 12-19-2022**
     - **DC Water Org Chart Independent Offices- 12-19-2022**
     - **DC Water Org Chart Information Technology - 12-19-2022**
     - **DC Water Org Chart Marketing and Communications - 12-19-2022**
     - **DC Water Org Chart Operations- 12-19-2022**
     - **DC Water Org Chart People and Talent - 12-19-2022**
     - **DC Water Org Chart Shared Services - 12-19-2022**
     - **DC Water Org Chart Strategy and Performance - 12-19-2022**
     - **DC Water Org Chart Watershed Management - 12-19-2022**

   - Has the agency made any organizational changes in the last year? If so, please explain.

     DC Water Response:
     DC Water has not made any organizational changes in FY2022.

2. Please list each **new program** implemented by the agency during FY 2022. For each initiative please provide:
   - A description of the initiative.
   - The funding required to implement the initiative.
   - Any documented results of the initiative.

   DC Water Response: New programs for the FY 2022 were:

   1) Building Information Modeling (BIM) for Vertical Asset Management – Pilot Study
   Description: For linear assets, DC Water uses ESRI ArcGIS as a consolidated tool that provides a visual interactive interface for managing the water and sewer pipes, valves, utility access holes, hydrants, and other assets within the transmission, distribution, and collection networks. The existing connectivity between ArcGIS and Maximo provides access to asset information through a visual interface. Integration with Innovyze's InfoAsset Planner provides criticality analyses which are performed to determine linear assets with the highest risk of failure for inclusion in upcoming CIP and maintenance projects.

In comparison, information datasets for vertical assets (pumping, storage, and other process facilities) are in separate databases that are not yet digitally integrated. Without a digital system that connects the multiple data sources into a visually interactive user interface, it is challenging for DC Water operations staff to cross reference the assets as-built information with its operational and maintenance information. As a result, the Department of Pumping and Sewer Operations (DPSO) is evaluating the use of 3D models as a visual tool that can be used as the single point of access for as-built, operation and maintenance information, and for improving asset management for the vertical facilities. The DPSO also aims to leverage this tool for pursuing its goal of meeting the ISO 55000 Asset Management standards and principles. If the Pilot is successful DC Water plans to implement across the enterprise.

Funding:

- **Pilot - Funding provided by DPSO for Pilot study.**
- **Estimated Enterprise implementation Costs - $2.5 M.**

Documented Results:

- **Pilot program is in progress and results will be known in May 2023.**

2) **Low-Pressure Analysis by Pressure Zone**

Description: DC Water has initiated tasks to systematically evaluate areas of low-pressure by pressure zone. Alternatives for improving pressures in these areas will be identified and evaluated for each pressure zone. This effort is currently ongoing for the first pressure zone.

Funding:

CIP funding needs will be determined based on any alternatives selected for implementation. It is anticipated that CIP funding will be added for the highest priority pressure zone in 2023.

Documented Results:

The goal of the initiative is to improve pressures in identified areas of low pressure. As this initiative is currently in the planning phase, documented results are not available at this time.

3) **Crowdsourcing Platform – Innovation Hub**

Description: Last year DC Water launched first-ever Crowdsourcing Platform through the Innovation Hub. There were three specific campaigns launched on the Platform in FY22 that invited employees, contractors, and partners from across DC Water to share their ideas. The "Do You Have an Idea?" campaign encouraged participants to submit ideas that advanced the strategic imperatives (i.e., How can we become more Reliable, Resilient, Sustainable, Equitable, and Healthy/Safe/Well in how we operate.

Funding:

The cost to launch the platform was $24,999.

Documented Results:

The results for FY22 included 15 ideas among 180 + employees, contractors, and partners engaged on the platform. Results can be shared with the council.

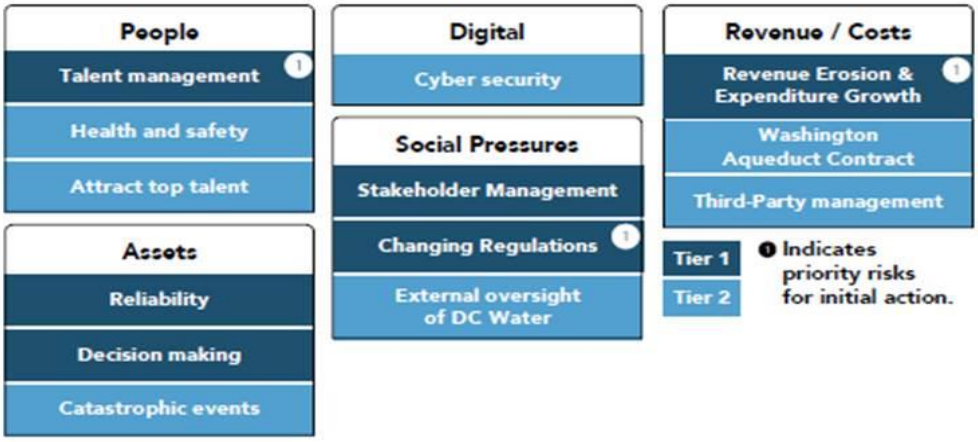
4) **Core Components of our ERM Function**

Description: In FY22, we began building the core components of our ERM function. The program was established to proactively identify uncertainties and opportunities that are most impactful to DC Water's ability to execute our strategic plan, Blueprint 2.0 and to advance existing risk management competencies and capabilities at the Authority. In our first year,

we established a foundation: our ERM framework, governance structure, and a process to assess risk. Through a multi-stakeholder process, we developed our first recorded risk register that identified the 13 top strategic risks, which we prioritized into tier 1 and tier 2 levels.

Funding:
Funding for this work was $692,000.

Documented Results:
Results from the work were shared with our Board of Directors and are summarized below.



3. Please provide a complete, up-to-date **position listing** for your agency, which includes the following information for each position:
   - Title of position.
   - Name of employee or statement that the position is vacant, unfunded, or proposed.
   - Date employee began in position.
   - Salary and fringe benefits, including the specific grade, series, and step of position.
   - Job status (continuing/term/temporary/contract).

   Please list this information by program and activity

   DC Water Response:
   Please see the attached excel file: "January 2023 - Position Inventory Report".

4. Does the agency conduct annual **performance evaluations** of all of its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements? What are the performance measures by which employees are evaluated?
   - Does the agency conduct annual performance evaluations of all its employees?

DC Water Response:
Performance evaluations are conducted annually for Non-Union Employees.

- Who conducts such evaluations?

DC Water Response:
The employee's manager conducts the evaluation, and the employee can provide an optional self-evaluation.

- What steps are taken to ensure that all agency employees are meeting individual job requirements?

DC Water Response:
  - **Quarterly check-in sessions are recommended.**
  - **Managers also coach employees as needed.**

- What steps are taken when an employee does not meet individual job requirements?

DC Water Response:
If an employee does not meet individual job requirements the manager can address the issues during the recommended quarterly check-in event. If the behavioral does not improve the employee is provided with a Performance Improvement Plan (PIP) which provides detail instructions on how to improve their performance.

- What are the performance measures by which employees are evaluated?

DC Water Response:
Employees are evaluated on competencies and goals. Managers who have direct reports are evaluated on 7 competencies and non-managers are evaluated on 5 competencies. The number of goals varies.
  - **4pt rating scale:**
    1. **Not meeting Performance: Performance does not meet goals, job requirements, and expectations.**
    2. **Developing Performance: Performance occasionally does not meet goals, job requirements, and expectations. Development in specific areas is required.**
    3. **Successful Performance: Performance meets and occasionally exceeds goals, job requirements, and expectations.**
    4. **Exceptional Performance: Performance consistently exceeds goals, job requirements, expectations, and is significantly beyond the scope of the job requirements.**

Bargaining unit employees do not have a formalize performance evaluation system in place currently by agreement between the parties. However, everyone else that is non-union undergo performance evaluation.

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 Response:
DC Water does not have Detailed Assignments. DC Water only have temporary Acting Assignments when needed, which is not considered the same as Detail seen with the Federal Government.

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.

DC Water Response:
Please see the .pdf attachment: "Contract Workers Status as of January 31 2023".

7. Please provide the Committee with:
   - A list of all employees who receive cellphones, personal digital assistants, or similar communications devices at agency expense.
     - Please provide the total cost for mobile communications and devices at the agency for FY 2022 and FY 2023 to date, including equipment and service plans.

DC Water Response:
- **FY22 wireless service-$389,504.75**
- **FY22 hardware-$655**
- **FY23 wireless services-$98,106.7**
- **FY23 hardware - $0**

The table below highlights the breakdown. Also, please see the Excel attachment: "Wireless Users."

FY23 PO.#	Vendor	Actual	Service Description	Customer Acct #
DCW2322268	AT&T MOBILITY	$94,339.41	AT&T Cell Phones	FirstNet Acc.#287284271253 (Acct.# 825534423 Foundation Account 02461084)

FY23 PO	Vendor	Actual	Service Description	Customer Acct #
DCW2322471	Verizon Wireless	$3,767.29	Data Connectivity (Aircards	420348797-00001 / 242004091-00001 / 342421445-00001

FY22 PO.#	Vendor	Actual	Service Description	Customer Acct #
DCW2216713	AT&T MOBILITY	$363,974.83	AT&T Cell Phones	FirstNet Acc.#287284271253 (Acct.# 825534423 Foundation Account 02461084)

FY22 PO	Vendor	Actual	Service Description	Customer Acct #
DCW2216967	Verizon Wireless	$25,529.92	Data Connectivity (Aircards	420348797-00001 / 242004091-00001 / 342421445-00001

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

DC Water Response:
Please see the Excel attachment: "DCW Fleet Vehicle Listing 2023.02.08".

   - A list of employee bonuses or special award pay granted in FY 2022 and FY 2023, to date.

DC Water Response:
Please see the response in the table below:

Employee Bonuses and Special Awards

FY 2022 (10/01/21 - 09/30/22)	**$ 953,809**
FY 2023 (10/01/22 - 12/31/22)	**$ 57,364**

- A list of travel expenses, arranged by employee.

DC Water Response:
Please see the .pdf attachment: "FY 2022 Travel".

- A list of the total overtime and worker's compensation payments paid in FY 2022 and FY 2023, to date. **Matt B./Genes/Lola**

DC Water Response:
Please see the response in the table below for total Overtime and Workers Compensation Payments.

Overtime Payments

FY 2022 (10/01/21 - 09/30/22)	**$ 9,188,350**
FY 2023 (10/01/22 - 12/31/22)	**$ 2,920,237**

Worker's Compensation

FY 2022 (10/01/21 - 9/30/22)	**$ 1,506,086**	medical, indemnity, vocational rehabilitation and expenses
FY 2023 (10/01/22 - 1/15/23)	**$ 301,757**	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.

DC Water Response:
Please see the table below:

CBA	Bargaining Unit	Duration	Number of employees covered	Union Leadership (Name, title, contact information)	Bargaining Status
Master Agreement on Compensation	Compensation Unit 31 (AFGE Locals 631, 872, 2553; AFSCME Local	4 years 10/1/19 - 9/30/2023	676	All Union Presidents listed below.	**Negotiation tentatively scheduled to begin in late**

	2091; and NAGE Local R3-06)				**February 2023**
Working Conditions Agreement	AFGE Local 631	6 years *10/1/11-9/30/17*	188	Barbara Milton, President P.O. Box 54585 Washington, D.C. 20032 Tel: 202-236-0500 Barbara.Milton@dcwater.com	**To be determined**
Working Conditions Agreement	AFGE Local 872	6 years *10/1/11-9/30/17*	205	Jonathan Shanks, President 1112 Constitution Avenue, NE Washington, D.C. 20002 Tel. 202-320-5329 Jonathan.Shanks@dcwater.com	**To be determined**
Working Conditions Agreement	AFGE Local 2553	3 years *10/1/18-9/30/21*	59	Calvert Wilson, President 1118 47th Place NE Washington, D.C. 20019 Tel. 202-386-4971 Calvert.Wilson@dcwater.com	**To be determined**
Working Conditions Agreement	AFSCME Local 2091	3 years *10/1/18-9/30/21*	209	Kevin Poge, President 100 M Street, SE, Suite 250 Washington, DC 20003 Cell: (202) 422-5765 kpoge1@gmail.com	**To be determined**
Working Conditions Agreement	NAGE Local R3-06	4 years *10/1/19-9/30/23*	15	Michelle Hunter, President 1385 Canal St. SE 5th Floor Finance Office Washington, D.C. 20003 Tel. 202-787-2168 Michelle.Hunter@dcwater.com	**N/A**

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.

   DC Water Response:
   Please see Excel attachment: "DCW-Databases-PUBLIC REL-FEB 03-2023".

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 2022 and FY 2023, to date, and whether and how those allegations were resolved.

DC Water Response:
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 alleged target's consent, may report an incident of alleged harassment 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 the Authority's designated EEO email address for receiving such complaints or concerns.

FY 2022

Description of Allegations	Resolution
Alleged sexual harassment by supervisor	Unsubstantiated

There are no complaints alleging sexual harassment received for FY 2022 to date.

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 2022 and FY 2023, to date.
    - Please also identify any vacancies.

    DC Water Response:
    Please see the attached .pdf tables: "DC Board Member Confirmation Data" and "Board Attendance FY 22 - FY23".

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.

    DC Water Response:
    Please see the attached pdf table: "FY 2023 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?

    DC Water Response:
    DC Water has continued to prioritize transparency and collaboration throughout the past year. DC Water is cognizant of its role as a municipal utility, and in the public's best interest, it has implemented numerous programs and projects. DC Water broadcast all Board of

Directors meetings live and post all meeting materials and agendas online (www.dcwater.com). DC Water has made stronger efforts to promote the Board's monthly meetings and stress that they are open to the public.

Our website, https://www.dcwater.com/foia, contains a number of records that are frequently requested under the Freedom of Information Act. 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 regarding the expenditure of funds; and a list of our employees and the union and non-union pay scales. In response to Council requests, DC Water now also publishes the results of administrative hearings.
As required by the DC Water Transparency Act, we also publish annual reports on the Clean Rivers Impervious Area Charge (CRIAC) and the Emergency and Lead Pipe Replacement Program (LPRAP). DC Water maintains a section on our website to inform customers about the ratemaking process, and we continue to update this part with real-time information regarding our rates. The URL is located at https://dcwater.com/ratemaking-process. The website contains links to the FY2023 Adopted Budget and the FY2024 Proposed Budget, as well as the FY2023 Approved Rates and FY2024 Approved Rates.

DC Water has continued to be transparent with the public throughout the pandemic and beyond by hosting and participating in dozens of virtual community meetings to promote our Lead Free DC Program and customer assistance programs, inform residents about construction projects in their neighborhoods, and provide environmental education lessons to District students.

Customers can obtain essential datasets through DC Water's Open Data Portal (https://dcwater.com/open-data-portal). This covers the status of every fire hydrant in the District, historical information on water main breaks and sanitary sewer overflows, the materials used for water mains and service lines, and our scheduled capital projects around the city. We renovated the Portal in 2019 to offer new features and improve its usability.

14. How does the agency solicit **feedback** from customers? Please describe.

DC Water Response:
DC Water conducted:

- **Customer Satisfaction Survey from June 2022 to September 2022 to solicit customer feedback related to the overall experience and key experience drivers.**
- **Transactional survey from October 2021 to May 2022 to get customer satisfaction after their call with DC Water Customer Service agents.**
- **Customer Journey Mapping survey from September 2022 to October 2022 to map the customer's journey relative to the entire customer experience from starting service to ending service.**
- **Interviewed employees on various processes and interviewed customers on their experience in the process.**

  - What is the nature of comments received? Please describe.

DC Water Response:
Customers rated that their overall experience was fair. Customers ranked us top for Reliability of Service. They suggested that we can increase our responsiveness,

particularly regarding updates during emergencies or water outages. They also recommend that the website be updated and that self-service alternatives be increased.

- How has the agency changed its practices as a result of such feedback?

DC Water Response:
Based on the feedback received, DC Water is already working on projects that will satisfy the customer's responses, or we are strategizing on how to best accomplish the task in the next few years. Satisfaction surveys will be sent every 18 months with the next one planned for January 2024. This will allow DC Water time to activate current initiatives and get customer feedback on the changes. Transactional surveys will be completed randomly and more frequently. We will also complete additional Customer Journey Mapping surveys to get the customer's perspective on specific processes.

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

DC Water Response:
Please see the numbers in the chart below:

Number of Employees Hired in FY22 and FY23 to date

Position Type	*Total Number*	*Number who are District Residents*
Continuing Term	**98**	**11**
Temporary Contract	**4**	**0**

16. Please provide the agency's FY 2022 Performance Accountability Report.

DC Water Response:
As stated in our answer to Performance Oversight question 18 from the previous year: "In FY 2021, DC Water launched the new strategic planning initiative, creating Blueprint 2.0. The updated and comprehensive new strategic plan contains new imperatives, themes, and goals and a robust reporting structure. As such, DC Water's future annual, fiscal year performance will be assessed and reported via a Blueprint 2.0 Annual Performance Report." The Blueprint 2.0 Annual Report is in the pdf attachment: "Blueprint 2.0 Annual Report COH".

17. Please provide the Committee with an update on DC Water's new strategic plan, Blueprint 2.0. What would DC Water describe as the key changes between Blueprint and Blueprint 2.0?

DC Water Response:
DC Water's former strategic plan, the Blueprint, was developed in 2017 and launched in 2018 during a time of transition in organizational leadership at DC Water. The Blueprint's

development was staff-driven, with somewhat limited input from the Board of Directors and a small contingent of DC Water staff. Its horizon was relatively short, given its three-year timeframe. The Blueprint defined six strategic programs and these programs served as the basis for our ePAR as noted above.

DC Water started the strategic planning process for Blueprint 2.0 at the beginning of FY 2021. Starting with the Blueprint as our foundation, we retained our mission and vision statements and our six organizational values for Blueprint 2.0 which became operational at the beginning of FY 2022.

To begin, a five-phase approach was used to gather insights and co-create the strategic plan, with input from our Board of Directors, DC Water leadership, key external stakeholders, and multiple internal workshops. This approach and the participants were grounded in established frameworks such as the UN's Sustainable Development Goals, the City Water Resilience Framework, the Six Capitals, and Drivers of Change.

While the Blueprint provided a high level of strategic direction with its six strategic programs, the Blueprint 2.0 structure built off its diverse stakeholder engagement to create a tiered, strategic structure that provides a range of guidance, from visionary direction to specific, measurable goals. Fundamentally, the new strategy shifts the needle on thinking about the strategic plan in terms of 'what we need to do' to thinking about the plan in terms of outcomes or 'why and how we intend to make change in the community'.

By defining the outcomes that are important to the community over the next strategic cycle, we outlined five organizational "Imperatives" to articulate the narrative of the DC Water strategy. The term imperative is used to highlight the importance and urgency of remaining focused on these areas. The five Imperatives are: Healthy, Safe, and Well; Reliable, Resilient, Sustainable, and Equitable. Each Imperative is satisfied by the execution of three to seven cross-functional strategic "Themes." To measure and assess performance, impact, and progress quantitatively over time, each theme is assessed by one or more "Goals" with leading and lagging indicators. Periodic (monthly, quarterly, or annually) reporting on these goals will provide our leadership, Board of Directors, and key stakeholders the opportunity to assess our strategic performance.

As with any strategic plan, some goals are tangible and continue to advance crucial daily operational programs such as worker safety and the delivery of clean water. Other goals are aspirational and will require years if not decades to accomplish, such as improving the resilience of our water supply and achieving our collective carbon reduction goals. We have started a process to assess our utility's "programs of work" to assess which programs we continue as "ongoing work," which programs we modify, and what new programs of work need to be established to achieve our strategic goals. This requires an assessment of required resources and integration with our budgeting process.

Blueprint 2.0 not only provides a new strategic structure for DC Water, but it also creates accountability with assigned leaders and requires cross-functional teams to advance our strategy. Each of the five Imperatives is led by an "Imperative Accountable Owner," a member of DC Water's Senior Executive Team. Each of the 25 Themes is led by a "Theme Responsible Owner," a member of DC Water's leadership team. The overall strategic management process is led by the Director of Strategic Leadership and Sustainability, with oversight by the Executive Vice President of Strategy and Performance who reports to the CEO. All of these individuals have been meeting at quarterly status, or "Stat" meetings to

share information, provide updates, and identify barriers to advancing strategic goals. This is an advanced level of accountability and oversight to advance our strategic management maturity.

We are very proud of our inclusive and comprehensive work resulting in the creation of Blueprint 2.0. It will guide DC Water until FY 2027 and beyond. We recognize a plan alone will not get us where DC Water needs to be and where our community needs us to go. Through thoughtful and targeted employee engagement efforts, every member of DC Water's "Team Blue" will understand our strategy and the role they play in advancing it every day. We seeing the benefit of the cross-functional activities that the Blueprint 2.0 requires for strategic advancement. We expect to continue breaking down organizational silos and as a result, create a stronger DC Water serving the District of Columbia and the greater DC region.

The Blueprint 2.0 Annual Report containing additional information is in the pdf attachment: "Blueprint 2.0 Annual Report COH".

B. BUDGET AND FINANCE

18. Please provide a chart showing your agency's **approved budget and actual spending**, by division, for FY 2022 and FY 2023, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures.

DC Water Response:

The Approved FY 2022 budget of $658.4 million was adopted by the Board of Directors on April 1, 2021. Total operating expenditures were below the approved budget by $27.8 million in:

- **Operations and Maintenance – Underspending of $6.4 million mainly in personnel services, contractual services and water purchases. Additionally, there were cost pressures in chemicals and energy due to higher than anticipated unit prices for major chemicals and the volatile energy market conditions**
- **Debt Service – Underspending of $21.4 million due to a $3.0 million release from the 1998 Debt Service Reserve Fund in excess of the requirement, a reduction in the debt service costs from the Forward Direct Purchase with refinanced debt at lower rates, an additional refinancing of higher cost debt.**

Department	FY 2022 Approved Budget	FY 2022 Year-End Actual	Variance Favorable (Unfavorable)
Secretary to the Board	$ 633,847	$ 468,789	$ 165,058
Office of Chief Executive Officer	2,537,120	3,091,754	(554,634)
Internal Audit	750,000	749,977	23
Office of Chief Operating Officer	923,893	1,018,560	(94,667)
Marketing and Communication	2,832,115	3,209,343	(377,228)
Shared Services Office	687,958	717,234	(29,276)
Office of Emergency Management	1,583,372	1,276,823	306,549
Fleet Management	7,194,114	7,014,492	179,622
Occupational Safety	1,898,247	1,606,201	292,046
Facilities Management	9,261,660	9,231,487	30,173
Security	9,235,961	8,600,185	635,775
Finance	22,672,764	18,977,512	3,695,252
Procurement and Compliance	7,291,511	7,401,141	(109,630)
Non-Ratepayer Revenue Fund	515,000	365	514,635
Strategy and Performance	2,030,722	2,803,632	(772,910)
People and Talent	10,095,933	6,527,187	3,568,745
Customer Care	21,367,091	16,951,207	4,415,883
Information Technology	10,937,148	10,873,273	63,876
Government and Legal Affairs	7,454,392	6,967,910	486,482
Engineering and Technical Services	21,473,286	19,801,499	1,671,787
CIP Infrastructure Management	4,258,816	4,289,467	(30,650)
Wastewater Engineering	3,057,971	2,530,720	527,251
Permit Operations	4,328,358	3,877,358	451,000
Wastewater Treatment Operations	77,049,784	91,529,938	(14,480,154)
Maintenance Services	20,779,079	20,363,234	415,845
Process Engineering	7,373,377	6,453,010	920,368
Water Operations	66,446,305	63,576,284	2,870,021
Pumping and Sewer Operations	37,944,663	37,049,398	895,265
Clean Rivers	4,096,913	3,364,389	732,525
Total O&M Expenditures	**$ 366,711,401**	**$ 360,322,369**	**$ 6,389,032**
Debt Service	231,164,000	209,767,510	21,396,490
Cash Financed Capital Improvements	37,829,708	37,829,708	-
Payment in Lieu of Taxes	17,617,863	17,617,863	-
Right of Way	5,100,000	5,100,000	-
Total Operating Expenditures	**$ 658,422,972**	**$ 630,637,450**	**$ 27,785,522**
Personnel Services Charged to Capital Projects	(25,086,000)	(24,413,229)	(672,771)
Total Net Operating Expenditures	**$ 633,336,972**	**$ 606,224,221**	**$ 27,112,751**

Personnel Services: Overall underspending in personnel costs across multiple departments was mainly due to higher than anticipated vacancies offset by higher overtime costs to respond to emergencies.

Office of the Chief Executive Officer (OCEO): Overspending against the adopted budget was due to activities carried out that were originally budgeted in other areas. In personnel services, organizational structure changes supported the newly established Office of the Chief Operating Officer functions. Additionally, there was spending for strategic activities budgeted in Finance for professional services to support Leadership Development programs.

Security: Underspending mainly in personnel services due to vacancies, coupled with underspending in various contractual services costs including the security guard contract due to delayed opening of the new Sewer and Fleet Service Facilities.

Finance: Underspending mainly in personnel services due to vacancies and contractual services. The underspending in contractual services include less use of consultants following implementation of the new financial system (Enterprise Resource Planning - ERP), and

reduced spending for general liability claims, software maintenance and various professional services. Additionally, expenditures for various strategic activities occurred in other areas, like the CEO's office and Strategy & Performance and funds were reprogrammed to cover these expenses.

Strategy & Performance: Overspending mainly in personnel services due to additional personnel reallocation. Additionally, there was spending for strategic activities budgeted in Finance like professional services to support Enterprise Risk Management Reporting & Policy and Procedures Services and the annual Environmental Social & Governance Report.

Process Engineering: Underspending mainly in personnel services due to vacancies, coupled with underspending in various contractual services costs including software maintenance, training and travel expenses and other small equipment purchases.

People and Talent: Underspending mainly due to lower than anticipated spending for Workers' Compensation claims to align with the actuarial report for reserve requirements.

Customer Service: Underspending mainly in personnel services costs due to vacancies, and contractual services due to delay in the implementation of the Leak Detection Program.

Engineering & Technical Services (DETS): Overall underspending mainly in personnel services due to vacancies, and contractual services including backflow contract work.

Water Operations: Underspending mainly in personnel services costs due to vacancies and water purchase from the Washington Aqueduct based on DC Water's share of the Aqueduct's operating budget. Additionally, there was lower spending in contractual services costs mainly for repaving work that was charged to capital projects.

Pumping & Sewer Operations: Underspending is mainly due to journal entries to reduce prior year liability for accrued expenses. Additionally, there were areas of overspending such as increased electricity costs due to prevailing market conditions and overtime expenses to respond to emergency work.

Wastewater Engineering: Underspending mainly in personnel services due to vacancies and lower than budgeted contractual services costs for the support of the regional COG contract, travel and training expenses.

Clean Rivers: Underspending mainly due to lower than budgeted personnel costs, and various contractual services costs due to lower than budgeted costs for travel, training and membership dues.

Wastewater Treatment: Overspending primarily in chemicals due to higher unit prices of major chemicals used at the Plant, and higher than budgeted prices for electricity and water usage. The significant increase in electricity costs was due to increased natural gas prices and prevailing market conditions driven by global events.

FY 2023 Operating Budget

The Approved FY 2023 operating budget is $686.4 million as adopted by the Board of Directors on March 3, 2022. This budget was subsequently amended to $689.4 million to cover the projected increases in chemicals and energy costs.

At the end of December 2022, operating expenditures (including debt services and the right of way and PILOT fees) totaled $157.1 million, or 22.8 percent of the approved budget. The year-to-date operating expenditures were higher than budget mainly due to increased spending in chemicals and utilities resulting from higher than anticipated unit prices because of prevailing market conditions.

These numbers include estimated, incurred but unpaid invoices and are subject to revision in the subsequent months. The following provides DC Water's comparative expenditures by major object category through December 31, 2022, of the fiscal year.

	FY 2023			
	Year-to-Date Performance			
CATEGORY	Annual Budget	YTD Budget	Actual	% of Budget
Personnel	$186,223	$ 46,355	$44,551	23.9%
Contractual Services	88,504	22,475	22,480	25.4%
Water Purchases	40,334	8,300	7,931	19.7%
Supplies & Chemicals	39,994	9,213	12,953	32.4%
Utilities	31,799	6,472	8,611	27.1%
Small Equipment	1,108	71	158	14.3%
SUBTOTAL O&M	**$387,962**	**$92,886**	**$96,685**	**24.9%**
Debt Service	231,679	55,660	54,614	23.6%
PILOT/ROW	23,070	5,745	5,768	25.0%
Cash Financed Capital Improvements	46,692	0	0	0.0%
TOTAL OPERATING	**$689,403**	**$154,291**	**$157,067**	**22.8%**
Capital Labor	(30,435)	(6,658)	(5,974)	19.6%
TOTAL NET OPERATING	**$658,968**	**$147,633**	**$151,093**	**22.9%**

19. Please list any **reprogramming**, in, out, or within, related to FY 2022 or FY 2023 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.

DC Water Response:
FY 2022 Reprogramming:
During FY 2022, a total of $21.7 million was reprogrammed within the Authority's approved operating budget to meet operational and maintenance needs as follows:

a) Personnel Services ($3.7 million):
Interdepartmental reprogramming's were affected within personnel services:

- **due primarily to mid-year adjustments for organization restructure, interdepartmental transfer of positions, personnel adjustments, leave buybacks, and other year-end accruals for annual and sick leave ($2.7 million)**
- **to purchase chemicals needed to meet operational needs of the Plant ($1 million)**

b) Non-Personnel Services ($18.0 million)

Interdepartmental reprogramming's were affected using underspending from within the overall operating budget. Reprogramming's were affected to:

- **provide funding for increased chemicals and utilities costs ($14.5 million)**
- **secure temporary resource to augment staffing needs to support recruitment and compensation activities in People & Talent department; and customer communication and customer engagement activities in the Office of Marketing and Communication ($0.9 million)**
- **acquire consultant services to assist with talent acquisition ($0.8 million)**
- **support lead abatement on DC Water vehicles and cover costs incurred by contractors under the Lead Pipe Replacement Assistance Program (LPRAP) ($0.7 million)**
- **provide Enterprise Risk Management Reporting & Policy and Procedures Services and an Environmental Social & Governance Report ($0.5 million)**
- **fund organizational restructuring and redesign of the various departments in the Chief Operating Officer's cluster to improve operations and processes; and support miscellaneous activities including decommissioning of the old Fleet Building at "O" street and celebration of the 25th anniversary of DC Water's inception as an independent entity ($0.35 million)**
- **accommodate increases in merchant credit/debit card fees and interchange fees ($0.2 million)**

FY 2023 Reprogramming

During FY 2023, a total of $7.04 million has been reprogrammed through December 31, 2022, within the amended budget for the following:

- **provide funding for increased chemicals and utilities costs ($6.0 million)**
- **cover increases in renewal of property and casualty insurance premiums due to volatile market conditions ($0.7 million)**
- **provide funding inadvertently omitted during the budget process to meet the ongoing/recurring contractual services and obligations in the Occupational Safety & Health Administration Department ($0.25 million)**
- **responsibility reassignment for maintenance of the marine fleet (skimmer boats) from the Fleet Department to the Department of Pumping and Sewer Operations to gain efficiencies ($0.07 million)**
- **funding to provide support services for the upcoming collective bargaining activities ($0.05 million)**

20. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY 2022 or FY 2023, 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.

DC Water Response:
Please see the .pdf attachment: "Intra-District Transfers."

21. Please provide a list of all **MOUs** in place during FY 2022 and FY 2023, to date, that are not listed in response to the question above.

DC Water Response:
Please see the .pdf attachment: "MOUs".

22. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY 2022 or FY 2023, 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 amount of funds generated by each source or program in FY 2022 and FY 2023, to date.
    - Expenditures of funds, including the purpose of each expenditure, for FY 2022 and FY 2023, to date.

DC Water Response:
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.

DC Water Response:
A summary of the major capital activities and a detailed listing for each project in DC Water's Approved FY 2022 - FY 2031 Capital Improvement Program is found in Section V (page V-5) of the FY 2023 Approved Budget Book.

Link to the document: https://www.dcwater.com/budget-and-financial-planning

24. Please provide a complete accounting of all **federal grants** received for FY 2022 and FY 2023, to date, including the amount, the purpose for which the funds were

granted, whether those purposes were achieved and, for FY 2022, the amount of any unspent funds that did not carry over.

DC Water Response:
In FY 2022, DC Water received a total of $12.9 million in EPA funds for programs under Clean Water Act and Safe Drinking Water Act. In FY 2023 so far, we have received $3.6 million in such funds. The purpose of the funds was to strengthen or improve the Blue Plains advanced wastewater treatment facility and replace and upgrade water mains, storage facilities, pumping stations, and other eligible facilities.

These are reimbursement grants; we draw down funds only after the vendors have been paid. In FY 2022, there were no unspent funds that did not carry over.

Similarly, we received $1.7 million in FEMA funds in FY 2022 under Pre-Disaster Mitigation, Hazard Mitigation, and Public Assistance Disaster Grants. There were no billing or reimbursements from FEMA funds yet in FY 2023. However, we expect a similar level of reimbursements in FY 2023 by the end of the fiscal year. 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. This receipt includes $1.2 million in COVID-19 disaster operating support from FEMA in FY 2022. Additionally, DC Water received $3,621,749, as pass through funds from District Department of Energy and Environment (DOEE) for the Lead Service Line Replacements under COVID-19 Coronavirus State and Local Fiscal Recovery Funds program of the US Department of Treasury. In October 2022, DC Water returned $5,443,705 in unspent funds to DOEE under this program. There were no other 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). DC Water received the Congress appropriated amounts of $8 million for the CSO projects for both FY 2022 and FY 2023. There were no unspent funds at the end of FY 2022.

	Descriptions	FY 2023	FY 2022	Total
EPA	Clean Water Act Grant Programs	1,012,500	4,227,500	$5,240,000
EPA	Safe Drinking Water Act Programs	2,591,874	8,676,887	11,268,761
	Total EPA	**$3,604,374**	**$12,904,387**	**$16,508,761**
FEMA	Hazard Mitigation Grant Program	-	574,764	$574,764
FEMA	BRIC and Flood Mitigation		35,691	
FEMA	Disaster Grants - Public Assistance (COVID-19 operating)	-	1,173,534	1,173,534
Treasury	Coronavirus State and Local Fiscal Recovery Funds (Lead Service Line Replacements)-pass thru from DOEE		3,621,749	
	Total FEMA		**$5,405,738**	**$1,748,298**
Congress	CSO Direct Approproation	8,000,000	8,011,000	$16,011,000
	Total CSO	**$8,000,000**	**$8,011,000**	**$16,011,000**
	Grand Total	**$11,604,374**	**$26,321,125**	**$34,268,059**

25. Please list each contract, procurement, lease, and grant ("**contract**") awarded, entered into, extended and option years exercised, by your agency during FY 2022 and FY 2023, 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

DC Water Response:
Please see the attached excel file: "WKG FILE 2022 Contract List for DC Council Response 2022.02.15".

26. Please provide the details of any **surplus** in the agency's budget for FY 2022, including:
    - Total amount of the surplus.
    - All projects and/or initiatives that contributed to the surplus.

DC Water Response:
A description of operating budget spending against the budget is provided in the response to question 18.

Total operating revenues were at 104.2 percent or $33.5 million above the budget with higher receipts mainly from the Residential, Commercial and Multi-Family customers and the District Government due to higher consumption than anticipated in the budget. At the end of September 2022, cash receipts totaled $833.6 million. The FY2022 Revenue Budget was formulated during COVID and prior to the release of the vaccine. At the time there was much uncertainty about economic recovery as overall water usage was down, especially the commercial category. Delinquencies were increasing at about $1 million a month and DC Water had discontinued disconnections and late charges. Despite all of the unknowns when the forecast was developed, final result showed actual revenue within four percent of the budget FY 2022.

DC Water ended fiscal year 2022 with a total budget (cash) net surplus of $21.77 million mainly from higher revenues and lower operating expenditures than anticipated in the revised Financial Plan. This amount was carried over to the FY 2023 and incorporated into the current Financial Plan that is under consideration by the Board of Directors.

C. LAWS, AUDITS, AND STUDIES

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

DC Water Response:
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.

DC Water Response:
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.

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.

DC Water Response:
Please see the table below:

Title 21 Water and Sanitation			
Chapter No.	Subject Heading	Last Revision	**Recent Revision**
Chapter 1	Water Supply	03/02/2020	07/22/2022
Chapter 2	Public Sewer System	06/18/1999	
Chapter 3	Water Meters	01/24/2003	
Chapter 4	Contested Water and Sewer Bills	07/17/2021	
Section 556	Stormwater Fees	10/29/2010	
Chapter 15	Discharges to Wastewater System	01/21/2022	
Chapter 40	Retail Ratemaking	05/02/1997	
Chapter 41	Retail Water and Sewer Rates and Charges	12/17/2021	10/21/2022

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 2022 and FY 2023, to date, that significantly affect agency operations.

DC Water Response:
Safe Drinking Water Act: Consumer Confidence Report Rule, 42 U.S.C. § 300f et seq.: Lead and Copper Rule, 40 CFR Part 141, Subpart I; Total Coliform Rule, 40 CFR Part 141, Subpart Y; Stage 1 Disinfectants and Disinfection Byproducts Rule; Stage 2 Disinfectants and Disinfection Byproducts Rule, 40 CFR Part 141, Subpart U and V; National Secondary Drinking Water Regulations, 40 CFR Part 143; Radionuclides Rule, 40 CFR §§141.25, 26, .55, and .66; and Unregulated Contaminant Monitoring Rule, 40 CFR §§141.35 and 40.

- **American Rescue Plan Act of 2021, enacted March 11, 2021**
- **Infrastructure Investment and Jobs Act, enacted November 15, 2021**
- **Inflation Reduction Act Public Law No: 117-169 effective Aug 16, 2022**

31. Please provide a list of all studies, research papers, and analyses ("**studies**") the agency requested, prepared, or contracted for during FY 2022. Please state the status and purpose of each study.

DC Water Response:
Ongoing research work at Blue Plains include: "Advancing technology development for Blue Plains to decrease operational cost and increase reliability." This is a collaborative research projects with University of District of Columbia, George Washington University, Howard University, Catholic University of America, Northwestern University and Cornel University. Students from the above-mentioned universities perform research and run piloting testing at Blue Plains to help with technology development and evaluation.

Additionally, please see the attached word file: "Publication and Presentation FY2022".

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 2022 or FY 2023, to date.

DC Water Response:
a. DC Inspector General Audits
None.

b. Internal Audits Issued and Hotline Matters FY20 - Present

Internal Audit Project *(issued FY22 - FY23 to date)*	**Date Issued**
Materials Management Audit	10/28/2021
PCS Review	10/28/2021
Contract Compliance Audit	1/27/2022
Accounts Payable Audit	4/28/22
Supply Chain Assessment	4/28/22
Incident Response Tabletop Audit	4/28/22
Expenditures Analytics Assessment	7/28/22
Strategic Plan Monitoring Audit	7/28/22
Employee Retention Assessment	10/27/22
Physical Security Audit – HQO & Ft. Reno	7/28/22
Work Order Management Audit – DSO	10/27/22
Cyber Threat Intelligence	10/27/22
Procurement Internal Audit	1/26/23

The Hotline received eighteen calls during FY22, 16 of which were closed without corrective action needed and two of which were closed with corrective action taken. Both items that required corrective action involved repeating training efforts for the given issue. The corrective trainings have been properly administered. In FY23 to-date, the hotline has received nine calls, five of which have been closed with no corrective action needed, and four of which are currently under investigation.

Security Investigations

Type	Number of Investigations
Workplace Violence	1
Conf. Hotline	2
Workplace Security Incident	1
Theft	2
Incident Reports	27
Electronic / Video & Swipes	13
Terminations	4
Field Security	3
Employee Injury	2

c. Employee Safety Incidents
Please see the attachment file: "Employee Safety Incidents."

d. Labor Relations/EEO Investigations
Please see the attachment file: "Labor Relations and EEO Investigations."

e. Risk Management Claim Investigations

Please see the attachment file: "Risk Management Claim Investigations".

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 Response:
There are no recommendations.

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

DC Water Response:
Please see the attached excel file: "DC Council_reporting Requests_02.14.23".

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.

DC Water Response:
Please see the .pdf attachment table: "Open Litigation Cases".

36. Please list all **settlements** entered into by the agency or by the District on behalf of the agency in FY 2022 or FY 2023, 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.).

DC Water Response:
Please see the .pdf attachment table: "Settlements".

37. Please list any **administrative complaints or grievances** that the agency received in FY 2022 and FY 2023, 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 2022 or FY 2023, to date, describe the resolution.

DC Water Response:
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 10 herein regarding the process in handling complaints alleging sexual harassment.

FY 2023

Source	Administrative Complaint(s) or Grievance(s)	Resolution
Internal	Administrative Complaint – Alleged Hostile Working Environment	Unsubstantiated
Internal	Disciplinary Labor Grievance – Inattention to Duty (Reprimand)	Denied
Internal	Labor Grievance – Automation of Leave Buy Back Program/Form	Pending Arbitration
Internal	Labor Grievance -- Failure to provide Paid Parental Leave (PPL) for Union employees	Pending Arbitration
Internal	Administrative Complaint -- Alleged favoritism of supervisor based on race (Hotline)	Pending investigation
Internal	Administrative Complaint- Alleged hostile work environment	Unsubstantiated
Internal	Administrative Complaint- Alleged racial discrimination in hiring process	Pending Investigation
Internal	Labor Grievance- Alleged Failure to Implement Career Ladder Promotion	Pending
Internal	Administrative Complaint – Violation of Drug and Alcohol Policy	Unsubstantiated
Internal	Administrative Complaint -- Violation of Drug and Alcohol Policy	Unsubstantiated

FY 2022

Source	Administrative Complaint(s)	Resolution

	or Grievance(s)	
Internal	Labor Grievance -- Inequitable distribution of overtime	Denied
Internal	Labor Grievance – Unsafe work conditions with uncertified Trainees/Apprentices	Withdrawn/Resolved by Parties
Internal	Labor Grievance – Disciplinary Appeal of seven workday suspension for AWOL	Withdrawn/Resolved by Parties
Internal	Labor Grievance – Alleged disparate treatment and failure to provide reasonable accommodations during pregnancy/alleged Americans with Disability Act (ADA) Violation	Pending arbitration
Internal	Labor Grievance – Violation of Drug and Alcohol Policy	Denied
Internal	Labor Grievance – Violation of Drug and Alcohol Policy	Denied
Internal	Labor Grievance – Interfering in Union Internal Business	Pending Resolution
Internal	Labor Grievance – Contracting Out Bargaining Unit Work DETS	Pending Resolution
Internal	Administrative Complaint – Ability to Clock-In Remotely	Unsubstantiated
Internal	Administrative Complaint – Employees Exceeding 16-Hour Workday	Substantiated
Internal	Administrative Complaint – Title VII	Unsubstantiated
Internal	Administrative Complaint – Workplace Violence	Unsubstantiated
Internal	Administrative Complaint – Discourteous Treatment	Unsubstantiated

External	Alleged inappropriate personal relationship by supervisor with subordinate	Unsubstantiated/other action taken to address inappropriate conduct
Internal	Labor Grievance – Inauguration Day Compensation	Settled
Internal	Administrative Complaint –alleged race/ethnicity discrimination	Unsubstantiated
External	Alleged race discrimination (by contractor against another contractor)	Authority request for dismissal as party
Internal	Administrative Complaint- Alleged misappropriation of DC Water property by supervisor	Dismissed/closed for lack of evidence

Additionally, please see the attached excel file: "Escalation Log - Mgmt Data for FY23 and FY22".

D. EQUITY

38. 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 2022?
    - What changes did the agency make in FY 2022 and FY 2023, to date, or does the agency plan to make in FY 2023 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 effective identify and address inequities in access to agency programs and services?

DC Water Response:

In FY 2022, DC water completed a year-long engagement with the Advanced Energy Group (AEG) after winning the AEG Challenge on critical infrastructure and resilience in January 2021. This program took a deliberate approach to engage a broad group of stakeholders to address the challenge of a lack of a unified, District wide portfolio of projects prioritized by resilience, carbon, and equity goals. The project first defined equity for the purpose of this project and then identified a portfolio of 16 specific projects in 5 categories that were evaluated, quantitatively, on their ability to reduce carbon emissions, improve resilience, and address equity. The quantitative assessment was developed by the multi-stakeholder team, led by DC Water, and leveraged indices such as the University of Wisconsin's Area Deprivation

Index (ADI) to, in part, assess each project's ability to address inequities in the District.

DC Water is committed to people, our internal workforce and external community. Our equity journey demonstrates that. Following our acceptance of being one of over twenty utilities who joined the US Water Alliance's Water Equity Network in fall 2020. We have continued to work with this national water policy think tank to uplift our current equitable practices and address areas for improvement. Additionally, we recently team up with the U.S. Water Alliance for the Baltimore-Washington Metropolitan Cohort region alongside four utilities—all committed to building a more equitable water future. Our work with these partners has centered on exploring data-driven water equity challenges and the promising approaches. Our FY-2023 focus with the Alliance has been on creation of a workforce-focused questionnaire that assesses each utility's ability to advance workforce goals.

Within DC Water, we have remained committed to placing equity at the core of all we do as is demonstrated by our 5-year strategic plan, Blueprint 2.0. With Equitable being the overarching Imperative from which all the others flow. We have taken a deliberate approach to embedding equity into our culture of work – operation, strategy, planning, and people. Our Equitable Imperative led by our Executive Sponsor, Kirsten Williams, and teams of DC Water employees are working to execute programs policies, and initiatives across the following goals:

1. **Embedding equitable infrastructure decision-making**
2. **Empowering communities through equitable projects**
3. **Providing affordable and equitable rates**
4. **Ensuring inclusive and diverse representation**
5. **A totally engaged and aligned DC Water**

While we have made great strides across all our goals, one of the main objectives of the Equitable Imperative is embedding equitable infrastructure selection in the decision-making process to ensure capital spending and infrastructure decisions protect the needs of vulnerable communities. When identifying needs and selecting projects for funding, DC Water considers multiple factors such as risk, finance, safety, regulation, and engineering to balance its investment needs amongst competing interests and priorities. Identifying and selecting projects that promote equity and provide access to opportunities are essential for addressing needs of historically underserved or vulnerable communities.

Due to age and condition of DC Water's assets, most capital spending is allocated to re-investment to extend useful life of the existing assets and maintain or improve quality of services. Current planning considerations and project prioritization factors are highly driven by asset management principles. This practice does not always place the greatest needs of marginalized communities first.

In FY 23, we launched an effort, "Equity in Capital Planning" beginning with defining equity; then reviewing DC Water's capital planning practices; and conducting best practice review across multiple utilities. Review of consideration of equity by other utilities and city agencies revealed that these agencies' use a variety of methods for prioritizing projects for vulnerable communities including mapping,

scoring, and weighting equity factors as part of prioritization formulas, public involvement, and performance measures and targets.

DC Water is now considering two approaches to project prioritization:

1. **Risk Based – projects funded by sanctioned programs. Risk is used to prioritize assets for rehabilitation of replacement.**
2. **Benefit Based – benefit score is computed for all other projects and the benefit score is prioritized for implementation.**

Instead of revising the capital planning criteria, DC Water is looking to adopt a new concept to boost projects benefiting vulnerable communities to allow budget allocation for their execution prior to other projects without the boost. While this concept is still going through sensitivity testing, we believe that this practice encouraged cultural change throughout the authority to promote equitable planning.

DC Water is also working towards developing an effective process to engage vulnerable communities throughout project prioritization to ensure project selection process outcomes reflect the actual needs of the communities. Projects like these require true collaboration and alignment. Our Blueprint teams meet at quarterly STAT meetings to report out on a subset of goals' status and performance. To date, we plan to continue utilizing staff across the Blueprint Imperatives. It has been a collaborative and requires the collective ingenuity, resources, skill sets, and commitment across several key individuals and groups at DC Water.

39. 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?

    DC Water Response:
    DC Water's Equity statement and goals have been identified in the Blueprint 2.0, which has been shared with the Council.

40. 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?

DC Water Response:
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 always practice ethical and professional conduct. 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.

Inclusion
In the areas of inclusion, DC Water is launched 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 has added 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.

E. COVID-19 PANDEMIC RECOVERY

41. Please give an overview of any initiatives DC Water started in response to the pandemic that have been incorporated into the agency's permanent operations.

DC Water Response:
In February 2022, DC Water issued its new contractor vaccination policy to all firms registered in its supplier portal – about 2,000 companies including construction firms, professional services firms, and suppliers of products. Per the policy, contractor staff that spend more than two hours per visit on a DC Water site must either be fully vaccinated per CDC's definition or have an exemption. Visitors for short periods, say, for meetings or delivering products, only need to complete a brief on-line health screening.

DC Water created two new programs the DC Water Cares residential assistance program (RAP) funded at $3 million in FY2021 and FY 2022. DC water Cares multi-family assistance program (MAP) funded at $6.2 million in FY 2021 and FY2022. DC Water partnered with DOEE on administering the Low-Income Housing Water Assistance Program (LIHWAP), which is a federally funded program providing up to $5,000 of assistance aimed at low-income District of Columbia residents with paying their water bill. Additionally, DC Water assisted with the allocation of funds for STAY DC (RES), another federally funded program.

DC Water Facilities team has done continued enhanced cleanings which have become a standard SOP for DC Water.

2022 Review – COVID-19 Impacts
The highly contagious Omicron variant was at its peak during the start of 2022. In an effort to keep employees healthy, safe, and well, Mr. Gadis, DC Water CEO's and General Manager issued an Emergency Declaration on January 3rd. DC Water employees eligible for telework returned to worksites on February 28th. Facilities made adjustments with the janitorial contractor (The Clean Team) to provide "enhanced" cleaning. Enhanced cleaning continues as the new normal and includes daily disinfection of high-touch surfaces (door knobs, elevator buttons, countertops, etc.), even if the surfaces do not appear dirty.

Facilities worked with vendors, contractors, and in-house resources to enhance social distancing measures, primarily with the addition of clear plexiglass dividers at public interface points and workspaces. Most locations had been addressed in 2021. Spending for materials in 2022 totaled approximately $46,277. Locations addressed in 2022 included:

- **Dividers added to Permitting Department Space at 4th Street**
- **Dividers added to cubicle spaces at Blue Plains, Central Maintenance Facility**
- **Dividers added to cubicle spaces at Bryant Street Pump Station**

In 2022, there were 303 reported cases of COVID-19 (Origami). Facilities coordinated 87 deep cleaning requests, with a total cost of $32,640.

DC Water will continue with sneeze guards/plexi shielding as part of future workspace reconfigurations. From Procurement wise, the only permanent change has been that DC Water consolidated the management of PPE to include wipes, gloves, Tyvek suits, respirators, masks, and isolation materials (plexiglass) through materials management to avoid duplication of effort within DC Water and to prioritize needed supplies to frontline staff first.

DC Water participates in online board and committee meetings and online town halls.

42. Which of DC Water's divisions are currently working remotely?
    - What percentage of DC Water's total employees currently work remotely?
    - Please provide a copy of the agency's Continuing Operations Plan and any remote working protocol.

DC Water Responses:
Given that the remote work and telework are different; DC Water does not have anyone approved for remote work at this time. The Authority has been in a hybrid telework position since January of 2022. This situation is being updated and evaluated daily. As updates to our posture is made, Council will be notified.

43. How has the agency ensured that all staff have access to appropriate equipment and internet connection, so as to work from home?

DC Water Response:
DC Water has a robust Telework policy. Subjects related to access and equipment, can be found in Section 5 of DC Water's which outlines:
5.0 TELEWORK SPACE EQUIPMENT AND SUPPLIES 5.1 Employees provided with Authority-owned or issued equipment may only be used for teleworking purposes. No unauthorized software or products may be downloaded or used on Authority-owned or issued equipment. Employees are responsible for protecting Authority- owned or issued equipment from theft, damage, and unauthorized use. 5.2 Employees are solely responsible for all set up and operating costs associated with teleworking. This includes but is not limited to personal computers, printers, scanners, facsimile machines, telephones and telephone service, mobile devices, internet service, and any other equipment or services related to the operation of the teleworking worksite. 5.3 Authority-owned or issued equipment used in the normal course of employment will be maintained, serviced, and repaired by the Authority. Employees are responsible for requesting assistance from IT regarding Authority-owned or issued equipment and are responsible for bringing the equipment to the official work location for

inspection and repair. Employees using their own equipment are solely responsible for the cost, maintenance, troubleshooting, and service of the equipment.

44. How much federal stimulus relief was directed to the agency during FY 2021 and FY 2022, to date, and for what purposes was it used? Is the agency anticipating any funding from the most recent infrastructure bill, and how will that be factored into the upcoming budget submission or supplemental?

DC Water Response:
DC Water did not receive any direct appropriations from the federal government because of COVID-19. The District has allocated $30 million in American Recovery Act funds to DC Water to pay for private side lead removal costs. Please refer to responses for #24, #45 and #47 for grants received in FY22 and FY23 and the expected funding from the infrastructure bill. Approximately, $393 million in funds from EPA grants and the infrastructure bill have been incorporated into the Capital Improvement Program Budget.

45. Was the agency a recipient of any other federal grants stemming related to the public health emergency?

DC Water Response:
DC Water received $1,173,534 in FY 2022 from Presidentially Declared Disaster- Public Assistance-COVID-19 Grant through DC Homeland Security and Emergency Management Agency for COVID-19 support from FEMA for PPE, deep cleaning, and related activities. Additionally, DC Water received $3,621,749, as pass through funds from the District Department of Energy and Environment for the Lead Service Line Replacements under COVID-19-Coronavirus State and Local Fiscal Recovery Funds program of the US Department of Treasury.

46. How has DC Water updated its methods of communications and public engagement to connect with customers during the pandemic?

DC Water Response:
Since the start of the COVID-19 pandemic, DC Water has successfully pivoted to utilize multiple virtual meeting platforms (Microsoft Teams, WebEx and Zoom) to stay connected with both our internal and external stakeholders. These platforms have provided opportunities to engage with more customers about our various water and sewer infrastructure replacement/rehabilitation projects, while also allowing us to promote our many programs and initiatives, such as our expanded customer assistance programs and Lead-Free DC initiative.

We continued to utilize these virtual tools for engagement in FY 2022. At the same time, with the full reopening of the District and the lifting of restrictions on public gatherings, we were also able to resume our in-person participation in many community events and festivals – a key component of our customer engagement strategy.

Between March and December, we hosted or attended more than 80 events across the city, handing out nearly 30,000 reusable water bottles.

Our expanded schedule included the National Cherry Blossom Festival for the first time, as well as Water Palooza at Van Ness Elementary School, and the Capital Pride Festival. This year also saw the return of Joint Utility Day events, where we partnered with other utilities and government agencies to share information about financial assistance and other programs available to customers.

Through these efforts, we further increased our visibility in the community, promoted tap water and our customer programs, maintained partnerships with schools and other local educational institutions, and engaged with customers about construction projects in their neighborhoods.

47. **How much federal stimulus relief was directed to the agency during FY 2022 and FY 2023, to date, and for what purposes was it used? Is the agency anticipating any formula-based funding from the Infrastructure Investment and Jobs Act, the Inflation Reduction Act, or any other recent federal legislation, and how will that be factored into the upcoming budget submission or supplemental? Please describe the uses of any such anticipated formula-based funding.**

DC Water Response:
DC Water did not receive any direct appropriations from the federal government as a result of COVID. In FY 2022, we received $12.5 million from DOEE (as pass-through funds from the US Treasury) under the American Rescue Plan Act to support our private side lead removal program and returned $5.4 million in estimated unspent funds to DOEE in October 2022 as required by the MOU between DC Water and DOEE. Final reconciliation of costs for FY22 is expected to be completed by March 2023 and we expect DOEE to adjust funding for FY 2023 and FY 2024 to add the returned funds to DC Water. We anticipate a total of $30 million in private side lead replacement funds from this source.

Funds anticipated from the bipartisan infrastructure package will come through Environmental Protection Agency (EPA) for Safe Drinking Water programs and EPA through DOEE for Clean Water Act programs. We anticipate an estimated $143 million for the Lead Service Line Replacement Program from EPA through FY 2026. We also anticipate an additional $97 million from EPA through FY 2026 in additional supplemental funds for the Safe Drinking and Clean Water Act Programs. These anticipated funds have been incorporated in our budget, financial plan, and projected rates. The funding for lead removal is critical to help us achieve our goal of removing all lead lines by 2030.

48. Was the agency a recipient of any other federal grants related to the public health emergency?

DC Water Response:
Please refer to response provided for Question 45.

49. For any reductions to services, programs, or staffing, please provide the agency's plans to mitigate those in future Fiscal Years.

DC Water Response:
As we recover from the impacts of COVID, commercial consumption is estimated to be about 9% lower than pre-COVID estimates (about $18 million a year) because of work from home policies and fewer people visiting the District. We are also monitoring and responding to significant cost pressures in chemicals and supplies and inflation. All these impacts have been taken into consideration in our FY 2024 budget and capital plan, and our 10-year estimate of rate increases necessary to continue our work.

50. ***What has the agency done to reduce agency energy use in FY 2022 and FY 2023, to date? Did the agency's energy use increase or decrease in FY 2022? 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 2017.***

DC Water Response:
DC Water used 279,268 MWh of electricity in FY22, including 245,048 MWh at Blue Plains and 34,220 MWh at all other facilities combined. This has decreased from 248,577 MWh at Blue Plains and increased from 33,343 MWh at other facilities in FY21. The decrease is likely due to slightly reduced flow.

Many of DC Water's energy initiatives (such as WBBF and Solar) do not reduce energy use; instead, they reduce cost by reducing what DC Water purchase from the electric grid or shift to a renewable source.

Our energy use is dominated by process use at Blue Plains, which is dominated by flow and load. Operators can make better or worse choices each day, but there is likely little we can do that will have a measurable impact on energy use short of substantial changes to the treatment process. Moreover, the net result of process changes in the last five years has been increased energy use: dewatering the Clean Rivers tunnels requires tremendous energy. Though good comparative data is lacking, it is believed that Blue Plains is today a very efficient treatment plant in terms of energy.

Electricity use at Blue Plains has increased by 8% since FY17, from 227,278 MWh, due to the additional power used by the Clean Rivers tunnels. Efficiency in FY17 (2.35 Wh/gallon) is identical to efficiency in FY22. Complete data is not available for electricity used at facilities other than Blue Plains in FY17 and can be provided.

DC Water used 1,025,101 therms of natural gas in FY22, including 850,622 therms at Blue Plains and 174,479 therms at all other facilities combined. This has decreased from 1,094,277 therms at Blue Plains and 234,689 therms at other facilities in FY21, due to warmer weather.

Natural gas usage data is not available from FY17.

51. ***What competitive or application-based funding in the Infrastructure Investment and Jobs Act, the Inflation Reduction Act, or any other recent federal legislation has DC Water identified as being eligible for? Please***

provide a description of the type of funding, and the proposed use for that funding, for which the agency has submitted, or plans to submit, applications. If there is funding that DC Water has identified being eligible to apply for but does not plan to apply for, please explain why.

DC Water Response:
Please refer to the Excel file Attachment: "Infrastructure and Investment and Jobs Act" and .pdf file: "Infrastructure Funding."

52. ***For all federal funding identified, please describe any local matching requirements.***

DC Water Response:
Please refer to the Excel file Attachment: "Infrastructure and Investment and Jobs Act" and .pdf file: "Infrastructure Funding".

Matt B./Paul G./Rhonda G./Ogechi

53. ***Are there other ways that DC Water plans to leverage federal funding opportunities to maximize the impact for the District and District residents?***

DC Water Response:
DC water is always looking for grant opportunities to benefit our customers and ratepayers. We are currently perusing federal funding opportunities from the Infrastructure Investment and Jobs Act, Inflation Reduction Act, and American Rescue Plan Act by working collaboratively with our District agencies and Federal partners (EPA, FEMA, etc.). Further, we are exploring ways that changes in the Investment Tax Credit can benefit projects that reduce carbon output, like solar installations.

F. PROGRAM-SPECIFIC QUESTIONS

Human Resources and Customer Service

54. In the agency's responses to the Committee's 2021 pre-hearing questions, the agency noted that it was considering next steps for a renewable gas project for the digester gas at Blue Plains, with the project on hold at that time. What is the status this project?

DC Water Response:
DC Water is looking to fully leverage its assets in how we serve ratepayers. As you may know, we already produce and use biogas from the wastewater treatment process to generate electricity and steam at our Blue Plains Advanced Wastewater Treatment Facility. Our biogas provides many tangible benefits to DC Water and ratepayers.

The RNG project economics remain quite attractive, and the RIN values are at historic highs. DC Water is evaluating this project along with a broader portfolio of projects that can, to varying degrees, provide greenhouse gas reduction, improve resilience, and address equity

issues for the District. Staff have had preliminary discussions with DOEE leadership and staff and are evaluating project funding options, needed stakeholder engagement, and prioritization.

Like several other utilities in the water sector, DC Water is currently investigating whether the production of RNG aligns to our Blueprint 2.0 strategy. We will keep the Performance Oversight Committee informed on this topic as more gets learned.

55. Please describe how DC Water worked to increase its hiring of District residents in FY 2022 and FY 2023, to date.
    - How many graduates of the DC Water Works program were hired by DC Water in FY 2022 and FY 2023, to date? How many graduates found other employment opportunities? What percentage of the total number of graduates does this amount to?

DC Water Response:
As part of DC Water's Strategic Initiatives, the DC Water Works program continues 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, 2021, and September 30, 2022, 125 labor positions were filled by contractors. Of this amount, 106 positions were filled by local residents, including forty-five with District residents.

In FY 2022 and 2023 to date, the DC Water Works program conducted five (5) skills training programs. The participation for the programs is as follows:

Skills Training Program	# Of enrollees	# Of District resident enrollees	# Of graduates	# Of graduates employed	% Of graduates employed	# Of graduates employed with DC Water
Complete Programs						
DC Water Facilities Training Program	4	4	4	4	100%	1
DC Sustainable Energy Utility (DCSEU) Externship Program (Fall 2021 Cohort)	5	5	5	5	100%	1
National Green Infrastructure Certification Program (NGICP)	14	14	6	5	83%	0
Ongoing Training Programs						
DC Water Apprenticeship Program (Cohort 2)	15	15	N/A	N/A	N/A	N/A
DC Water Apprenticeship Program (Cohort 1)	15	15	1 (8 Still in Program)	1	1	1
Totals	53	53	16	15	93%	3

    - What percentage of DC Water contracts were awarded to certified business enterprises in FY 2022 and FY 2023, to date?

DC Water Response:
In FY 2022, certified local, small, disadvantaged, and/or women business enterprises were awarded $210.3 million in contracts and subcontracts with DC Water. This total amounts to 44 percent of the contracts awarded.

56. 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 2021.
    - Did DC Water and OPC have regular, proactive meetings during FY 2022 and FY 2023, to date, outside of interactions responsive to specific customer concerns or complaints? If so, please provide a list of those meetings
    - How many issues or claims has OPC brought to DC Water on behalf of ratepayers in FY 2022 and FY 2023, to date?

DC Water Response:
As part of the budget review process for FY 2024, DC Water provided detailed briefings of the Authority's proposed operating expenditure, operating revenues, Ten-year Capital Improvement Program, Ten-Year Financial Plan and Customer Assistance Programs. DC Water met with the Office of People's Counsel twice to discuss the budget. The first meeting was to provide an overview of the budget and the second meeting was to provide clarification, page references in the budget materials to questions, and additional information that was requested. DC Water believes these briefings will continue to help foster a better understanding of our budget in advance of next year's ratemaking process and strengthen the relationship with OPC.

The Customer Care Division holds a monthly meeting with the OPC Water Division monthly on Thursdays. This meeting began March 4, 2021. The meeting has helped to discuss any concerns/questions that either OPC or DC Water has. The meetings are productive to resolve matters quickly and fairly.

DC Water's Legal Affairs team also holds a standing meeting with the Associate Director of Consumer Services and Water Services Divisions to discuss billing disputes/administrative hearings. This meeting is held on the second Wednesday of each month at 10:00. The meetings began in May 2021.

Also, please see the attached excel file: "Escalation Log - OPC Data for FY23 and FY22".

- 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 Response:
Not currently, but DC Water continues to look for ways to streamline processes where DC Water and OPC interface to ensure our customers and OPC's clients are served efficiently. DC Water has a strong working relationship with OPC. This is evidenced by standing meetings and DC Water's two presentations to discuss DC Water's annual budget with OPC. Additionally, DC Water conducted previews of new customer assistance programs with OPC.

Clean Rivers Project & CRIAC Relief Program

57. Please provide an update on the progress of the Clean Rivers Project.
    - 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.

DC Water Response:

The purpose of the Clean Rivers Project is to control combined sewer overflows (CSOs) to District waters. In the older sections of the District, there is a single combined sewer pipe in the street which handles both stormwater runoff and sanitary sewage from homes and businesses. During dry weather, sewage is conveyed to DC Water's Advanced Wastewater Treatment Plant at Blue Plains (Blue Plains), located in the southwestern part of the District on the east bank of the Potomac River. When the capacity of a combined sewer pipe is exceeded during storms, the excess flow, which is a mixture of sewage and stormwater runoff, is discharged to the Anacostia and Potomac Rivers, Rock Creek, and tributary waters. This excess flow is called CSO and there are 47 potentially active CSO outfalls in the District's combined sewer system.

The Clean Rivers Project consists of deep tunnels, targeted sewer separation and Green Infrastructure (GI) designed to reduce CSO discharges to District waters. The project is necessary to bring CSOs into compliance with the District's water quality standards. After completion, the volume of CSO discharges in an average year of rainfall will be reduced by 96% system wide, with the following reductions for each receiving water: 98% reduction to the Anacostia; a 93% reduction to the Potomac; and a 90% reduction to Rock Creek. US EPA and the District Department of the Environment have determined that the plan will bring CSOs into compliance with the District's water quality standards, subject to post construction monitoring.

The project is required by a Federal Consent Decree signed by US EPA, the Department of Justice, the District and DC Water. The Consent Decree dictates a schedule for implementation and includes many interim milestones. Stipulated penalties can be assessed for failure to meet Consent Decree deadlines. The project is on schedule to meet the Consent Decree deadlines to place projects in operation to control CSOs in accordance with the specified deadlines. The major milestones in the Consent Decree are as follows:

- **March 23, 2018 - the Anacostia River Tunnel system from Blue Plains to RFK Stadium including a new Wet Weather Treatment System at Blue Plains was required to be placed in operation by this date. DC Water met this deadline by placing this portion of the tunnel system in service on March 20, 2018. From March 20, 2018, through January 31, 2023, the system has performed exceptionally well, capturing over 14.7 billion gallons**

of CSO and removing more than 9,267 tons of trash and debris, preventing it from being discharged to the Anacostia River.

- **March 23, 2025 - the Northeast Boundary Tunnel which runs from Robert F. Kennedy (RFK) Stadium to 6th and R St NW is required to be placed in operation by this date. The project has been accelerated to provide early flood relief to the Northeast Boundary area including Bloomingdale and LeDroit Park and is scheduled to be placed in operation in 2023.**
- **February 8, 2030 - the Potomac Tunnel which addresses the major Potomac River CSOs is required to be placed in operation by this date.**

Status Report, Capital Funds Spent and Available, Planned Remaining Spending

Please refer to Table 1 in the attachment: "Clean Rivers", for a status report on component of the Clean Rivers Project, the amount of capital funds spent and available, and the planned remaining spending.

Operation and Maintenance Costs

- **Completed Projects**
  - **The Anacostia River Tunnel system from Blue Plains to RFK Stadium including a new Wet Weather Treatment System at Blue Plains was placed in operation March 20, 2018. Estimated operation and maintenance costs for tunnels and appurtenances is approximately $600,000 per year, while the cost of the Tunnel Dewatering Pumping Station and Wet Weather Treatment Facilities at Blue Plains is approximately $2,200,000 per year.**
  - **The first Potomac and Rock Creek Green infrastructure projects manage approximately 32 impervious acres at 1.2" of rain. Maintenance costs are approximately $480,000 per year.**
- **Future Projects**
  - **The estimated operation and maintenance costs for tunnels and appurtenances when the tunnel system is complete is approximately $1.35 million per year (2020 dollars), while the cost of the Tunnel Dewatering Pumping Station and Wet Weather Treatment Facilities at Blue Plains is approximately $3,300,000 per year.**
  - **For the green infrastructure, ultimate build out will comprise GI managing 92 impervious acres in Rock Creek and the GI demonstration project in the Potomac which manages approximately 8 impervious acres for a total of 100 acres. We estimate the annual operation and maintenance cost to be about $1.5 million per year in year 2020 dollars when all acres are complete.**

Please see the attached .pdf table: "Clean Rivers".

58. During FY 2022, 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?

DC Water Response:

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 of the CSO outfalls along the Anacostia River. The tunnel system flows by gravity to the Blue Plains Advanced Wastewater Treatment Plant, where a new 225 million gallons per day (mgd) Tunnel Dewatering Pumping Station and 225 mgd Enhanced Clarification Facility were constructed to treat the flows captured by the tunnel system. Since being placed in operation, the tunnel system has captured over 14.7 billion gallons of combined sewage and 9,267 tons of trash, debris and other solids that would have otherwise been discharged untreated to the District's receiving waters (as of January 31, 2023).

During FY2022, there were 5 CSOs to the Anacostia River, 59 CSOs to the Potomac River, and 32 CSOs to Rock Creek. A comparison of these totals to previous fiscal years is provided in the table as follows. CSOs are highly dependent on rainfall, so total rainfall amounts for each fiscal year are also provided. 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 92%.

Fiscal Year	Rainfall (inches, DCA gauge)	Anacostia River				Potomac River		Rock Creek		Total Overflow Volume (MG)[1]
		Volume Captured By Tunnel (MG)[1]	Overflow Volume (MG)[2]	Percent Captured by Tunnel	# of CSOs[1]	Overflow Volume (MG)[2]	# of CSOs[1]	Overflow Volume (MG)[2]	# of CSOs[1]	
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
2021	55.17	3211	107	97%	7	1095	67	131	34	1334
2022	38.43	2230	51	97%	5	684	59	53	32	788

Notes

1. 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 meters were installed in specified outfalls along the Anacostia River to directly measure overflows. For these overflows, directly measured flows are reported.
2. 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 beginning FY2019.

59. 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' CRIAC fee is going towards debt service and interest vs. directly into the project?

DC Water Response:

The Clean Rivers program is funded primarily by the Clean Rivers Impervious Area Charge (CRIAC), the sewer volumetric rate, grants, and wholesale contributions. In FY2023 the CRIAC is expected to generate $91.4 million and the sewer volumetric rate will generate $48.6 million for the Clean Rivers Program, for a total of about $140.0 million. Of this amount

about 37% is used as cash (to reduce borrowing) and 63% is used to service debt issued for the project.

The following Green Bonds totaling $900 million and 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 2022B = $100 million**
- **Series 2016B (Environmental Impact Bond) = $25 million**
- **Prior to 2013, Clean Rivers was funded as part of general debt issued for capital projects.**

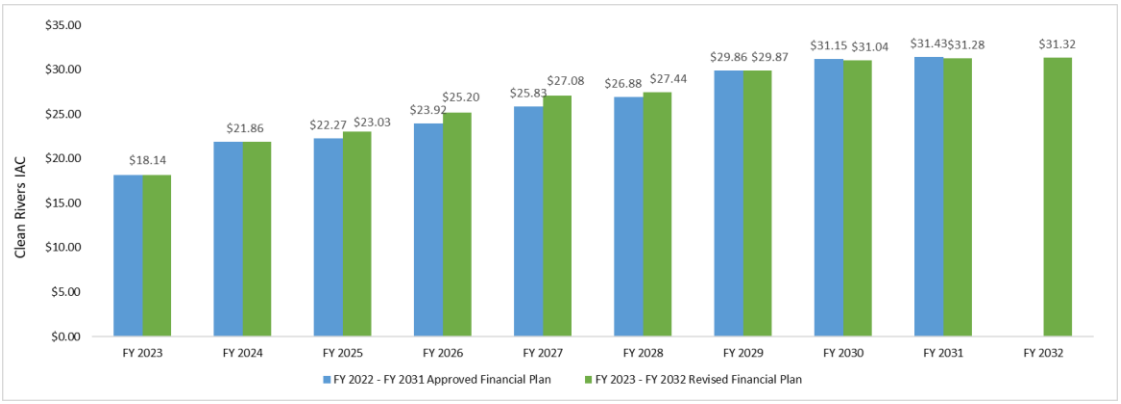
1. **The project is also funded by Federal CSO Grants. In FY 2022 and FY 2023, DC Water received $8.0 million each. However, it is not certain if DC Water will receive any Federal CSO Grants funding in the future. Life to date, DC Water has received $305.3 million (Including $12.5 million in interest earned on CSO funds) in Federal CSO Grants through direct congressional appropriation.**
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 percent of ratepayers' funds (CRIAC and from sewer volumetric rate under a "shift" that was fully implemented in 2022 – see more information below) are going toward debt service and interest and 37 percent directly to the project.**

60. Please describe any efforts made by DC Water in FY 2022 and FY 2023, to date, to advocate Congress to provide additional funding for the Clean Rivers Project.

DC Water Response:
DC Water continues to advocate on The Hill the importance and need for federal funding and support of all water infrastructure. In coordination with The District, we have worked to ensure that the Clean Rivers Project not only stays atop of mind with our Federal Stakeholders, but that the project is getting its fair share from the federal government in order to ease the burden of the project on The District and our ratepayers. While there is still much work to do; out efforts remain consistent.

61. Please provide the projected CRIAC per ERU that ratepayers will be charged in FY 2023 and future fiscal years for which DC Water has projections.
    - Please describe DC Water's efforts in FY 2022 and FY 2023, to date, to decrease these rising charges for ratepayers.

DC Water Response:
The chart below shows the approved CRIAC charges for FY 2023 and FY 2024 and the projected CRIAC charges for the proposed FY 2023 - FY 2032 financial plan. Approximately 63 percent of the revenue from the CRIAC pays debt service costs and 37 percent is used as PAYGO for the project.



History of actions to reduce the growth of CRIAC:

DC Water has taken a number of actions over the years to reduce CRIAC. DC Water has refinanced much of its old debt to achieve the lowest possible interest rates. Due to best management practices, we have maintained an AAA credit rating with stable outlook from S&P and AA+ rating with stable outlook from Fitch Ratings on February 1, 2022, and January 27, 2022, respectively. These ratings have helped us to achieve some of the lowest costs of financing. 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 percent of the flows that reach the Clean Rivers tunnels. After discussion with the DC Water Stakeholder Alliance, DC Water proposed a shift of 37 percent 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 percent of costs, and the FY 2021 rates moved 28 percent, and the FY 2022 rates moved 37 percent.

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. Additionally, DC Water has established a dedicated webpage on the ratemaking process to improve transparency into our budget and rate making process to our rate payers and customers (https://www.dcwater.com/ratemaking-process).

We have also worked to brief the Office of People's Counsel on our budget to increase their understanding of our work in advance of next year's ratemaking process. This year, as part of the FY 2024 budget process, DC Water met with the Office of People's Counsel twice to discuss the budget. The first meeting was to provide an overview of the budget and the second

meeting was to provide clarification, page references in the budget materials to questions, and additional information that was requested.

Stormwater Best Management Practices

In FY 2019, the Stakeholder Alliance voiced concern about the 4 percent 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 percent to 20 percent 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

In March 2020, DC Water 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. We anticipate that most of those costs (about 90 percent) will be eligible to be shared with the jurisdictions. The other 10 percent of the costs represent facilities that only benefit DC, such as facilities that serve DC-only drainage areas or flood control elements.

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.

Achieving the Lowest Cost of Borrowing for Clean Rivers

An important way to reduce the impact of the cost of the Clean Rivers program on ratepayers is to finance a portion of those costs. This helps ensure that all generations that will benefit from the program share in the costs, and that today's ratepayers do not bear the entire burden of the $2.99 billion program. Maintaining high bond ratings is critical to keeping borrowing costs low.

Green Bond Framework

The DC Water Board adopted a Green Bond Framework in 2021, which is aligned with the four ICMA (International Capital Market Association) Principles regarding use of proceeds, project selection, management of proceeds, and reporting.

See:
https://www.dcwater.com/sites/default/files/finance/Green%20Bond%20Framework.pdf

ESG Report

DC Water is the first municipal water utility to issue an ESG Report. ESG stands for Environmental, Social, and Governance. The new report provides additional transparency and disclosure to customers, stakeholders, and investors.

For decades, DC Water has been implementing ESG matters in everything we do, from vast consideration of factors in the natural world and activities that impact stakeholders, to our commitment in operating under a resilient and fair governance framework. We have naturally organized our operations to carry out ESG objectives. Operating one of the country's largest water and wastewater utilities responsibly and efficiently relies on the awareness and prioritization of matters intrinsically inherent in ESG matters.

Our ESG ambitions are aligned with the imperatives developed under our new enterprise-wide strategic plan, Blueprint 2.0. It frames our transformational ambition to accelerate the initiatives we began addressing within our previous strategic plan, The Blueprint, to address critical, long-term drivers of change that are also needed to establish an effective ESG framework. Through the report's development, we identified the importance of learning from the past to be resilient to future challenges while at the same time keeping our people and communities safe and well. We must continue to provide reliable services while leading sustainable stewardship of the watershed in which we operate. Most importantly, we must ensure we operate in a sustainable and equitable manner to enable our key stakeholders to prosper.
For the report see: https://www.dcwater.com/esg-reporting

Green Bond Report

DC Water continues to offer green bonds, attracting diverse investors including a new class of socially and environmentally conscious investors. Each year DC Water produces it's Green Bond report.

For the reports, see: https://www.dcwater.com/green-bonds

Clean Rivers Project Costs

The Clean Rivers Project (DCCR) adopted a risk management approach to control costs on these projects. The risk management approach kicks off at the outset of the Request for Proposal (RFP) for design and continues through the end of construction. To ensure a successful implementation, the following is performed:

1. **Obtaining buy-in from key players on the project.**
2. **Ensuring a versatile experience and background of participants in the process.**
3. **Holding qualitative workshops on a regular basis to stay up to date with the issues.**

4. **Performing quantitative analysis on a regular basis to re-assess the project contract cost contingency before contract award and the cost estimate at completion and schedule after contract award.**
5. **Assigning risk champions to each risk item and making them own it. This will ensure that mitigation measures, identified during the qualitative risk workshops, are implemented as planned, reducing exposure to the risk item.**
6. **Assigning a risk manager to oversee the entire process and ensure its effective implementation.**

This continuous process of risk assessment and re-assent throughout the life cycle of a project offers DCCR the opportunity to identify and update individual risk items and manage their mitigation effectively, reducing exposure to potentially increased project costs.

An overview of key outreach efforts to involve the community are summarized below:

Division	Project	Overview of Key Outreach Efforts
N/A	Program-Wide	• Bi-annual CSO newsletter • Program and project websites • Project emails and 24/7 hotlines • Less than 48-hour response to inquiries • Provide stakeholders and community updates on construction and impacts •
J	Northeast Boundary Tunnel	• Construction update notices distributed as door hangers and via emails • Tunnel Forums • Dedicated webpage • Briefs presented at community meetings • 24/7 project hotline • Business Mitigation Program with Main Street Organizations
PRC	CSO 025/026 Sewer Separation	• Frequent communication with Ward 2 Mayor's Office of Community Relations and Services (MOCRs), Ward 2 Councilmember's Office, Georgetown Business Improvement District (BID), businesses, and ANC 2E05 to provide project updates • Provide stakeholders and community with updates on construction activities at 31st Street NW Construction Site • Coordinated South Street NW overnight water shutdown with businesses and residents. Provided frequent updates before and during shutdown via door-to-door flyers, emails, website updates, and project hotline. • Coordinated South Street NW closure with South Street NW businesses and residents. • Ensure continued service for trash/recycle collection. • Continue to host community meetings and provide updates on project at ANC 2E's monthly meetings and distribute construction notifications.
PRT-A	Potomac River Tunnel	• Frequent communication with Ward 2 Mayor's Office of Community Relations and Services (MOCRs), Ward 2

Division	Project	Overview of Key Outreach Efforts
	Advance Utility Construction	Councilmember's Office, Georgetown Business Improvement District (BID), and ANC 2E05 to provide project updates • Provided stakeholders and community information on start of construction at each construction site including CSO 024, 027, and 029. • Provided presentations to Wards 2 MOCRs, Ward 2 Councilmember's Office, Georgetown BID, and all ANC Single Member Districts (ANC 2C01, ANC 2E05, ANC 2A01, ANC 2A04, ANC 6D07) showing PRT-A construction sites in project area. • Continue to host community meetings and provide updates on project at ANC monthly meetings and continue to distribute construction notifications.
PRT-B	Potomac River Tunnel	• Continue to provide stakeholders and community with information regarding borings, geotechnical investigations, and surveys.
RC-B	Rock Creek Green Infrastructure Project B	• Distribute construction notifications and updates to the ANCs and residents near construction. • Dedicated webpage • 24/7 Project Hotline
TBD	Piney Branch Storage	• Informed community of investigations • Advertised and hosted Agency and Public Scoping Meetings as part of Environmental Assessment • Gathered feedback through Environmental Assessment Public Scoping period • Dedicated webpage
Drain the Rain	Downspout Disconnection Program	• Mailer, door-to-door, and phone/email communication to advertise and seek enrollment in program • Dedicated webpage • Created online videos discussing program and maintenance

62. Noting that DOEE processes applications for the program, please provide the Committee with data on participation in the CRAIC Relief program in FY 2022 and FY 2023, to date, including:

DC Water Response:
DC Water does not determine eligibility. Eligibility is determined by DOEE. We do not inquire about household income. We receive the approval from DOEE and apply assistance as advised by DOEE. DC Water does share the assistance opportunity with as many customers as possible.

- 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;

DC Water Response:
Applications are received through DOEE so the number is unknown to DC Water. Because DC Water does not determine eligibility, we are not in receipt of applicant AMI information.

- The number of residential households that were granted relief under the program, broken down by AMI;

DC Water Response:
DC Water does not determine eligibility and is not in receipt of the associated AMI; however, the total number of households/accounts enrolled is provided below:

Program	FY2021 Enrolled	FY22 Enrolled	FY23 Enrolled (YTD)
Customer Assistance Program	4,453	6,949	2,124
Customer Assistance Program 2	538	679	178

- An account of the number of applications from residential applications that the agency received, by month or quarter.

DC Water Response:
Applications are received through DOEE, so the number is unknown to DC Water; however, the total number of households/accounts enrolled by month for the Residential CAP3 CRIAC-funded program is provided below:

Enrollment Month	**FY 2022**	**FY 2023**
Oct	184	0
Nov	1	10
Dec	5	3
Jan	2	7
Feb	0	
Mar	6	
Apr	1	
May	2	
Jun	0	
Jul	2	
Aug	0	
Sep	1	
Total	**204**	**20**

- 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;

DC Water Response:
Applications are received through DOEE, so the number and application submission data are unknown to DC Water; however, the total number of nonprofits/accounts enrolled by month for the Non-Profit CRIAC funded program is provided below:

Enrollment Month	FY 2022	FY 2023
Oct	46	0
Nov	22	48
Dec	12	22
Jan	8	17
Feb	11	
Mar	8	
Apr	2	
May	10	
Jun	1	
Jul	4	
Aug	31	
Sep	31	
Total	**186**	**87**

- The number of nonprofits that received relief from the CRIAC relief fund; and

DC Water Response:
Enrollments represent the number of nonprofits/accounts that received relief. See chart above.

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

DC Water Response:
Applications are received through DOEE so DC Water is unaware of the information barriers, deterrents, or other reasons that customers are not submitting applications.

63. Please describe efforts made by the agency in FY 2022 and FY 2023, to date, to educate District residents about the availability of funding through the CRIAC relief program.

DC Water Response:
DC Water advertises the entire DC Water Cares package of services, in FY22:

- **We continued our partnership with local food banks to insert DC Water Cares fliers into food bags and boxes for clients. Each week of insertions totals 8,000 to 10,000 fliers to an extremely targeted audience.**
- **Added webinars to our channels: The Multifamily Housing Assistance Program webinar in the summer of 2022 was attended by nearly 100 housing providers.**
- **Continued partnerships with District utilities, the Public Service Commission (PSC) and the Office of People's Counsel (OPC), sharing calendars of virtual and in-person events so assistance advertising could be included. This same group developed three face-to-face events (one in FY 2022 and two in FY 2023) that brought together utilities, the PSC and OPC to help customers understand and manage their utility bills. The group widely publicized these events.**

- **DC Water hosted and/or attended approximately 74 outreach events where this information was provided.**
- **DC Water's Customer Service team contacted all past-due account holders through various methods including bill messages, inserts, targeted mailers, email, and automated phone calls to offer information on financial assistance and/or payment plans.**
- **We included the information in all of the customer newsletters**
- **We updated our website with information**
- **We communicated via bill inserts and messages, promotion across all of our social media platforms, Nextdoor, earned media and direct outreach.**

We were able to assist 50% more customers in 2022 compared to the previous fiscal year, thanks in part to a robust outreach effort to encourage enrollments. We leveraged new relationships, communication channels, and opportunities to raise awareness and encourage enrollments.

Water Rates

64. 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 2020, FY 2022, and FY 2023, to date?

DC Water Response:

Program	FY2021 Enrolled	FY2021 Dollars	# FY22 Enrolled	FY2022 Dollars	# FY23 Enrolled	FY2023 Dollars
Customer Assistance Program	4,453	$ 2,378,326	6,949	$ 4,871,357	2,124	$ 404,457
Customer Assistance Program 2	538	$ 245,637	679	$ 338,362	178	$ 26,177

- How many customers received the 100% credit for the Water System Replacement Fee in FY 2022 and FY 2023, to date?

DC Water Response:
Customer Assistance Program recipients represent the data set that received 100% credit for the Water System Replacement Fee.

- How many customers did the SPLASH program assist and how much money did the program give out in FY 2020, FY 2022, and FY 2023, to date?

DC Water Response:
The distribution of SPLASH funds is administered by the Greater Washington Urban League. See the table below for distribution amounts.

Fiscal Year	# Assisted	Avg Disbursement	Total Disbursement
2021	96	$ 311.10	$ 29,866.05

2022	131	$	318.95	$	41,782.76
2023	69	$	335.96	$	23,180.91
Total	296	$	320.37	$	94,829.72

- Has DC Water created any new programs to help low-income consumers pay their water bills and prevent disconnection in FY 2022 and FY 2023, to date? If so, please describe.

DC Water Response:
DC Water's Board approved the continuance of the Multifamily and Residential Assistance Programs (MAP and RAP) for FY 2023. These programs continue to provide up to $2,000 annually for eligible customers. DC Water also implemented the Catch Up Offer which provides a waiver of certain fees and a 10% discount on the remaining balance as of 12/31/2022, if the customer pays the remaining balance in full.

65. During FY 2022 and FY 2023, 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?

DC Water Response:
FY22 participation was higher than FY21 due to customers not having to recertify for assistance in FY22. FY23 participation is lower than FY22 due to the recertification.

66. How much revenue was raised by Blue Drop in FY 2021 and FY 2022, to date? How were those funds spent in FY 2021 and FY 2022, to date?
    - How much revenue does DC Water project Blue Drop to raise in FY 2022 and FY 2023?

DC Water Response:
Blue Drop generated net revenue of $1,807,950 in FY21 and $4,000,115 in FY22. Blue Drop expects to generate net revenue of $ 4.1 million in FY23.
Blue Drop used revenue generated from the Bloom program to purchase:
- **Hoop building – Used for blends storage.**
- **Field pads – To make deliveries during wet weather.**
- **Two Spreaders – In-lieu of renting.**
- **Soil Mixer – Used to mix blends.**

All investments have targeted improvements in the Bloom program and are designed to increase sales and reduce costs to Blue Plains. Since FY19 Blue Drop has generated $6.1 million in direct savings to the operation of the biosolids program at Blue Plains.

67. How much Bloom did DC Water produce in FY 2022? 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?

DC Water Response:

- **DC Water produced 157,000 tons of biosolids. 61,500 tons were hauled by WSSC. 95,500 tons were managed by DC Water. Blue Drop sold 56,675 tons to customers. Blue Drop delivered 38,825 tons to traditional land appliers.**
- **The Public Employees for Environmental Responsibility (PEER) raised concerns about PFAS from the use of biosolids on farms in Montgomery County and has recommended a moratorium on the use of Bloom. DC Water and Blue Drop have responded and continue to work to address their concerns and educate the public about our Bloom product.**
- **The Virginia DEQ distribution and marketing permit treats Bloom as a Class B material. Because of the restrictions, we can market very little Bloom into Virginia. If Virginia adopted similar biosolids policies to Maryland with regard to staging material and use by blenders and landscapers, we'd be able to increase our Bloom sales exponentially.**
- **The lack of storage capacity at Blue Plains results in a seasonal supply/demand imbalance which results in lost sales during high demand periods.**

- Is DC Water still facing hurdles to selling Bloom to DDOT and other District agencies? What is needed to overcome those hurdles?

DC Water Response

- **We are working closely with DDOT to update guidelines to remove language barring the use of sewage sludge from construction projects in the District. While an exception was granted for the Frederick Douglas bridge project many developers are reluctant to propose Bloom as part of the projects due to the lengthy process to gain approval and/or the confusion between sewage sludge and Bloom. Blue Drop would like DDOT to change their specs to allow the use of either Bloom and/or all Class A exceptional biosolids products to eliminate the confusion for the construction community.**

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

DC Water Response:
In addition to our current initiatives, Blue Drop has no immediate plans to raise revenue.

Moreover, the Department of Resource Recovery continues to identify and monetize renewable energy credit (REC) opportunities. Last year we bought and installed flow meters and temperature probes at two locations in our combined heat and power (CHP) facility to capture data where CHP is using our treated effluent for cooling purposes. Those meters cost $30,000 and our first REC sales from that equipment, for the last two months of 2022, brought in $33,000 in revenue, paying for the meters in two short months.

69. When will DC Water schedule public meetings in 2023 to discuss rate increases for FY 2024? Where can residents learn about the dates and locations of these meetings?

DC Water Response:
DC Water is in the second year of a two-year rate setting cycle. The rate proposal for FY2023 and FY2024 was advertised and approved by the Board of Directors in 2022. We publicized the proposed rates in a series of Town Hall Meetings for customers, as well as through a bill insert and a special section of our website dedicated to the ratemaking process. We will

continue to educate customers about the FY2024 rates before they take effect on October 1, 2023 but at this time we do not anticipate holding additional public meetings.

DC Water increases its rates for two years based on cost of service study. In 2022, the Board approved the rates for FY2023 and FY2024. In advance of the Board's Public Hearing, DC Water held a series of both in-person and virtual Town Hall Meetings throughout April 2022 to inform customers about the proposed FY2023 and FY2024 rates, discuss the Capital Improvement Program, and promote all of the existing customer assistance programs.

The meetings were widely publicized through numerous channels, including:

- **Mayor's Office of Community Relations and Services (MOCRS)**
- **Councilmember Offices**
- **Advisory Neighborhood Commissions (ANCs)**
- **Special separate briefings to Council Staff, MOCRS and non-profit community partners in advance of the Town Halls**
- **DCWater.com website**
- **Twitter, Facebook, and Instagram**
- **Nextdoor**
- **Paid digital and print advertising**
- **Media Advisory**
- **Email blasts to members of the community**
- **Announcements at all public outreach events and meetings attended**
- **Design and widespread distribution of meeting flyers**

Infrastructure and Drinking Water Improvements

70. 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 Response:

DC Water has implemented a "Defense in Depth" layered strategy and "Mission Critical" resilience capability to protect DC Water from Cyber Attacks.

- **The Internet Layer strategy**
  - **Web Access controls to prevents members from accessing known malicious websites and downloading malicious files.**
  - **Geographic Filtering – Limits by country where DC Water data and workloads can be accessed.**
  - **Conditional Access – Enforces access requirement (the user, the host, the location) to cloud-based applications.**
- **Email Layer Controls**
  - **Email controls scan for malicious logic, sender reputation, data loss.**
  - **Email warning banner for all emails sent from an external source**
  - **Scanning of email attachments and embedded URL rewrites (also known as "Click Protect")**
  - **Automated removal of known embedded malicious links**

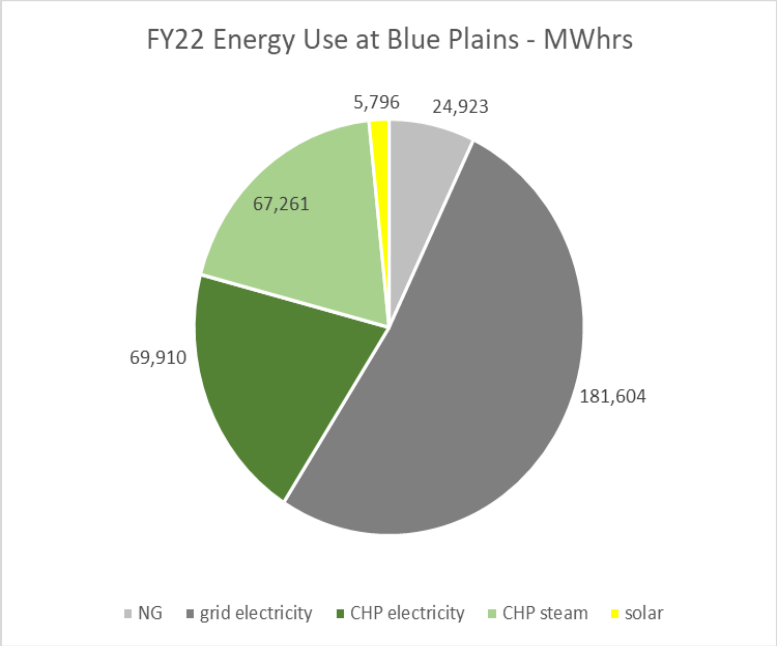
- **The Network Layer strategy**
  - **Firewall Protection**
  - **Intrusion Prevention**
  - **Network segmentation between**
    1. **Operational and Administrative Networks**
    2. **Critical system**
  - **Weekly data backups**
  - **Security Event and Incident Management (SEIM)**
  - **Implementing "Zero-Trust" technology to eliminate/reduce dependencies on VPN New - December 2023**
- **The Host and User Layer strategy**
  - **Annual Cyber Awareness training for all users**
  - **Multi-Factor Authentication (MFA) for all remote access**
    1. **Multi-factor Authentication required for host access.**
    2. **Independent Access Credentials required for each network.**
    3. **System validation in addition to MFA required for VPN.**
  - **Advance Threat and Malware protection on all host**
  - **Data loss Protection**
  - **USB controls**
  - **Vulnerability Scanning**
- **Data Layer strategy**
  - **Encrypted Databases**
  - **Encrypted Email**
  - **Encrypted Laptop Hard drives**
  - **Data Retention and labeling**
  - **Information Protection (data classification, labeling and access restrictions) – New September 2023**
  - **Cloud Based Backup and Recovery – New December 2023**
  -

71. 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.

DC Water Response:

The digesters produce two kinds of energy – electricity and recovered heat. Using the digester gas fuel, the turbines spin and we capture that motion and create electricity. The spinning motion also generates heat, which we must shed or we will damage the turbines. We installed heat recovery steam generators (HRSGs) at the end of each turbine, which capture the heat and make steam. We use the steam to heat the thermal hydrolysis system (precedes digestion, kills pathogens, and prepares the "food" for the hungry microbes in the digesters) to 160o C for 20 minute batches (well above pasteurization). If we were not recovering heat we would be burning natural gas in a boiler to make the steam. Both the electricity and the steam are registered as renewable energy sources. The Gray slices of the pie below are

purchased grid power and natural gas, the two green bars are digester derived electricity and thermal energy, and the yellow is solar. Adding up the green pie slices, we get to about 39% of our energy needs (electricity and natural gas) come from the digesters. If we add in the solar we get to about 41%.



- The amount of revenue generated in FY 2022 and FY 2023, to date, by the sale of Class A biosolids produced by the digesters.

  DC Water Response:
  The sales of our Bloom biosolids product totaled $320,000 in FY22 and are approaching $50,000 for FY23 (as of the end of December, 2022).

- At the Climate Resiliency hearing on December 17, 2021, General Manager Gadis stated that DC Water is currently in discussions with DOEE how to pay for the construction and running of an additional anaerobic digester at Blue Plains. What is the status of those conversations? What is the estimated cost just to build another digester?

  DC Water Response:
  Our existing digesters, 3.8M gallons each, cost approximately $50M each to build as part of a much larger integrated Capital Project. This was negotiated and construction began in 2015. Cost to build a stand-alone digester with associated piping and heat exchange equipment will be higher. Presently, with other Capital needs, there is no project to expand the current digestion capacity.

72. 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?

  DC Water Response:
  Yes, as of January 3, 2023, there were 9,835 public fire hydrants and 47 hydrants were mechanically defective (0.478%).

- The number of hydrants replaced in the District in FY 2022 and FY 2023, to date.

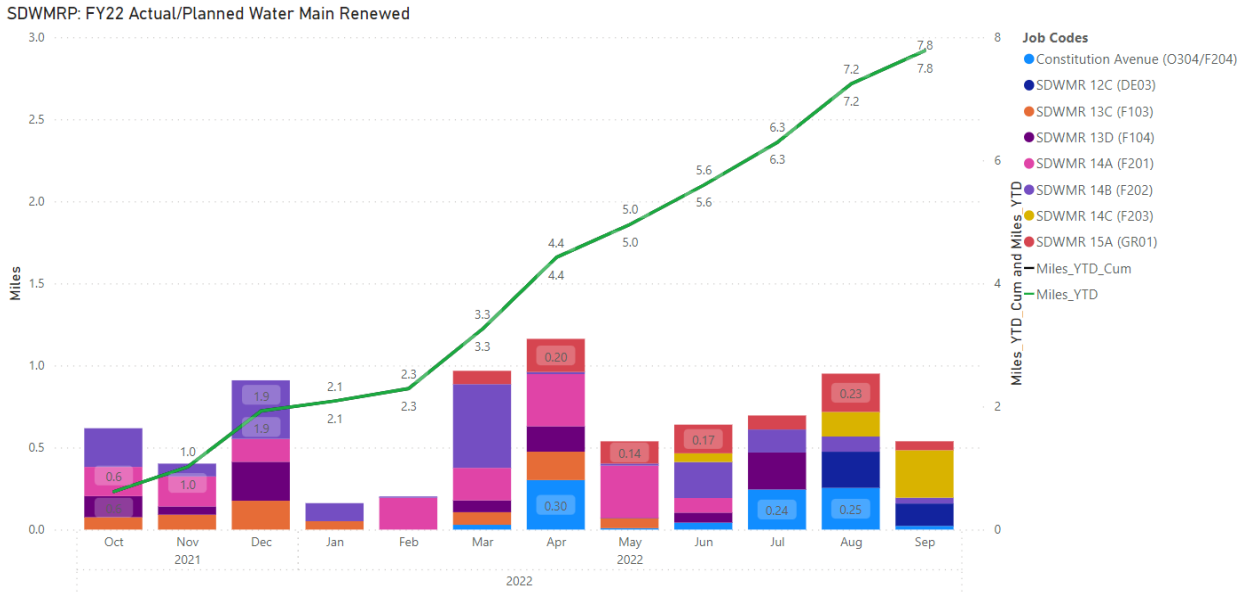
  DC Water Response:
  Total hydrants replaced in the District including standard and non-standard are:
  FY 2022 - 136 hydrants.
  FY 2023 - 20 hydrants as of 1/3/2022 reporting.

73. 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 2023, including expected costs and completion dates.

    DC Water Response:
    Please see the attached pdf file: "Ongoing Sewer Rehabilitation projects 02.15.23".

74. Please describe DC Water's progress with water system upgrades during FY 2022 and FY 2023, to date.
    - Please provide a chart of how many small and large water mains were replaced or rehabilitated in FY 2022, and the projected number to be replaced or rehabilitated in FY 2023.

      DC Water Response:
      DC Water constructed two large diameter transmission main projects in FY22 that continue thru FY23. Rehabilitation of the large diameter "N Street Transmission Main" includes rehabilitation of 11 segments at high risk of failure as well as replacement of 50 feet of 66" pipe, installation of a 66" diameter valve, and installation of air relief valves. Construction of the "Constitution Ave Transmission Main" includes replacement of more than a mile of 20-inch pipe critical to serving the downtown area. The mileage of small diameter water mains replaced in FY22 was 8.2 miles. The chart below shows the installation for DC Water lead capital projects totaling 7.8 miles. The remaining 0.4 miles were constructed under participation agreements with DDOT.



- What drinking water pumping stations were upgraded in FY 2022 and FY 2023, to date, and what stations will be upgraded in the remainder of FY 2023?

DC Water Response:
The Bryant Street Pump Station is currently undergoing improvements to its Spill Header that will improve resilience and lower operating expenses. Construction for the Bryant Street Pump Station Spill Header Improvements to start in FY23. Upgrades for the Fort Reno Pump Station is underway, with planning complete and design to start later this fiscal year.

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

DC Water Response:
The public health emergency impacted the productivity of the program with long lead time on material (supply chain delays) and reduced availability of labor.

75. In the agency's responses to the Committee's 2022 performance oversight question, DC Water noted that the agency was evaluating several buildings for sewer heat recovery projects.
    - What is the status of those evaluations? Is DC Water moving forward with plans for sewer heat recovery at any of these sites?
    - **Last year, DC Water responded that staff had completed a feasibility study for a district energy facility pulling heat from the Main Pump Station for use in development near the Soccer Stadium. What is the status of this project?**
    - **What is the status of the Main Pump Station Buzzard Point project?**
    - How many total buildings are participating in sewer heat recovery projects? Are any of the buildings new participants in FY 2022 or FY 2023, to date?'

DC Water Response:
DC Water continues to work with the building development community in the District, both public and private, to promote wastewater thermal energy, an energy efficient and direct carbon emissions-free option for building heating and cooling. The Authority has a standing offer to provide a preliminary assessment of wastewater thermal's viability for any project in DC that may be used to inform decision-making and initial design work at no charge upon request. About ten of these assessments were provided by DC Water to new building projects in FY22.

The advantages of wastewater thermal are site-specific. At some locations, it is a clearly superior to all alternatives in every respect; at others, it may not be. Ultimately, each project makes its own determination whether to opt for wastewater thermal or not, as the development project bears the costs of providing their own heating and cooling system. DC Water provides information to the project developers and engineering teams, but until the final design is selected, it cannot be sure which projects will move forward with wastewater thermal as their preferred option. As of FY22, one new wastewater thermal system has been designed and is under review by DC Water; DC Water is aware of 3-5 other projects that continue to evaluate their options.

District energy systems, powered by efficient, renewable sources of thermal energy such as wastewater thermal, are a useful means of reducing the cost of electrification and improving overall energy efficiency. DC Water continues to evaluate potential areas suitable for district energy systems throughout the District, including the Federal core, Foggy Bottom, Hill East, Poplar Point, Navy Yard-Waterfront, and in the vicinity of Blue Plains Advanced Wastewater Treatment Plant. Unfortunately, the proposed district energy system for Buzzard Point is on hiatus. Disruption caused by the Covid-19 pandemic and the loss of key personnel broke the necessary collaboration between DC Water and the Buzzard Point developer, and the timeline for that development is now too far advanced for DC Water to create a district energy system using wastewater thermal energy from Main SPS to meet the demand.

In May 2022, the DC Public Service Commission issued an RFP for a Community Heat Pump Pilot Project. DC Water was contacted by several potential responders for information about the viability of using wastewater thermal energy to supply the Pilot system, which DC Water provided as requested. Rather than support one or more specific proposals, DC Water wrote to the PSC stating its general willingness to work with the selected Offeror(s) should wastewater thermal be a viable energy source for their proposed system(s). DC Water has continued to be in contact with some shortlisted responders about the potential to supply energy to their systems as the PSC's procurement process continues.

76. How many service interruptions affecting 25 or more customers for a period of 1 day or longer occurred during FY 2022? In which wards were these service interruptions located? How did DC Water provide updates and other information to impacted residents?

DC Water Response:
Please see the attached excel file: "FY2022 Water Main Breaks".

The command center provides outage update by:
- **Posting of the information of the outage on DC Water website (www.dcwater.com)**

- **This includes location and zip code. The customers subscribed to DC Water alert notification will get a notification of an outage based on the zip code if they are in the impacted zip code area.**
  - **Sending out water outage emails to outside government agencies (EMA, OUC, DDOT, FEMS)**
  - **Capture outages information on internal daily briefing that is distributed internally with in DC Water by the command center team.**

- How many boil water advisories occurred in FY 2022 and FY 2023, to date? What ward(s) did residents affected by these boil water advisories live in? How did DC Water provide updates and other information to impacted residents?

DC Water Response:
No boil water advisory occurred in 2022.

77. How many miles of water mains did DC Water replace in FY 2022 and in FY 2023, to date?

DC Water Response:
DC Water response: DC Water replaced 8.2 miles in FY 2022; in FY 2023, 1.31 miles was replaced as of 12/31/2022.

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

DC Water Response:
The following issues impacted the construction of the SDWMR (Small Diameter Water Main Replacement) jobs during FY22.
  - **Inconsistent and unpredictable permit reviews and field inspection by DDOT's Public Space Regulation Division (PSRD).**
  - **Limited pipe material availability due to supply chain disruption.**

We have reset the FY23 goals based on realities of recent supply chain issues and actual production rates. This includes new contract mechanisms and a proposed MOU with DDOT. and anticipate annual production will increase to 1% in FY24.

- 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? Is the agency's water main replacement work still limited by COVID-19 related spending constraints?

DC Water Response:
DC Water's is currently targeting 1% replacement. Achievement of our target depends on increased collaboration from DDOT and managing the supply chain. We have engaged DDOT Leadership to increase collaboration. We've also adjusted project schedules and are procuring a contract to purchase materials earlier in the project life cycle to address the supply chain issues.

COVID-19 related spending constraints are no longer limiting water main replacement. COVID-19 is a contributor to the supply chain issues that are still affecting installation rates.

- Does DC Water plan to accelerate the replacement schedule to make up for any delays? If so, what is that plan?

DC Water Response:
DC Water is now holding monthly meetings with senior DDOT Leadership to increase collaboration and find solutions to recurring issues.
DC Water has increased consultant support to meet the challenging permit requirements. The budget for additional consultants is approximately $2M per project.
DC Water has executed a Master Service Agreement (MSA) that will decrease the time needed to execute construction contracts.
DC Water has proposed executing an MOU with DDOT for 3rd party permit compliance to support their permit reviews with a consultant at DC Water expense. This is a model that has proven successful on other key projects such as DC Clean Rivers, DC PLUG, and the 3rd St Tunnel.

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

DC Water Response:
The Water Meter Rehabilitation project ended in FY20. There is no current information on the project.

- How many water meters has DC Water replaced, to date, and how many more need to be replaced?

DC Water Response:
As of the end of the project, 9/30/2020, 92,086 meters were changed in both phase I and II of the Meter Rehabilitation Project. 1867 did not have field visits and 1890 required additional work before an exchange could be completed (NOFOLs, Tree Roots).

- In FY 2022 and FY 2023, 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?

DC Water Response:
The Water Meter Rehabilitation project ended in FY20. There is no current information on the project.

- In FY 2022 and FY 2023, 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?

DC Water Response:

The Water Meter Rehabilitation project ended in FY20. There is no current information on the project. However, no District residents have been charged retroactively to correct calculation errors by an old water meter. A water meter registers water usage from one point to another through a consecutive set of numbers that represent a cubic foot of water. A functioning meter will continue to register and over time if it becomes less functional will register less water. DC Water does not retroactively bill to account for this discrepancy. When a meter reading cannot be obtained from the equipment, DC Water will estimate water consumption until an actual meter reading is obtained.

- Has revenue loss stemming from the public health emergency had an effect on the agency's plans for these projects in FY 2022?

DC Water Response:
The Water Meter Rehabilitation project ended in FY20. There is no current information on the project.

79. Please provide an update on lead service line replacement program in the District, including:
    - How many full lead service lines were replaced in FY 2022 and FY 2023, to date?

DC Water Response:
As of December 31, 2022 – DC Water has completed 3,076 Lead Service Line Replacements. A breakdown by fiscal year is shown below:

	FY21	FY22	FY23 YTD (as of 12-31-2022)	Total
Total lead service replacements	847	1769	460	3,076

- How many claims did DC Water receive in FY 2022 and FY 2023, 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? How long did it take, on average, for the agency to process these claims?

DC Water Response:
DC Water has received 553 requests for payment for private-side replacements under the Lead Pipe Replacement Assistance Program (LPRAP) as of December 31, 2022:

	FY21	FY22	FY23	Total
LPRAP	224	240	89	553

The average processing time for each approved payment request, from receipt to disbursement, is approximately 8 days. The law requires disbursement of funds within 30 days. LPRAP is a customer-initiated program; the duration from DOEE application to replacement is dependent on the homeowner.

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

DC Water Response:
Please see the table below:

Total premises with known public lead service lines remaining (See below for data on unknown services)	9,258

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

DC Water Response:
Since the original LSLR program (early 2000s) until now, DCW has removed 24,220 lead or galvanized service lines in the district.

- How many remaining partial lead services lines remain?

DC Water Response:
Please see the table below:

Lead or galvanized iron on private side and nonlead on public side.	11,217
Lead or galvanized iron on public-side only (nonlead on private side).	181

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

DC Water Response:
DC Water plans to remove all lead service lines (public and private) before December 31, 2030.

- How many partial replacements did DC Water complete during FY 2021, FY 2022, and FY 2023, to date?

DC Water Response:
DC Water performs partial replacements only when the homeowner declines simultaneous private-side replacements during Capital Improvement Projects like Small Diameter Water Main (SDWM) replacements.

	FY21	**FY22**	**FY23**	**Total**
Partial Replacements by DCW	17	35	3	55

- How many services lines are currently listed as of "unknown" composition in the agency's database?

DC Water Response:
There are 11,104 unknown service lines in public-space in the District (as of 12/31/22). Our LFDC program includes identifying all unknown service lines and replace those confirmed lead and galvanized lines.

- How many filtration jugs did the agency provide to residents in FY 2022 and FY 2023, to date?

DC Water Response:
We provide filter kits to every home when we complete a replacement. DC Water provided 2,229 filter jugs to residents in FY22 and FY23 YTD (as of 12-31-23).

80. The federal government has announced that the District will receive approximately $28.3 million a year through 2026 for lead water service line replacement work. Please provide a spend plan for those funds.

DC Water Response:
Please see the table below:

FY 23 LFDC Spending Projection	$	243,112
FY 24 LFDC Spending Projection	$	42,739,070
FY 25 LFDC Spending Projection	$	43,162,818
FY 26 LFDC Spending Projection	$	28,715,000
Total	$	114,860,000

81. In FY 2021, DC Water announced a new Lead Service Line Replacement Planning Model, intended to prioritize DC Water's lead line replacement work.
- ~~Has DC Water actively applied this new model to its lead line replacement work? If so, as of what date?~~
- How has implementation of the new model changed DC Water's lead service line replacement practices? Has the pace of changed since implementation?

DC Water Response:
DC Water implemented a block-by-block replacement program in 2022 to increase replacement rates based on the prioritization model.

Has the pace of changed since implementation?

DC Water Response:
Yes. In FY2021 we replaced 846 lead services and in FY2022 we replaced 1,769.

- Please provide the Committee with any materials (whether maps, summary documents, or other similar materials) memorializing the new priority scheme.

DC Water Response:
DC Water uses the following priority scheme to score individual blocks. Each block receives a score for consequence and likelihood. Those scores are multiplied together and the blocks with the highest scores are treated as priority for replacement.

Consequence of Failure Category	Weight
Area Depravation Index	50%
Age (Under 18)	20%
Vulnerable Population (Childcare Facility)	30%

Likelihood of Failure Category	Weight
Pipe Condition (No. of breaks)	10%
Chlorine Sampling	9%
Iron Sampling Results	27%
Number of LSLs	54%

82. 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 2022 and FY 2023, to date.

DC Water Response:
As part of DC Water's Lead Free DC (LFDC) Program, we have conducted an extensive campaign of public outreach and marketing to educate the public about the existence of lead service lines, the associated public health risks, and the funding available to help property remediate the issue.

DC Water replaces lead service lines in conjunction with other capital improvement projects, including the replacement of small diameter water mains and our by-block projects.

During these projects, replacement is free for all residents, regardless of income. We execute extensive outreach and communications in tandem with construction to maximize homeowner participation in lead service line replacement.

The outreach and communication strategy includes multiple campaigns before, during, and after active construction with 13 touchpoints that includes both indirect and direct customer engagement methods.

The indirect engagement methods include mail and email customer brochures, and automated messaging distributed by text, email, phone. Indirect messages are communicated to unsigned homeowners a minimum 7 times throughout the project. This does not include programmatic LFDC 2030 marketing campaign efforts.

The direct engagement methods include door to door campaigns and direct phone call campaigns. There are a minimum of 6 direct engagement touchpoints in the outreach strategy for unsigned residents, not including community outreach events.

In 2022, we also launched a broad campaign of paid marketing, promotion, and education to raise awareness and activate community support and understanding of the 2030 LFDC goal and importance of lead service line replacement.

The "Imagine a City without Lead" marketing campaign focused on several themes, including the overall LFDC 2030 vision, health and safety, social equity, program description and construction coordination. The campaign was targeted for audience engagement and to amplify other outreach efforts.

Also, DC Water has educated the public about the available funding of the lead service line replacement program through:

- **A dedicated page on program funding on DC Water's Lead Free DC Website**
- **Door to door outreach, emails and phone calls for customers eligible for the Block by Block Program**
- **Customer Mailings**
- **Presentations at public meetings including ANC meetings**
- **Lead Free Hotline, where customers can speak to DC Water representatives about funding options**

83. Please describe the status of DC Water's plan to install solar panels over its roofs, tanks, and on other property.
    - How much energy have the new solar panels produced, to date?
    - As of last year, Phase II was at 60% design, but paused because funding had not yet been identified. What is the current status? What is the timeline for design and installation for Phase II?

DC Water Response:
In late January, the Senior Executive Team (SET) approved the continuation of Solar Phase 2. That is, to complete the 60% design submitted during Phase I. Currently, procurement approaches and timelines are being reviewed. Total energy produced by new solar panels is 9,103 MWh.

84. What is the status of the development of a solar farm at Brentwood Reservoir? Last year, DC Water indicated that the project was through initial permitting.
    - ~~What is the status of the agreement with NHT Ingenuity Power LLC?~~
    - What portion of DC Water energy use might this solar farm cover, when completed?

DC Water Response:
The Brentwood Reservoir Community Solar Project is still under construction by NHT Ingenuity Power (NHTIP), the site licensee. The solar panels are slated to be installed and begin producing power starting in the Spring of 2023. In partnership with Casey Trees, DC Water has successfully planted the initial landscaping along the north slope of the reservoir facing New York Avenue, expanding the District urban tree canopy in Ward 5. The energy produced by this solar project, which is funded through the SEU Solar for All program, is not going to offset DC Water's power usage. The power generated will benefit over 500 residents in the District, who will receive a subsidy on their electric bill for the next 20 years.

Completion of the project is anticipated for July 2023, while the funding for the project was provided to NHTIP by DOEE under the Solar for All program, to help low-income District residents. DC Water ratepayers will benefit through license payments made to the Authority by NHTIP each year the facility is in operation.

85. Please describe DC Water's progress in implementing the Water Quality Assurance Amendment Act of 2012. For years, EPA has not approved the data.
    - Has the data been reviewed by EPA? If not, what is the continued cause for delay? Is there any chance EPA will review this data?

DC Water Response:
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 UCMR data in the database. The purpose of the UCMR is to obtain the nationally representative occurrence of chemical and microbial contaminants in drinking water served by the public water systems so EPA can use that information to assist in determining whether or not to regulate a contaminant. EPA Region 3, as DC Water's regulator, ensures the UCMR is correctly executed by water utilities and the EPA approved laboratories. EPA Region 3, in its role as the primacy agency for all public water systems in the District of Columbia, assures DC Water's sample schedule and collection locations, and ensures the data are reported in EPA's national database. Under the UCMR, large water systems like DC Water are responsible for reviewing sample results reported by their contract laboratory, including required QC data, to approve the data, and to submit the data to the EPA Safe Drinking Water Accession and Review System (SDWARS). The Region 3 office is not required to review sample results on behalf of large water systems but does review for data completeness, duplicate data, and incorrect association of sample results with sample events or locations reported in SDWARS. EPA headquarters ensures data reported by approved laboratories are of high quality.

86. For several years, the Committee has asked for updates on DC Water's work with the Mayor to develop a list of potential members for the Water Quality Advisory Panel; the Mayor's office has repeatedly not taken action on this item. The Council has yet to see these nominations come across from the Executive.
    - What is the status of this work? When did DC Water last reach out to the Mayor's office on this panel? Has DC Water submitted a list since its March 2018 submission?
    - Which entity is DC Water working with on this – the Mayor's Office of Talent Acquisition, or another office?

DC Water Response:
DC Water has not received a response from the District regarding the Water Quality Advisory Panel. The March 2018 submission listed people that are no longer serving

in their roles. A potential next step could be for a revised list of recommended disciplines and agencies be sent to the Mayor Office.

87. What is the status of the sewer rehabilitation project in Soapstone Valley Park, aimed at rehabilitating approximately 6,200 feet of defective sewer pipe, 37 defective sewer manholes, and other work?
    - **What is the exact timeline for this project in FY 2023 and beyond?**

DC Water Response:
The Soapstone Sewer Rehabilitation project is under construction. The vast majority of trees to be removed have been removed. The vast majority of temporary access paths to be constructed are complete. Much of the stream restoration improvements have been constructed. All permits and permissions for cured-in-place pipe (CIPP) have been obtained. CIPP installation will start in before March 2023 and continue through Spring. Removal of temporary access path and restoration of trees and other vegetation will be complete by winter of 2023/24. We expect to be substantially complete in the first half of 2024.

- ~~DC Water intends to use a technology called cured-in-place piping, or CIPP, in this project, which allows for relining of old piping so the old piping does not need to be dug up and removed from the ground.~~
  - ~~DC Water is planning to use thermal (steam or hot water) CIPP, as opposed to UV CIPP. Why did DC Water choose this CIPP technology? What is the estimated cost difference, per a set length of piping, for thermal as opposed to UV CIPP?~~
  - ~~Are there any reasons UV CIPP could not be used for this project?~~
  - ~~What can kind of environment assessments of thermal and UV CIPP did DC Water undertake before choosing thermal CIPP for this project? What is DC Water's understanding of the risks of thermal CIPP to residents living along Soapstone Valley, wildlife, the waterway, and DC Water staff?~~
- **How was DC Water engaged the community on this project in FY 2022 and FY 2023, to date?**

DC Water Response:
We have and will be engaging with the community in a number of ways regarding our Soapstone Project, including the following:
- **Receipt and handling of questions and concerns from the community (members of ANC 3F and residents) via telephone, email, text, social media, site visits, outreach events, and during public meetings**
- **Maintenance of project dedicated hotline and email account, as the main repository for community questions and concerns**
- **Host virtual meetings and scheduled in-person site visits to provide project updates and milestones**
- **Attendance at each of ANC 3F's regularly scheduled monthly virtual meetings to provide project updates, and attendance at a host of other virtual meetings scheduled by ANC 3F, as needed**
- **Regular project status emails sent to community stakeholders (including Ward 3 MOCRS, Ward 3 Councilmember and Constituent Services Staff, all ANC 3F**

Commissioners, and a host of residents including Marlene Berlin – Editor of the Forest Hills Connection)

- **Regular coordination with Marlene Berlin to provide information for project-related stories covered in the Forest Hills Connection**
- **Attendance at a host of public outreach events (including farmers' markets) as other opportunities to engage with community stakeholders**
- **Creation and circulation of a project newsletter to help share updates and milestones**
- **Coordination of door-to-door outreach strategies, including notification door hangers to customers connected to the sewer lateral along Audubon Terrace, NW where we will be conducting some Cured-In-Place Piping (CIPP) operations**
- **Creation of detailed maps and other illustrations showing specific locations of boiler truck placement throughout the park and along Audubon Terrace, NW during CIPP operations; further, generation of project schedule detailing duration of CIPP operations per location**
- **Creation of a detailed tutorial/written description of the CIPP process for circulation to the community**
- **As needed, strategic scheduling of separate conference calls or meetings with select individuals from the community (which has included concerned ANC Commissioners and residents) to brief them on project details and address concerns**
- **Maintenance of our project website, and creation of a project macro site, as well**
- **Creation of a detailed Communications/Outreach plan at the onset of the project**
- **Regular communication among our project management/outreach teams to coordinate on project updates to the community, and devise additional outreach strategies**

88. At the Committee's December 17, 2021 hearing on Climate Resiliency, General Manager Gadis shared that he, on behalf of DC Water, had recently concluded participation in a national resiliency forum amongst water utilities and agencies. In last year's agency responses, DC Water outlined this forum and noted that it is an annual forum. Did DC Water attend in 2022? If so, please describe and note key issues and recommendations. If not, why not?

DC Water Response:
Though DC Water was unable to attend the resiliency forum in 2022, our efforts to partner with the District to be more resilient still remain intact.

Salil K./Barbara M./Apera N.

89. Please provide an update on the work of the Flood Task Force in FY 2022 and FY 2023, to date. **Has a final report been issued? If so, please include a copy. If not, when is the report expected to be issued?**
    - ~~What agencies and entities are currently service on the Task Force?~~
    - ~~What is the intended product of the Task Force: policy recommendations, or something else?~~
    - ~~When will the work of the Task Force conclude, if there is an end date?~~

- ~~Is there a website or other resource for residents to track meetings of the Task Force and any materials produced?~~

DC Water Response:
On January 18th, 2023, the DC Flood Taskforce held our final full taskforce meeting before submitting the final report to the City Administrator. The report, which was due to the CA on February 15th, was submitted and is currently under review. After this initial review, the report can then be shared. DC Water was honored to serve as a Co-Lead alongside DOEE in this work. We believe that the key success of the Task Force is that multiple agencies came together to discuss the impacts of climate change on urban landscapes, and there was a realization that this is a multi-faced issue that no one agency can solve.

Working together, the DC Flood Taskforce laid the groundwork to implement impactful changes, including:

- **Creating an emergency relief fund to help residents clean up after floods.**
- **Offering backwater valves to residents across the city to protect against sewer backups during storms.**
- **Requiring sellers to disclose problems related to water intrusion and flooding to potential home buyers.**
- **Creating a 1-call system to direct residents to the right agency to address specific flooding issues.**
- **Installing flood sensors at frequently flooded underpasses as an early warning.**

We are looking forward to hearing from the District on the next steps for the group.

Brain M./Jighar/Apera

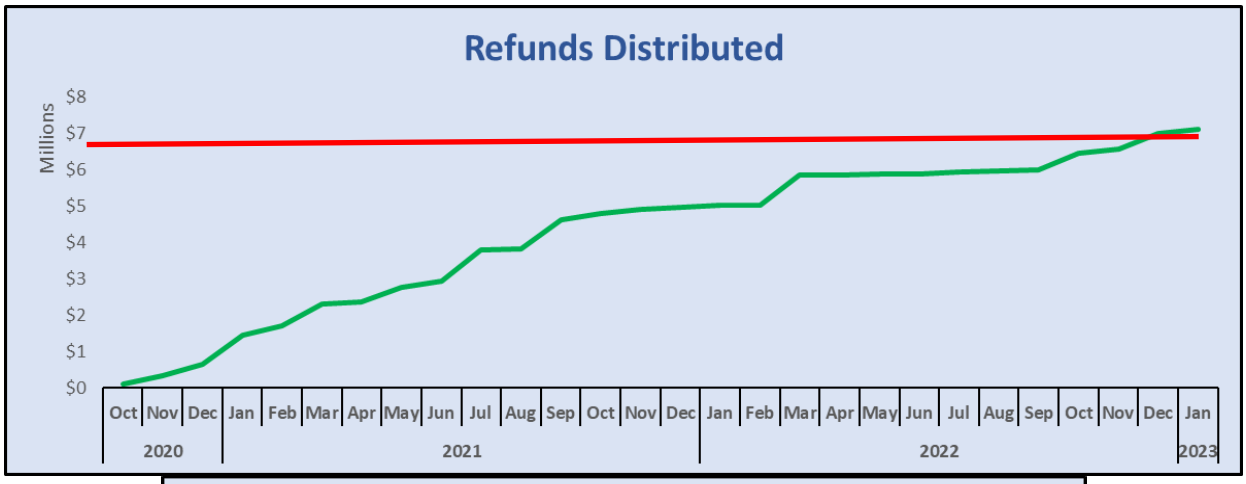
90. ***The Committee has heard concerns from businesses that have provided DC Water with refundable deposits for infrastructure projects and have had difficulty receiving those funds after the project is completed. What is DC Water's process for tracking refundable deposits and ensuring that deposits are returned to the depositors?***

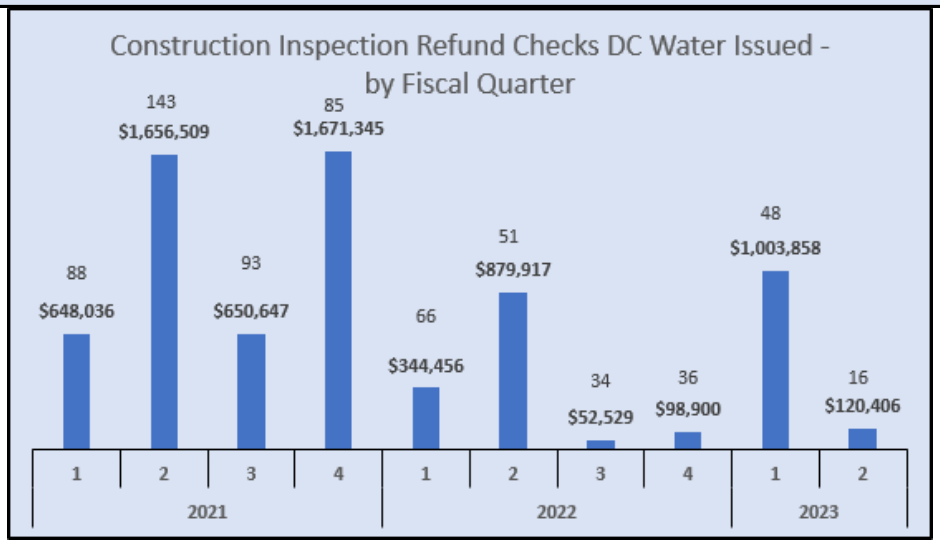
DC Water Response:
The estimate of the total Construction Inspection Account (Merch) liability in early 2021 was approx. $41M. DC Water was processing refunds prior to and after that date. The table and graphs below present the progress being made on the construction refund process since 2020.

Series	From 2021 Estimated Liability	# of accounts	Refunds Paid Since 2020 # of accounts	Refunds Paid	% Paid vs. Est. Liability
100	$ 800,000.00	442	42	$ 206,304.00	26%
200	$ 12,900,000.00	2551	188	$ 2,438,521.00	19%
300	$ 2,900,000.00	566	53	$ 911,124.00	31%
400	$ 24,900,000.00	2681	381	$ 3,570,652.00	14%
Totals	$ 41,500,000.00			$ 7,126,601.00	17%

In Summary:

- **The total dollars paid in Construction Inspection Refunds represents about 17% of the estimated liability.**
- **DC Water is continuously making progress (See graph below).**
- **Account owners get regular notifications of the progress. DC Water is also considering revamping our outreach process to account owners.**





Refund Processing Sequence:

- **Stage 1 - Permits Review (can easily be a year to get all verifications)**
  - **Account owner makes refund request**
  - **Account owner identifies with project and states it is completed**
  - **Obtain Completion report from Inspections Branch**
    1. **Permits checks to see if all Work Orders closed**
    2. **Contact DC W Staff to close work orders**
    3. **Verify As-built info is received if needed or GIS is updated.**
  - **Verify that appropriate Water meter was installed and is billing.**
  - **Create the refund request support documents**
    1. **Invoice/Receipt/Ledger**
    2. **Mailing Address verification**
    3. **Summary Spreadsheet**
    4. **Request form with Manager Signatures**
    5. **Create V-1 Clarification Case**

- **Stage 2 - Finance Department (A/R) review (6-8 weeks std)**
  - **Assign the Clarification Case**
  - **Review attached documents and account information**
  - **Perform Payment Verification**
  - **Forward to Controller for final approval**
  - **Submit ???? for the Check run**
  - **V1 (Kubra?) to mail check.**

Directions to Account owners and notifications:

- **Account owner receives a Statement in the mail for each account they have.**
- **Account owner is directed to the DC Water Permits WEB site for direction on how to request a refund. They must make the request in some form of writing.**
- **After an account owner submits a refund request DC Water tracks their request by account (often multiple accounts per project)**
- **Refunds checks will be issued in accord with the accounting database for each account that gets refunded, Thus the account owners will receive multiple checks.**
- **Status reminders are emailed automatically based on the account number to match processing with our accounting data base (V-1).**
- **Account owners get multiple email if their project has multiple accounts and often the message is – pending Work Order Completion. This can be frustrating to the account owner.**

Recommended simplifications to reduce processing time:

- **Work completion is verified by Maximo WO status since there is at least one work order for every account. This is hard to track down on old accounts. WO status may not be important if the water meter is installed and billing, therefore administratively close certain work orders rather than trying to get inspections staff to recall it.**
- **If the account was for less than $10K and more than 5 years old simplify the proof of payment process.**
- **If new work has been drafted in GIS as constructed – allow that to be the as-built and the completion report.**

- **Permits staff spend a lot of time preparing the backup documents, several of which are Just information from V-1. Then Accounting has to review and verify that same information. Assign Staff from Accounting to the process to do the documentation and verification as one step.**