2024 PERFORMANCE OVERSIGHT

COUNCIL OF THE DISTRICT OF COLUMBIA

THE HONORABLE CHARLES ALLEN, CHAIRPERSON

COMMITTEE ON TRANSPORTATION AND THE ENVIRONMENT

PRE-HEARING QUESTIONS & ANSWERS

FRIDAY, FEBRUARY 23, 2024

2024 Performance Oversight Questions
DC Water

A. ORGANIZATION AND OPERATIONS

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

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

DC Water Response:
Please refer to the pdf attachments:

- **Org Chart – Administration 1-1-2024.pdf**
- **Org Chart – DC Water 1-1-2024.pdf**
- **Org Chart – Engineering 1-1-2024.pdf**
- **Org Chart – Finance, Procurement, and Compliance 1-1-2024.pdf**
- **Org Chart – Government and Legal Affairs 1-1-2024.pdf**
- **Org Chart – Independent Offices 1-1-2024.pdf**
- **Org Chart – Marketing and Communication 1-1-2024.pdf**
- **Org Chart – Operations 1-1-2024.pdf**
- **Org Chart – People and Talent 1-1-2024 .pdf**

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

DC Water Response:
In alignment with DC Water's journey of continuously improving and strengthening how it delivers on its mission, DC Water established the Administration Cluster to focus on coordinating strategic, data-driven, and digitally enabled activities across the organization and for customers.

2. Please list each **new program** implemented by the agency during FY23 and FY24, to date. For each initiative, please provide:

a. A description of the initiative, including when began and when it was completed (or expected to be completed);
b. The funding required to implement the initiative;
c. Any documented results of the initiative.

DC Water Response:

- **Community Activators program for LFDC:**

  Lead Free DC (LFDC) is a new initiative that aims to replace all lead service lines in the District. To accomplish this, DC Water has made it a priority to connect with property owners and provide them with information about the initiative and the potential health hazards linked to lead in drinking water.

  Moreover, in order to effectively connect with the public, in May 2023, DC Water established the Community Activators Program in collaboration with the Division of State Initiatives (DSI) within the District Department of Employment Services (DOES). The Community Activators Program aims to develop the skills of dedicated individuals who want to make a positive impact in their DC Water neighborhoods. Trainees gain important skills in communication and stakeholder engagement. The program is structured to train participants with technical knowledge and on the job training through a "Train", "Shadow" and "Experience" approach.

  This year-long program currently has seventeen (17) trainees, all of whom are District residents. Additionally, 100% of the trainees are Black American, and seven (7) are women. Since implementation of the Community Activators Program, there have been a total of 2,127 agreements signed.

  Through a Memorandum of Understanding with the DSI, the trainees are paid the DC minimum wage through DOES. After completing the program, graduates will be placed in DC Water Works to work with LFDC contractors. Additionally, some trainees have already been chosen for permanent positions with LFDC contractors.

  Funding:
  The first year of the program is paid for via a MOU with the District. The training stipend is $16.10/hr, paid for by the DC Department of State Initiatives.

  The training costs, including materials and PPE are covered by DC Water Works (operating budget). Total cost is approximately $10,000.

  After the first year, the activators will be hired by the LFDC contractors.

- **HVAC improvements:**

  In FY23, we completed a project to replace two large chillers in the Blue Plains Central Maintenance Facility (CMF) building on September 29, 2023. This upgrade provides significant HVAC improvements and leverages the DC Sustainable Energy Utility (DCSEU) sponsorship. The sponsorship totaled $15,400, equaling the estimated savings generated by replacing the old chillers

with new, efficient air-cooled chillers. This activity is another way to reduce our emission and energy consumption through greater resource efficiency.

Funding:
The sponsorship totaled $15,400.

- **PFAS Monitoring:**

  In FY23 we began voluntary quarterly PFAS monitoring and started sharing test results on our website as well as how our results compare to the EPA's proposed Maximum Contaminant Level (MCL) in drinking water. We started collaborating with other regional utilities to better understand the occurrence of PFAS in the Potomac River Watershed, our source water, and developed a collaborative research project with the Water Research Foundation. We also worked on a national water sampling and testing study for the occurrence of Legionella, the bacteria that causes Legionnaires disease, in drinking water distribution systems through the Water Research Foundation. These research efforts help us stay at the forefront of emerging issues in drinking water and mitigate emerging risks.

  Funding:
  Sampling and analysis costs are covered as part of our agreement with the research foundation.

- **Customer Service Improvements:**

  Our FY23 customer services improvement programs included the creation of an online bill dispute form, simplifying our customers' process to dispute a bill and increased self-service opportunities. To improve response times during water and sewer emergencies, we partnered with 311 to take overflow calls when call volume has increased beyond normal capacity, helping improve response and resolution times. To continue offering what our customers need, we launched a Customer Assistance Survey to increase customer awareness and encourage individuals to enroll in our Customer Assistance opportunities and programs. The survey results helped us identify customer experience gaps, preferred communication channels, and key opportunities to adjust our action plans for each of DC Water's initiatives.

  Funding:
  DC Water approximately spend $160,000 on this program.

- **Technology Pilots, Employee Engagement, and Research & Discovery:**

  Technology Pilots: We completed two pilot projects involving sophisticated technology in partnership with Operations. The first one addressed non-revenue water loss through watermain pipe leak detection. The second pilot focused on sewer overflow prevention to avoid spills and backups into ratepayer locations.

Both pilots validated the technology used and have since been passed on to our Operation teams for implementation and benefits realization.

Employee Engagement: Our Innovation Program hosted two Crowdsourcing Challenges in 2023. The aim was to engage employees in problem solving activities. They were asked to share fresh ideas to address stated challenges affecting DC Water. From these ideas, three high-potential ideas emerged that are currently being considered, i.e.:

- **Renewable Natural Gas (RNG) Production from our Digestor Biogas for reduced Greenhouse gas emissions and revenue generation.**
- **Drone technology as a safe, cost effective, and reliable alternative to manual activity in inspecting & evaluating assets.**
- **Manhole scanning using modern technology to visually inspect, do structural assessment, and perform condition assessment.**

Research & Discovery: The third area was in introducing new technologies and industry developments to our Operations and Engineering teams. Primarily from participating at industry conferences, our Innovation Director identified over a dozen seemingly good technologies in areas of need to leadership and SMEs for consideration. We maintain a network of qualified vendors and water utilities from which to stay current with the rapid pace of technology.

One such area to highlight is the emergence of Generative Artificial Intelligence (or Gen AI) technology. In keeping pace with industry developments, our Innovation Director realized enough potential of Gen AI's value to justify introducing it to the organization for further evaluation. Since then, a Community of Practice has emerged with 50+ highly motivated employees from across DC Water.

Stakeholder discussions are currently underway to analyze the tradeoff between risk and reward. New policies and controls are being drafted and will undergo executive leadership approval to ensure proper use should DC Water decide to implement Gen AI capabilities in FY24.

Funding:

Pilot Investment:

- **$20,000 for validating AI technology to detect, pinpoint, and size watermain pipe leaks contributing to non-revenue water loss.**
- **$53,700 for validating ultrasonic technology to detect, notify, and prevent sewer overflow spills and backups into ratepayer locations.**

R&D Investment:

- **$200 for learning and discovering what generative AI capability can do to benefit DC Water through added efficiency, new capabilities, and decision**

making based on a comprehensive large language model of industry knowledge.

- **Valve Program:**
  Please see the table below:

Program Name	Description	Funding Required (CAC)	Documented Results
Valve Replacement Program	The purpose of this Program is to replace inoperable valves in the water service area to improve system operation and support the execution of the large diameter water main condition assessment program. The Program started with the development of an inventory of broken valves, development of the prioritization criteria, ranking of valves and grouping into Capital Improvement Program (CIP) projects.	No additional funding beyond what is approved in the CIP is required to implement the valve replacement program. Existing large diameter water assets funding is being employed to sustain the Program. Continue existing approach of adding funding every 3 years for the renewal of large diameter water assets.	About 70 valves were placed in the CIP for replacement. Concomitantly, under a master service agreement contract directly with manufacturers, DC Water is procuring the equipment (valves, piping and fittings) to expedite the replacement of the valves.
Short Term Water Resiliency Study	DC Water initiated the Short-Term Water Supply Resiliency Improvement Study to improve its water supply resiliency. A primary focus area of the Phase Study was options that can be implemented in a short-term of three to ten years to improve water supply	There are already funds in DC Water's CIP program to fund a portion of the improvements for projects associated with the existing Ft Stanton storage facilities. These funds are being re-purposed for the Ft Stanton projects identified in the study as noted	The study resulted in development of the above noted CIP projects as well as identification of additional other opportunities for system improvements for further study.

	capabilities while long-term, large, regional water supply resiliency projects such as off-river water storage and water treatment plant upgrades are being developed. The study evaluated several options for increasing finished water storage in the DC Water system and the Ft Stanton Site was identified as a potential location for additional storage within the Anacostia Service Areas. The study resulted in identification of several proposed CIP projects: Phase 1 – construction of 10 MG storage reservoir within footprint of existing (out of service) Ft Stanton Reservoir #2 Phase 2 – construction of 3-5 MG storage reservoir to replace the existing 3 MG Ft Stanton Reservoir #1 Phase 3 – construction of new 10 MG storage	above. Additional funds to cover the total budget for all three projects is included in this year's annual CIP update request which is scheduled to be approved in March 2024	

	reservoir (Ft Stanton Reservoir #3)		
Low Pressure System Evaluation	In FY 2022, DC Water initiated tasks to systematically evaluate areas of low-pressure by pressure zone. In FY2023/FY2024, alternatives for improving pressures in these areas for the two highest priority pressure zones (Anacostia 3rd High and Anacostia 1st High) were analyzed. For Anacostia 3rd High, DC Water has selected an alternative to move forward with and this new CIP project transitioned from Planning to Design in early FY 2024. The project will include a new variable speed pump station, transmission main improvements and residential pressure reducing valves. For Anacostia 1st High, DC Water has narrowed the viable alternative to two, but has not yet decided which alternative to move forward with.	$41M Funding for CIP project Z101 for Anacostia 3rd High Pressure Zone improvements is included in this year's annual CIP update request which is scheduled to be approved in March 2024. CIP funding needs will be developed for Anacostia 1st High Pressure Zone improvements based on the alternative ultimately selected for implementation	The capital project is in Planning phase.

3. Please provide a complete, up-to-date **position listing** for your agency, ordered by program and activity, and including the following information for each position:
    a. Title of position;
    b. Name of employee or statement that the position is vacant, unfunded, or proposed;
    c. Date employee began in position;
    d. Salary and fringe benefits (separately), including the specific grade, series, and step of position;
    e. Job status (continuing/term/temporary/contract);
    f. Whether the position must be filled to comply with federal or local law.

    Please note the date that the information was collected.

DC Water Response:
Please refer to the attached excel file: "Position Inventory Report - December 2023." The information collected is current as of 12/31/2023.

4. Does the agency conduct annual **performance evaluations** of all of its employees, and was this done in FY23? Who conducts such evaluations? What are the performance measures by which employees are evaluated? What steps are taken to ensure that all agency employees are meeting individual job requirements? What steps are taken when an employee does not meet individual job requirements?

DC Water Response:
- **Yes, annual performance reviews are conducted annually, and this was done in FY 2023.**
- **The employee's manager conducts the evaluation, and the employee can provide an optional self-evaluation.**
- **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. This is based on a 3-level rating scale. (Exceptional, Successful and Not Meeting)**
- **Steps taken to ensure that all agency employees are meeting individual job requirements are:**
    - **Formalized SMART Goal Setting**
    - **Goal alignment to our Strategic Plan, Blueprint 2.0**
    - **Performance Coaching**
    - **Continuous and ongoing feedback**
    - **Training and workshops**
    - **Frequent Check-ins**
- **If an employee does not meet individual job requirements the manager can address the issues during the recommended check-ins. If the behavior does not improve the employee is provided with a Performance Improvement Plan (PIP) which provides detailed instructions on how to improve their performance. If an employee continues**

to fail to perform satisfactorily in the role, additional discipline can result, up to and including possible termination.

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 has temporary Acting Assignments when needed, which is not considered the same as Detailed Assignments 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 refer to the attached pdf file: "Contract Workers Status".

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

DC Water Response:
Please refer the attached excel file: "Mobile Communications and Devices".

      i. Please provide the total cost for mobile communications and devices at the agency for FY23 and FY24 to date, including equipment and service plans.

DC Water Response:
FY23: $304,000 and FY24: $113,314.

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

DC Water Response:
Please refer to the attached excel file: "DCW Fleet Vehicle Listing".

   c. A list of employee bonuses or special award pay granted in FY23 and FY24, to date.

DC Water Response:

Employee Bonuses and Special Awards

FY 2023 (10/01/22 - 09/30/23)	**$ 2,308,086**
FY 2024 (10/01/23 - 1/23/24	**$ 1,026,367**

d. A list of travel expenses, arranged by employee.

DC Water Response:
Please refer to the attached pdf file: "Travel Expenses FY23".

e. A list of the total overtime and worker's compensation payments paid in FY23 and FY24, to date.

DC Water Response:
Please see the tables below:

Overtime Payments

FY 2023 (10/01/22 - 09/30/23)	**$ 9,839,904**
FY 2024 (10/01/23 - 1/23/24	**$ 3,635,856**

Worker's Compensation

FY 2023 (10/01/22 - 9/30/23)	**$**	**802,066**	medical, indemnity, vocational rehabilitation and expenses
FY 2024 (10/01/23 - 1/15/24)	**$**	**544,886**	medical, indemnity, vocational rehabilitation and expenses

8. What is the agency's current remote work policy? Please provide a copy of the agency's Continuing Operations Plan and any other remote working protocol (if applicable).

DC Water Response:

Given that the remote work and telework are different, DC Water does not have anyone approved for remote work at this time. However, DC Water has offered telework options for DC Water employees, during both Fiscal Years 2023 and 2024 (year-to-date). Furthermore, the telework position is being updated and evaluated daily. Please refer to the attached pdf file: "DC Water Telework Business Continuity Assessment".

9. Please provide a list of each **collective bargaining agreement** that is currently in effect for agency employees.

a. Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.
b. Please provide, for each union, the union leader's name, title, and contact information, including e-mail, phone, and address, if available.
c. 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 Local 631, 872, 2553; AFSCME Local 2091; and NAGE Local R3-06)		707	All Union Presidents listed below.	In interest arbitration
Working Conditions Agreement	AFGE Local 631	Remains in effect until renewal negotiations requested by either party	217	Barbara Milton, President P.O. Box 54585 Washington, D.C. 20032 Tel: 202-236-0500 Barbara.Milton@dcwater.com	N/A
Working Conditions Agreement	AFGE Local 872	Remains in effect until renewal negotiations requested by either party	214	Jonathan Shanks, President 1112 Constitution Avenue, NE Washington, D.C. 20002 Tel. 202-320-5329 Jonathan.Shanks@dcwater.com	N/A
Working Conditions Agreement	AFGE Local 2553	Remains in effect until renewal negotiations requested by either party	56	Calvert Wilson, President 1118 47th Place NE Washington, D.C. 20019 Tel. 202-386-4971 Calvert.Wilson@dcwater.com	N/A
Working Conditions Agreement	AFSCME Local 2091	Remains in effect until renewal negotiations requested	204	Kevin Poge, President 100 M Street, SE, Suite 250 Washington, DC 20003 Cell: (202) 422-5765 kpoge1@gmail.com	N/A

		by either party			
Working Conditions Agreement	NAGE Local R3-06	Remains in effect until renewal negotiations requested by either party	16	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

10. Please identify all **electronic databases** maintained by your agency, including the following:

a. A detailed description of the information tracked within each system;
b. The age of the system and any discussion of substantial upgrades that have been made or are planned to the system;
c. Whether the public can be granted access to all or part of each system.

DC Water Response:
Please refer to the attached excel file: "DC Water Public Databases".

11. 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 FY23 and FY24, 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 anonymously 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. Please refer to the table below for the allegations received by the agency in Fiscal Year 2023 and 2024 up to the current date, along with their respective resolutions.

Fiscal Year	Description of Allegations	Resolution
FY 2023	Alleged sexual harassment. by supervisor	Unsubstantiated

FY 2023	Alleged sexual comments made regarding coworker	Under investigation
FY 2024	Alleged sexual harassment. by coworker	Under investigation

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

a. The member's name;
b. Confirmation date;
c. Term expiration date;
d. Whether the member is a District resident or not;
e. Attendance at each meeting in FY23 and FY24, to date.
f. Please also identify any vacancies.

DC Water Response:
Please refer to the attached pdf file: "DC Water Board Attendance and Confirmation Information FY23- FY24".

13. 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 refer to the attached pdf file: "FY24 Authority-wide Memberships".

14. 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 FY2024 Adopted Budget and the FY2025 Proposed Budget, as well as the FY2024 Approved Rates and Proposed Two-Year Rates for FY2025 and FY2026.

DC Water has continued to be transparent by hosting and participating in dozens of in-person and 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 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.

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

DC Water Response:
In FY23, the DC Water Customer Care Department launched a Customer Assistance Survey. This survey was sent to increase customer awareness of our suite of assistance programs and to understand the barriers to applying for assistance. The survey shared that over 90% of our residential customers are familiar with DC Water's assistance programs but are unclear about eligible income limits and owner/renter eligibility.

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

DC Water Response:
- **Customers rated CAP 2 and CAP 3 as the programs that customers realized the most benefit and Extended Payment Plans as having the lowest realized benefit.**
- **Customers advised that the assistance programs' highest areas of improvement included higher benefit amounts and an easier application process. They commented on not receiving a follow-up on their application status.**
- **Customers advised that they did not continue to use the programs in the following years because the sign-up process was complicated, they did not realize they needed to renew to keep the benefit, and/or they needed assistance completing the application.**

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

DC Water Response:

- **DC Water has increased communication through direct dialing, bill messages, and website banners to remind customers to reapply. We are also sharing our assistance programs with all customers through incoming calls and emails. In our partnership with DOEE, they receive applications and determine eligibility. DC Water applies the benefit to the customer accounts. The team will continue conversations and collaboration with DOEE to improve processes and the customer's experience.**

16. What has the agency done to reduce agency **energy use** in FY23 and FY24, to date? Did the agency's energy use increase or decrease in FY23 or FY24, to date? Please identify how much energy use increased or decreased in terms of kilowatt-hour (kWh) and therms (thm), and what percentage increase/decrease that is compared to FY19.

DC Water Response:

DC Water used about 276,000,000 kWh of electricity and 854,887 therms of natural gas in FY23. Compared to FY19, DC Water used 5% less electricity and 30% less natural gas.

For Fiscal Year 2024, through December 2023, the Authority-wide (including Blue Plains) electricity usage amounted to 72,000,000 kWh, while natural gas usage totaled 234,112 therms. Specifically for Blue Plains, electricity usage stood at 63,000,000 kWh, with natural gas usage at 167,134 therms.

Authority-wide Annual Energy Usage

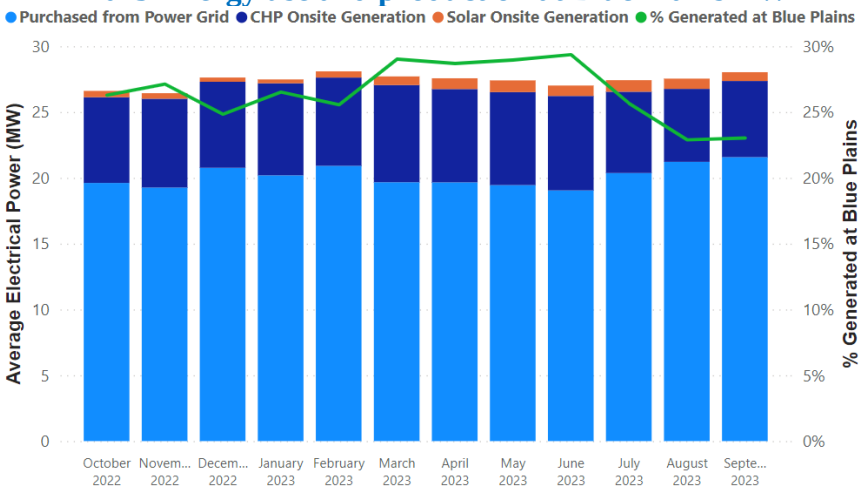
Fiscal Year	Electricity Used (kWh)	Natural Gas Used (therms)	Rainfall (in)	Heating Degree Days
FY19	292,000,000	1,214,853	47	3,603
FY20	279,000,000	1,160,145	53	3,458
FY21	282,000,000	1,328,966	55	3,468
FY22	279,000,000	1,025,101	39	3,424
FY23	276,000,000	854,887	33	3,176

In FY23, 244,000,000 kWh and 728,485 therms were used at Blue Plains and about 32,000,000 kWh and 126,402 therms at all other facilities. In FY19, 256,000,000 kWh and 1,022,306 therms were used at Blue Plains and about 36,000,000 kWh and 192,547 therms at all other facilities. At Blue Plains, annual energy usage was as follows, neglecting thermal energy from sources other than natural gas:

Fiscal Year	Electricity Used (kWh)	Natural Gas Used (therms)	Rainfall (in)	Heating Degree Days
FY19	256,151,000	1,022,306	47	3,603
FY20	246,018,000	910,982	53	3,458
FY21	248,557,000	1,094,277	55	3,468
FY22	245,048,000	850,622	39	3,424
FY23	243,978,000	728,485	33	3,176

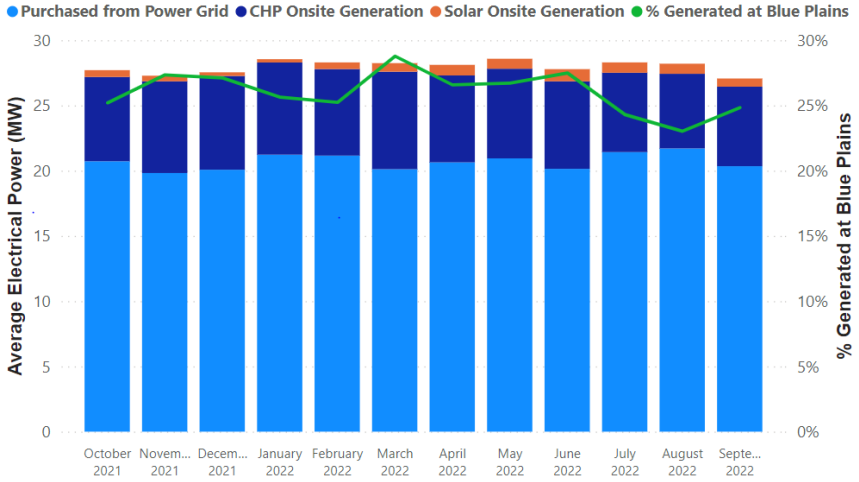
Overall energy use by DC Water has remained consistent over the past several years, as efficiency improvements and dryer/warmer weather have been offset by the energy required to operate newly-commissioned facilities, such as the Wet Weather Treatment Facility and Filtrate Treatment Facility. DC Water generates a substantial amount of the power it consumes at Blue Plains. Further details on the sources of electricity used at Blue Plains are provided below.

FY2023 Energy use and production at Blue Plains AWTP



- **Average Solar Power Production (FY23): 0.62 MW, for annual total of 5,431 MWh.**
- **Average Combined Heat & Power (CHP) Production sent to BP AWTP Grid (FY23): 6.6 MW, for annual total of 57,816 MWh.**
- **Average external Power Purchased for BP AWTP (FY23): 20.1 MW, for annual total of 176,076 MWh.**
- **Total average Power used at BP AWTP (FY23): 27.4 MW, for annual total of 240,024 MWh.**

FY2022 Energy use and production at Blue Plains AWTP



- **Average Solar Power Production (FY22): 0.61 MW, for annual total of 5,344 MWh.**
- **Average CHP Power Production sent to BP AWTP Grid (FY22): 6.7 MW, for annual total of 58,692 MWh.**
- **Average external Power Purchased for BP AWTP (FY22): 20.7 MW, for annual total of 181,332 MWh.**
- **Total average Power used at BP AWTP (FY22): 28.0 MW, for annual total of 245,280 MWh.**

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

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

Number of Employees Hired in FY23 and FY24, to date

Position Type	Total Number (10-1-2022 thru 1-22-2024)	Number who are District Residents (10-1-2022 thru 1-22-2024)
Continuing Term	**165**	**33**
Temporary Contract	**53**	**17**

18. Please provide the agency's FY23 Performance Accountability Report.

DC Water Response:
As stated in our answer to Performance Oversight question 16 from the previous two years: "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: "FY23_Blueprint 2.0 Annual Report".

B. BUDGET AND FINANCE

19. Please provide a chart showing the agency's **approved budget and actual spending** by division for FY23 and FY24, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.

DC Water Response:
The Revised FY 2023 budget of $686.4 million was adopted by the Board of Directors on March 3, 2023. Total operating expenditures were below the revised budget by $4.8 million mainly in:

- **Operations and Maintenance – Overall underspending of $11.7 million is mainly in personnel services due to higher than anticipated vacancies, water purchases due to delayed start of the McMillan Sewer Backwash facility, and chemicals due to lower than anticipated unit prices of major chemicals used at the Blue Plains Wastewater Treatment Plant.**

- **Debt Service & Cash Financed Capital Improvement (CFCI) – There was underspending of $6.8 million in debt service due to a credit released from the 1998 debt reserve fund in excess of the requirement. The higher spending for CFCI of $12.2 million reflects funds reprogrammed as part of the budget revision to support rising costs of chemicals and energy.**

Department	FY 2023 Revised Budget	FY 2023 Year End Actual	Variance Favorable (Unfavorable)
Secretary to the Board	635,236	384,856	250,380
Office of Chief Executive Officer	2,772,267	3,177,256	(404,989)
Internal Audit	744,837	779,843	(35,006)
Office of Chief Operating Officer	1,922,352	2,112,520	(190,168)
Marketing and Communication	3,243,426	3,101,671	141,755
Office of Emergency Management	1,668,965	1,604,538	64,428
Fleet Management	7,576,065	6,596,305	979,760
Occupational Safety	2,367,459	2,258,851	108,607
Facilities Management	9,780,657	9,691,108	89,549
Security	8,651,277	9,685,714	(1,034,437)
Finance	24,592,101	22,990,907	1,601,194
Procurement	6,256,154	6,663,815	(407,661)
Compliance & Business Development	1,164,504	1,141,337	23,168
Non-Ratepayer Revenue Fund	1,000,000	-	1,000,000
Strategy and Performance	2,855,616	2,990,545	(134,928)
People and Talent	9,927,621	8,169,322	1,758,299
Customer Care	21,079,812	19,177,435	1,902,377
Information Technology	10,252,414	10,960,433	(708,019)
Government and Legal Affairs	8,351,049	8,951,368	(600,319)
Engineering and Technical Services	23,336,304	23,279,594	56,710
CIP Infrastructure Management	5,034,065	4,730,915	303,150
Wastewater Engineering	3,432,037	2,226,340	1,205,697
Permit Operations	4,427,766	4,636,794	(209,027)
Wastewater Treatment Operations	97,013,542	91,638,636	5,374,906
Maintenance Services	20,497,034	21,627,265	(1,130,231)
Process Engineering	6,978,440	7,862,299	(883,859)
Clean Water and Technology	3,727,799	3,686,330	41,469
Resource Recovery	5,644,859	6,669,842	(1,024,983)
Water Operations	72,195,028	66,139,599	6,055,429
Pumping and Sewer Operations	37,349,163	40,866,348	(3,517,185)
Clean Rivers	4,118,082	3,119,674	998,408
TOTAL O&M Expenditures	**408,595,932**	**396,921,459**	**11,674,473**
Debt Service	231,232,494	225,852,310	5,380,184
Cash Financed Capital Improvements	23,505,000	35,730,000	(12,225,000)
Payment in Lieu of Taxes	17,970,220	17,970,220	-
Right of Way	5,100,000	5,100,000	-
Total Non-O&M Expenditures	**277,807,714**	**284,652,530**	**(6,844,816)**
Total Operating Expenditures	**686,403,646**	**681,573,989**	**4,829,657**
Personel Charged to Capital Projects	(30,434,930)	(27,813,337)	(2,621,593)
Total Net Operating Expenditures	**655,968,716**	**653,760,652**	**2,208,064**

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.

Secretary to the Board: Underspending mainly in personnel services due to higher vacancy rate, and contractual services costs. There were less in-person meetings and there was no offsite board retreat.

Office of the Executive Officer (OCEO): Overspending mainly in contractual services costs to cover leadership development activities for senior executives, management and

supervisory staff, and consultant services for the DC Flood Taskforce. Funds for these programs were budgeted in other areas.

Fleet: Underspending mainly in contractual services costs and supplies due to implementation of a new vehicle maintenance contract at the new Fleet Service Facility.

Security: Overspending mainly on security guard services due to providing increased roving security services to support our field crews during emergencies and night work. The delay in turning over the old Fleet and Sewer Facilities to the District also resulted in the need to continue our security services at these facilities, which was an unplanned cost.

Finance: Underspending mainly in personnel services due to vacancies and contractual services. The underspending in contractual services includes reduced spending for general liability claims, and management services. Additionally, expenditures for various strategic activities occurred in other areas, like the CEO's office and Information Technology and funds were reprogrammed to cover these expenses.

Non-Ratepayer Fund: Funding from this account is reprogrammed to offset costs in other user departments once specific requirements are met.

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 Care: Underspending mainly within personnel services costs due to vacancies, and contractual services related to the leak assistance program. This project was delayed because we did not receive federal or DC government funding needed to complete private side repairs.

Information Technology: Overspending mainly due to higher than anticipated costs for software and hardware maintenance services.

Government and Legal Affairs: Overspending mainly due to higher than anticipated expenses covered by the legal contingency. There was one large and multiple small cases settled, which were greater than our legal contingency.

Wastewater Engineering: Underspending mainly in personnel services due to higher vacancies.

Wastewater Treatment: Underspending primarily on major chemicals and electricity due to lower than anticipated unit prices than anticipated in the revised budget. As part of the revisions to the budget, the funding for chemicals was increased by $26.6 million to cover cost increases in chemicals and energy based on the prevailing market conditions earlier in the fiscal year. Following the revision, $41.9 million or 97 percent of the revised chemicals budget and $25.2 million or 94 percent of the amended electricity budgets were spent.

Maintenance Services: **Overspending was a result of inflationary cost pressures that impacted critical spare parts and various professional services including maintenance and repair, machinery and equipment rental, and crane inspections.**

Process Engineering: **Overspending mainly for critical spare parts due to supply chain constraints and personnel services due to lower than anticipated vacancies as more positions were filled during the fiscal year.**

Resource Recovery: **Overspending mainly in the higher cost of fuel impacting biosolids hauling.**

Water Operations: **Underspending mainly from water purchases from the Washington Aqueduct due to delay in the operation of the McMillan Sewer Backwash facility. Additional underspending in personnel services costs due to higher vacancies.**

Pumping & Sewer Operations: **Overspending is mainly due to water usage costs. Additional areas of overspending include overtime expenses to respond to emergency work and hauling and disposal of debris.**

Clean Rivers: **Underspending mainly due to higher than anticipated vacancies for hard to fill positions and lower spending for the maintenance and repairs of the various Green Infrastructure facilities.**

FY 2024 Operating Budget

The Approved FY 2024 operating budget is $737.6 million as adopted by the Board of Directors on March 2, 2023.

At the end of December 2023, operating expenditures (including debt services and the right of way and PILOT fees) totaled $156.3 million, or 21.2 percent of the approved budget. The year-to-date operating expenditures were lower than budget mainly due to lower than anticipated spending in personnel services, contracts, and water purchases.

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, 2023.

	FY 2024			
	Year-to-Date Performance			
CATEGORY	Annual Budget	YTD Budget	Actual	% of Budget
Personnel	201,581	49,738	46,119	22.9%
Contractual Services	93,070	24,321	23,382	25.1%
Water Purchases	44,039	10,317	8,727	19.8%
Supplies and Chemicals	54,568	13,108	13,447	24.6%
Utilities	39,233	8,439	9,637	24.6%
Small Equipment	1,437	165	295	20.5%
SUBTOTAL O&M	433,928	106,088	101,607	23.4%
Debt Service	231,953	55,015	48,823	21.0%
PILOT/ROW	23,430	5,835	5,857	25.0%
Cash Financed Cash Improvements	48,256	-	-	0.0%
TOTAL OPERATING	737,567	166,938	156,287	21.2%
Capital Labor	(31,974)	(6,415)	(7,217)	22.6%
TOTAL NET OPERATING	705,593	160,523	149,070	21.1%

20. Please list any **reprogrammings**, in, out, or within, related to FY23 or FY24 funds. For each reprogramming, please list:

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

DC Water Response:
FY 2023 Reprogramming

During FY 2023, a total of $11.8 million was reprogrammed within the Authority's approved operating budget to meet operational and maintenance needs as follows:

a) Personnel Services ($4.4 million):
Interdepartmental reprogramming was 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 ($2.0 million)**
- **to meet various operational needs throughout the Authority ($2.4 million)**

b) Non-Personnel Services ($7.4 million)
Interdepartmental reprogramming was affected using underspending from within the overall operating budget. Reprogramming was affected to:

- **secure funding for various contractual services for marine fleet maintenance, collective bargaining support, IT Software maintenance, internal audit services, investment advisory services, and security services ($3.5 million)**
- **cover the increasing costs for critical spare parts and supplies ($1.8 million)**
- **increase funding for biosolids hauling services ($0.7 million)**
- **meet other operational needs in various departments ($1.4 million)**

FY 2024 Reprogramming

During FY 2024, a total of $2.8 million has been reprogrammed through December 31, 2023 within the approved budget for the following:

- **cover credit card fees ($1.3 million)**
- **fund temporary consultant support for procurement services for the capital program ($0.6 million)**
- **reallocate funding to align with changes in organization structure including reassignment of various FTEs and newly created departments ($0.9 million)**

21. Please provide a complete accounting for all **transfers** received by or transferred from the agency to another District government agency during FY23 and FY24 to date, including:

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

DC Water Response:
Please refer to the attached pdf file: "Intra-District Transfers".

22. Please provide a list of all **MOUs** in place during FY23 and FY24, to date, that are not listed to date in response to the question above.

DC Water Response:
Please refer to the attached pdf file: "MOUs".

23. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY23 and FY24, to date. For each account, please list the following:

a. The revenue source name and code;
b. The source of funding;
c. A description of the program that generates the funds;
d. The amount of funds generated by each source or program in FY23 and FY24 to date;
e. Expenditures of funds, including the purpose of each expenditure, for FY23 and FY24, to date.

DC Water Response:
DC Water does not have special purpose revenue accounts.

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

a. A description of each project, including any projects to replace aging infrastructure;
b. The amount of capital funds available for each project;
c. A status report on each project, including a timeframe for completion;
d. Planned remaining spending on the project.

DC Water Response:
A brief summary of the major capital activities and a detailed listing for each project in DC Water's Approved FY 2023 - FY 2032 Capital Improvement Program is found in Section V (page 153) of the FY 2024 Approved Budget Book.

Below is a link to the document:
https://www.dcwater.com/budget-and-financial-planning

25. Please provide a complete accounting of all **federal grants** received for FY23 and FY24 to date, including the amount, the purpose for which the funds were granted, whether those purposes were achieved, and, for FY23, the amount of any unspent funds that did not carry over.

DC Water Response:
In FY 2023, DC Water received a total of $64.53 million in EPA funds for programs under Clean Water Act, Safe Drinking Water Act, Water Infrastructure Finance and Innovation Act (WIFIA), and Diesel Emission Reduction Act (DERA) programs. In FY 2024 so far, we have received $2.9 million in Safe Drinking Water Act programs. The purpose of the funds was to strengthen or improve the Blue Plains advanced wastewater treatment facility, replace and upgrade water mains, storage facilities, pumping stations, and comprehensive infrastructure repair, rehabilitation, and replacement programs.

These are reimbursement grants; we draw down funds only after the vendors have been paid. In FY 2023, there were no unspent funds that did not carry over.

Similarly, we received $ 1.2 million and $ 0.11 million in FEMA funds in FY 2023 and FY 2024 so far respectively under Pre-Disaster Mitigation, Hazard Mitigation, and Public Assistance Disaster Grants. 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. FY 2023 FEMA receipts include $ 0.85 million in COVID-19 disaster operating support. DC Water also received $ 9.2 million, 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. DC Water returned $44,317 in March 2023

and $ 2,635,581 in December 2023 in unspent funds to DOEE for FY 2022 and 2023 reconciliations respectively. There were no other unspent funds that did not carry over.

Each year the United States Congress appropriates funds to support DC Water's Clean River's Combined Sewer Overflow projects (CSO). In FY 2023 and FY 2024 so far, DC Water received $8 million and $2.7 million as congressional support for the CSO projects. There were no unspent funds at the end of FY 2023.

The below table summarizes the DC Water's grants receipts for FY 2023 and FY 2024 through the end of first quarter.

	Descriptions	FY 2024	FY 2023	Total
EPA	Clean Water Act Grant Programs	$ -	$ 779,800	$ 779,800
EPA	Safe Drinking Water Act Programs	2,916,454	11,052,315	$13,968,769
EPA	Water Infrastructure Finance and Innovation Act (WIFIA) Program	-	52,599,477	$52,599,477
EPA	Diesel Emission Reduction Act (DERA) -Biodiesel Grant	-	97,368	$97,368
	Total EPA	**2,916,454**	**64,528,960**	**$67,445,414**
FEMA	Hazard Mitigation Grant Program	105,987	285,662	$391,649
FEMA	BRIC and Flood Mitigation	-	74,161	$74,161
FEMA	Disaster Grants - Public Assistance (COVID-19 operating)	-	853,258	$853,258
	Total FEMA	**105,987**	**1,213,081**	**1,319,068**
Treasury	Coronavirus State and Local Fiscal Recovery Funds (Lead Service Line Replacements)-pass thru from DOEE	-	9,156,078	$9,156,078
	Total Treasury	**-**	**9,156,078**	**$9,156,078**
Congress	CSO Direct Approproation	2,732,000	8,050,000	$10,782,000
	Total CSO	**2,732,000**	**8,050,000**	**$10,782,000**
	Grand Total	**$ 5,754,441**	**$ 82,948,119**	**$ 88,702,560**

26. What competitive or application-based funding in the Infrastructure Investment and Jobs Act, the Inflation Reduction Act, or any other recent federal legislation has the agency 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 the agency has identified being eligible to apply for but does not plan to apply for, please explain why.

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

DC Water Response:
Please refer to the attached pdf file: "Infrastructure Funding".

b. Are there other ways that the agency 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.

27. Please list each contract, procurement, lease, and grant ("**contract**") awarded, entered into, extended, and option years exercised by your agency during FY23 and FY24, to date. For each contract, please provide the following information, where applicable:

a. The name of the contracting party;
b. The nature of the contract, including the end product or service;
c. The dollar amount of the contract, including the budgeted amount and the actual amount spent;
d. The term of the contract;
e. Whether the contract was competitively bid or not;
f. The name of the agency's contract monitor and the results of any monitoring activity;
g. Funding source;
h. Whether the contract is available to the public online.

DC Water Response:
Please refer to the attached pdf file: "Contract List".

28. Please provide the details of any **surplus** in the agency's budget for FY23, including:

a. Total amount of the surplus;
b. 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 response to question 19.

Total operating revenues were at 101.3 percent or $10.9 million above the budget with higher receipts mainly from the Residential, Commercial and Multi-Family customers and the DC Housing Authority due to higher consumption than anticipated in the budget. At the end of September 2023, cash receipts totaled $853.3 million as compared to the Revenue Budget of $842.4 million. The final result showed actual revenue within one percent of the FY 2023 budget.

DC Water ended fiscal year 2023 with a total budget (cash) net surplus of $12.29 million mainly from higher revenues and lower operating expenditures than anticipated in the revised Financial Plan. As approved by the Board through Resolution# 23-31 dated June 1, 2023, $11.38 million were transferred from 2023 Net Cash Surplus to the Ending Balance. The remaining $0.91 million was also carried over to the FY 2024 and incorporated into the current Financial Plan that is under consideration by the Board of Directors.

29. For FY 2023 and FY 2024 to date, please provide the number of contracts and procurements executed by your agency. Please indicate how many contracts and procurements were for an

amount under $250,000, how many were for an amount between $250,000-$999,9999, and how many were for an amount over $1 million.

DC Water Response:
For the period of FY2023 and FY2024 year to date, DC Water executed the following number of new contracts:

- **Under $250,000: 29 contracts**
- **$250,000 - $999,999: 5 contracts**
- **Over $1 million: 38 contracts**

30. Please provide the typical timeframe from the beginning of the solicitation process to contract execution for:

a. Contracts and procurements under $250,000

DC Water Response:
4-6 Months

b. Contracts and procurements between $250,000-$999,999

DC Water Response:
4-9 Months

c. Contracts and procurements over $1 million

DC Water Response:
6-12 Months

31. In cases where you have been dissatisfied with the procurement process, what have been the major issues?

a. What changes to contracting and procurement policies, practices, or systems would help your agency deliver more reliable, cost-effective, and timely services?

DC Water Response:
A typical major issue with dissatisfied procurement process is a lack of sufficient proposers for a good competitive procurement. In order to generate a high participation and competitive proposals, DC Water Procurement implemented an industry best practice in category management and strategic sourcing. In the past, the solicitation process started with the advertisement. We redesigned the procurement process to engage early in the new projects to allow sufficient time to conduct market and vendor research, business development, and outreach well before the solicitation is issued and advertised. These efforts increased the interest in DC Water business, higher vendor participation, and more competitive proposals.

C. LAWS, AUDITS, AND STUDIES

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

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

33. 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.

34. 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".

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	01/19/2024
Chapter 52	D.C. Water and Sewer Authority Personnel Regulations	06/20/2008	07/22/2022

35. Please explain the impact on your agency of any **federal legislation or regulations** adopted during FY23 and FY24, to date, that significantly affect agency operations or resources.

DC Water Response:
There was no federal legislation or regulations enacted in FY23 or FY24 that had a significant effect on DC Water's operations or resources.

36. Please provide a list of all studies, research papers, and analyses ("**studies**") the agency requested, prepared, or contracted for during FY23. Please state the status and purpose of each study.

DC Water Response:

Presentations - FY 2023:

- **AlSayed, A., Kin, E., Ngo, K.N., De Clippeleir, H., Khan, U., Wells, G. Can Data-Driven Approaches Be the Remedy to Control Dynamic and Emerging Bioprocesses? – A Study on Full Scale A-stage Process. WEF/IWA Innovations in Process Engineering Conference 2023. Portland, Oregon, USA. In-person presentation.**
- **Fofana, R., Parsons, M., Long, C., Chandran, K., Jones, K., Klaus, S., ... , Bott, C. & De Clippeleir, H. (2022, October). Advancing Full-Scale Partial Denitrification-Anammox (PdNA) Filters: Design and Operation Guidelines. In *WEFTEC 2022*. Water Environment Federation. In-person presentation.**
- **Gou, P., Yan, Y., Ngo, K.N., Peot, C., Bollmeyer, M., Reid, M., Gu, A., and De Clippeleir, H. Full scale characterization of vivianite and its relations in improving Class A biosolids applications. WEF/IWA Innovations in Process Engineering Conference 2023. Portland, Oregon, USA. In-person presentation.**
- **Kittleson, G., Bhattarai, B., Ngo, K.N, Nguyen, H., Nguyen, T., De Clippeleir, H., Love, N., Kerkez, B. (2023, May). A discussion of acoustic soft sensing to predict Total Solids in real time on the wastewater treatment plant scale. *In Borchardt 2023 Conference*. In-person presentation.**
- **Kittleson, G., Bhattarai, B., Ngo, K.N, Nguyen, H., Nguyen, T., De Clippeleir, H., Love, N., Kerkez, B. (2023, June). Polymer Dosage With Machine Learning: Predicting Total Solids From Real-Time Acoustic Sensor Data. *In WEF Innovation in Process Engineering Conference*. In-person presentation.**
- **Kittleson, G., Bhattarai, B., Ngo, K.N, Nguyen, H., Nguyen, T., De Clippeleir, H., Love, N., Kerkez, B. (2023, September). Predicting Total Solids Using Non-contact Acoustic Sensors. *In Watermatex Conference 2023.* In-person presentation.**
- **Ladipo-Obasa, M. Mainstream partial denitrification-anammox application with raw fermentate: concept development for Blue Plains. WEF RISE Red Bull PdNA Session. March 13th, 2023. Virtual.**
- **Ladipo-Obasa, M. Mainstream PdNA with raw fermentate: concept development for Blue Plains. Workshop A: Mainstream Anammox: Accelerating Technology Adoption and Upscaling PdNA with an Aim towards PdNA. Water Environment Federation's Innovation in Process Engineering Conference 2023. Portland, Oregon, USA. In-person presentation**

- **Ladipo-Obasa, M., Fuentes, S., Seidel, A., Riffat R., Azam, H., Suzuki R., Passarelli, N., Aklile, T., Parker D., Bott, C., De Clippeleir, H. Mainstream PdNA Demonstration at Blue Plains AWWTP with Primary Sludge Fermentate. Water Environment Federation's Innovation in Process Engineering Conference 2023. Portland, Oregon, USA. In-person presentation.**
- **Ladipo-Obasa, M., Seidel, A., Riffat R., deBarbadillo, C., Bott, C., De Clippeleir, H. Mainstream partial denitrification-anammox application with raw fermentate: concept development for Blue Plains. Status of Shortcut Nitrogen Removal: Revealing the Outcome of 10 years of R&D workshop (EPA STAR Grant 84008601 workshop). Virginia Beach, Florida, USA. December 2022. In-person presentation.**
- **Lee, C., Truong, H., Kin, E., Fuentes, S., Chen, X., Wells, G., De Clippeleir, H. Developing approaches for achieving biological phosphorous removal and improved settleability in high-rate activated sludge systems. WEF/IWA Innovations in Process Engineering Conference 2023. Portland, Oregon, USA. In-person presentation.**
- **Lee, C., Truong, H., Kin, E., Fuentes, S., Chen, X., Wells, G., De Clippeleir, H. Developing approaches for achieving biological phosphorous removal and improved settleability in high-rate activated sludge systems. In WEFTEC 2023. Chicago, Illinois, USA. In-person presentation.**
- **Ngo, K.N., Jimenez, J., Wadhawan, T., Massoudieh, A., Tesfaye, A., Takács, I., and De Clippeleir, H. Validation of the novel settling prediction model framework for various full-scale systems. In WEFTEC 2022. Water Environment Federation. In-person presentation.**
- **Ngo. K.N., Lan-Aderson, M., Albrittain, W., Relly, C., Suzuki, R., Massoudieh, A., Passarelli, N., Tesfaye, A., Wells, G., and De Clippeleir, H. Mitigating volatile sulfur compound emission from primary and secondary activated sludge systems using new low-cost operational strategies. In WEFTEC 2022. Water Environment Federation. In-person presentation.**
- **Ngo, K.N., Nguyen, T., Nguyen, H., Dao, D., Proctor, Jeff., Smith, W., Tesfaye, A., Adalian, D., Passarelli, N., Massoudieh, A., and De Clippeleir, H. Investigating the polymer dose decision-making to reduce operational cost for belt filter press dewatering. WEF/IWA Innovations in Process Engineering Conference 2023. Portland, Oregon, USA. In-person presentation.**
- **Ngo, K.N., Wadhawan, T., Sturm, B., Boltz, J.B., Hinojosa, J., Massoudieh, A., Takács, I., Jimenez, J., and De Clippeleir, H. Quantifying the prediction power of different extracellular polymeric substance model approaches to improve predictive clarification models. WEF/IWA Innovations in Process Engineering Conference 2023. Portland, Oregon, USA. In-person presentation.**
- **Seidel, A., Ladipo-Obasa, M., Riffat R., Bott, C., De Clippeleir, H. External Carbon Source Choices: Lessons Learned from an Integrated PdNA System with Methanol Polishing. Water Environment Federation's Innovation in Process Engineering Conference 2023. Portland, Oregon, USA. In-person presentation**
- **Seidel, A., M. Ladipo-Obasa, R. Riffat, C. Bott, and H. De Clippeleir. 2023b. "Impact of Carbon Choice for PdN in Integrated PdNA System with Methanol Polishing." WEFTEC 2023. Chicago, IIllinois, USA. In Person Presentation.**

Journal papers - FY 2023:

- **Ladipo-Obasa, M., Forney, N., Riffat, R., Bott, C., deBarbadillo, C., & De Clippeleir, H. (2023). Impact of instrumentation reliability on mainstream suspended partial denitrification anammox (PdNA). Water Environment Research, 95(5), e10877.DOI: 10.1002/wer.10877**
- **Fofana, R., et al. "Robustness of partial denitrification-anammox (PdNA) in filters with methanol and glycerol as carbon sources." Environmental Science: Water Research & Technology 9.4 (2023): 1124-1136.**

Thesis – FY 2023:

- **Mojolaoluwa Ladipo Obasa 2023. Optimization of carbon, capacity, and control for mainstream partial denitrification-anammox (PdNA) applications. PhD Thesis. George Washington University.**
- **Peibo Guo 2023. Evaluating the potential for improving Class A biosolids nutrient ratio and applications through vivianite recovery. Ms Thesis. Cornell University**
- **Seidel Alexander. 2023. Evaluation of Carbon Source Selection and its Impacts on Performance of an IFAS (Integrated Fixed Film Activated Sludge) Solution for PdNA (Partial denitrification-Anammox) Process. Ms Thesis. George Washington University.**

37. 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 FY23 and FY24, to date.

DC Water Response:
Please refer to the attached pdf file: "Investigations".

38. Please identify all **recommendations** made 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.

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

DC Water Response:
Please refer to the attached excel file: "DC Council Reporting Requests".

40. 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 refer to the attached pdf file: "Lawsuits".

41. Please list all **settlements** entered into by the agency or by the District on behalf of the agency in FY23 or FY24, 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 refer to the attached pdf file: "Settlements".

42. Please list any **administrative complaints or grievances** that the agency received in FY23 and FY24, 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 FY23 or FY24 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 11 herein regarding the process in handling complaints alleging sexual harassment. Please refer to the tables below:

FY' 23		
Source	Administrative Complaint(s) or Grievance (s)	Resolution
Internal	Labor Grievance – Failure to Properly Pay Union Incentive Bonus	Pending Arbitration
Internal	Labor Grievance – Failure to Bargain Changes in WWT Labs, Pay OT	Settled
Internal	Labor Grievance - Theft of Time	Pending Arbitration
External	Alleged discrimination (age, race, color, national origin)	Dismissed
External	Alleged Retaliation	Dismissed
Internal	Administrative Complaint -- Theft of Time (Hotline)	Substantiated

Internal	Administrative Complaint -- Wage/Hour Issues (Hotline)	Unsubstantiated
Internal	Administrative Complaint -- EEO (Hotline)	Unsubstantiated
FY' 24		
Source	Administrative Complaint(s) or Grievance (s)	Resolution
Internal	Administrative Complaint -- Theft or Misuse of Assets	Pending Investigation
Internal	Administrative Complaint -- Wage/Hour Issues (Hotline)	Pending Investigation

D. EQUITY

43. How does the agency assess whether programs and services are equitably accessible to all District residents?

a. What were the results of any such assessments in FY23?
b. What changes did the agency make in FY23 and FY24, to date, or does the agency plan to make in FY24 and beyond, to address identified inequities in access to programs and services?
c. Does the agency have the resources needed to undertake these assessments? What would be needed for the agency to more effectively identify and address inequities in access to agency programs and services?

DC Water Response:

DC Water ensures our education and outreach materials are translated in diverse neighborhoods. We ensure our outreach includes a mixture of virtual and in-person and our collateral is easily accessible by partnership with District agencies, nonprofits and other partners. We utilize both traditional media (radio and newspaper) along with non-traditional sources – such as convenience stores, billboards, bus shelters, and target messaging, where appropriate to direct neighborhoods through social media geofencing.

We not only allocate our outreach resources (i.e. attending outreach events) across all Wards in the District, but we also do lots of targeted outreach to underserved communities, including Wards 7 and 8. Through these targeted outreach efforts, we are able to meet many of our customers where they are, and provide important information on our available programs.

- **Where needed, our program information is translated into different languages to reach larger audiences.**
- **We also incorporate bi-lingual and multi-lingual team members for many of our events, to further enhance our customer reach efforts.**

On the CIP aspect, each one of our construction projects is supported by an aggressive public outreach campaign, which includes the following:

- **Proactive announcement of each project prior to the start of construction.**
- **Weekly updates emailed to project stakeholders.**
- **Timely acknowledgement, follow-up and response to each customer question or concern received during construction.**
- **Scheduling of site visits and meetings to discuss projects, as needed.**
- **Many forms of communications are used to inform stakeholders about project updates, milestones and delays-this includes telephone, email, text messaging, social media, media advisory, press release, etc.**
- **Where needed, we will also target some outreach efforts within the vicinity of active projects, as another way to engage with customers directly impacted by our work. This includes both scheduled and pop-up events.**
- **In many cases, detailed Communications Plans are created in support of our projects, which incorporate many of the above-listed activities. Additionally, the Communications Plans carefully evaluate each category of both residential and commercial stakeholders within a given area.**

These activities are implemented for each project, as needed, across all Wards.

DC Water is in the final phase of developing Equity Dashboard that will supports the work of further integrating equity into planning and operations decision-making while providing visual story telling opportunities to engage stakeholders in understanding how equity is addressed by DC Water's infrastructure investments.

As for our new Equity Dashboard, DC Water is striving to implement a higher sense and sensibility about Equity in every aspect of our work and operations, our Engineering Department, in collaboration with the skillful team at Carollo Engineers, have been doing an amazing job of creating an external Equity Dashboard that tells our story in a much more equitable framework. As part of this, the team has been taking a look at much of the information we have on our website, and consulting with the relevant subject matter experts to confirm the information, all with the goal to include much of the information as part of the Dashboard.

The Dashboard contains GIS data regarding customer social vulnerability criteria from the EJI as a backdrop for displaying data regarding customer experiences, level of service goals, recent infrastructure improvements, and planned infrastructure improvements in the linear sewer and water systems. The Dashboard is both way of communicating with and engaging stakeholders in equity work for DC Water as well as a tool for DC Water staff to use to better understand how social vulnerabilities intersect with operational and capital investments.

Another initiative is the Rolling Owner Controlled Insurance Program (ROCIP), which is an alternative insurance program. Through this program, DC Water provides and maintains insurance coverages to protect the owner, design builders, prime contractors and subcontractors working on identified projects. Insurance requirements are no obstacle for our Minority and Small Construction Business Partners. It encourages Design Builders & Prime Contractors to hire qualified sub-contractors that might not be able to work without a ROCIP program in place. This expands the qualified bidder pool to make it more equitable accessible, as current market conditions are difficult for smaller contractors to meet acceptable levels of insurance.

44. Does the agency have a racial or social equity statement or policy? Please share that document or policy statement with the Committee.

a. How was the policy formulated?
b. How is the policy used to inform agency decision-making?
c. Does the agency have a division or dedicated staff that administers and enforces this policy?
d. 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:
As mentioned in the response to Question # 18, DC Water's Equity statement and goals have been outlined in the "FY23_Blueprint 2.0 Annual Report."

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

DC Water Response:
Please refer to the attached pdf file: "Equal Employment Opportunity".

a. How was the policy formulated?

DC Water Response:
DC Water's EEO Policy is developed through engagement with multiple stakeholders and subject matter experts (e.g., HR, Legal, business units within the organization) weighing in and providing input and edits during the formulation and implementation process to ensure the EEO Policy complies with relevant federal, state, and local laws and regulations.

b. How is the statement or policy used to inform agency decision-making?

DC Water Response:
DC Water models its behavior and conduct based on adherence to the EEO Policy, when drafting new policies or revising existing policies and procedures to assure

compliance with the Policy and is part of decision-making process at all levels of the organization.

c. Does the agency have a division or dedicated staff that administers and enforces this policy?

DC Water Response:
Dedicated staff include our People & Talent division who administers & enforces the policies along with Office of Government and Legal Affairs who advise and enforce the policy.

d. 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 informally assesses compliance with the EEO Policy through review and evaluation of data and metrics and other leading indicators annually, to ensure all employees comply with the Policy. DC Water conducts annual training on the Policy for all employees. The results of the most recent assessment found DC Water in compliance.

46. The District defines racial equity as "the elimination of racial disparities such that race no longer predicts opportunities, outcomes, or the distribution of resources for residents of the District, particularly for persons of color and Black residents." What are three areas, programs, or initiatives within your agency where you see the most opportunity to make progress toward racial equity?

DC Water Response:
In addition to the response provided for Question # 43, DC Water has an explicit commitment to improving equity. Equity extends beyond our customer assistance programs, apprenticeships, and outreach to the local, small, and disadvantaged business community. Equity is integrated into planning of capital projects in the Linear Sewer and Linear Water systems in an explicit and meaningful way addressing the key components of capital project planning.

The core foundation of this approach is ensuring that capital spending and infrastructure decisions are made equitably. DC Water is analyzing customer experiences and risks of infrastructure failures and evaluating those issues within the context of social vulnerabilities. The focus of this work is to protect the needs of the most vulnerable communities from impacts such as flooding and sewage overflows, daily life disruptions from emergency repairs, and water pressure and water quality that doesn't meet established levels of service. In addition, this initiative aims at engaging and empowering communities, while ensuring our rates remain affordable.

Through a rigorous analysis of operations data and condition assessment data of infrastructure, DC Water has been evaluating the potential for inequities in impacts to customers and addressing those risks through infrastructure investments. DC Water is planning investments in infrastructure that will serve intergenerational equity – meeting community and infrastructure needs not only in the short term but for generations to come. Some examples of this initiative are:

- **The Lead Free DC program delivers equity through prioritizing and expediting lead service line replacements for vulnerable populations and historically underserved communities. Through a partnership with the District government, DC Water offers free service line replacements to homeowners.**
- **Since 2022, equity has been used in the prioritization of projects for assessment and rehabilitation of local sewers and rehabilitation of small diameter projects. Also, DC Water sets aside budget to benefit vulnerable communities. Example, Anacostia 3H pressure zone improvements project. This project benefits the most vulnerable communities.**
- **Areas where we see most opportunity in addressing racial equity include Lead Free Program, Small Diameter Water Main Program (includes addressing water quality and water pressure complaints) and Local Sewer Rehab Program (where disruptions are localized and impact to vulnerable neighborhoods are significant).**

DC Water has implemented a number of workforce development initiatives, inclusive of skills training programs specifically targeted for minorities, women, and residents from underserved communities in the District. The following are examples of such programs:

- **<u>Lead Free DC Community Activators Program</u>**

Lead Free DC (LFDC) is a new initiative that aims to replace all lead service lines in the District. To accomplish this, DC Water has made it a priority to connect with property owners and provide them with information about the initiative and the potential health hazards linked to lead in drinking water.

Moreover, in order to effectively connect with the public, in May 2023, DC Water established the Community Activators Program in collaboration with the Division of State Initiatives (DSI) within the District Department of Employment Services (DOES). The Community Activators Program aims to develop the skills of dedicated individuals who want to make a positive impact in their DC Water neighborhoods. Trainees gain important skills in communication and stakeholder engagement. The program is structured to train participants with technical knowledge and on the job training through a "Train", "Shadow" and "Experience" approach.

This year-long program currently has seventeen (17) trainees, all of whom are District residents. Additionally, 100% of the trainees are Black American, and seven (7) are women. Since implementation of the Community Activators Program, there have been a total of 2,127 agreements signed.

Through a Memorandum of Understanding with the DSI, the trainees are paid the DC minimum wage through DOES. After completing the program, graduates will be placed in DC Water Works to work with LFDC contractors. Additionally, some trainees have already been chosen for permanent positions with LFDC contractors.

Under the Lead-Free DC's Block by Block Program, a prioritization model determines the priority of the blocks selected for community outreach and replacements. District blocks with populations that have lower incomes and are more vulnerable to the health impacts of lead exposure, including communities of color, are eligible for free lead service line replacements first. The Prioritization Model incorporates DC Water's commitment to water quality and health equity.

DC Water's prioritization approach is in alignment with the Biden-Harris Administration's Justice40 Initiative. The Justice40 Initiative aims to prioritize lead service line removal in disadvantaged communities that are already marginalized, underserved, and where potential health impacts of lead services are at the highest exposure levels (e.g., children, expectant families, median income below the federal poverty level).
LSL replacement progress in each ward and ANC is monitored through a dashboard that is updated in real time, to ensure that replacements are occurring equitably across the District.

- **DC Water Apprenticeship Cohort II**

DC Water launched its second apprenticeship program cohort in October 2022. This multi-year program is designed to empower minority, women, and local residents from underserved communities to establish long-term careers with DC Water. By creating new employment pipelines, we are helping the economy of the local community to grow organically and nurturing a ratepayer first mindset.

The program provides on-the job training combined with classroom instruction in one of five trades: Buildings and Grounds, Maintenance Mechanical, Utility Services, Utility Systems Operation, and Painting. to become skilled professionals as part of their career advancement with DC Water. Upon completion of their apprenticeship, graduates will receive recognized journeyman licenses in their respective trade areas and continue their careers with DC Water.

Cohort 2 includes eleven (11) apprentices, all of whom are District residents. Additionally, 100% of the trainees are Black American, and four (4) are women.

- **Certified Business Utilization**

DC Water recognizes the important role it plays in supporting the economic development of the local community. DC Water continues to take active steps to ensure local, small, disadvantaged, and women business enterprises have equitable access to procurement opportunities at all tiers on DC Water projects.

Since the implementation of the Business Development Plan in 2020, DC Water administers its Local Small Business Enterprise preference program (LSBE Program) for discretionary projects under $1 Million, a separate Disadvantaged and Women Business Enterprises utilization program for non-federal projects over $1 Million, and a Fair Share Objective, which establishes utilization goals for certified firms on federally assisted projects.

In FY 23, DC Water awarded approximately $407.54 Million in total awards or task orders. Of this amount:

- **Minority owned firms received approximately $248.66 Million in awards.**
- **Certified Small, Disadvantaged and Women Business Enterprises received 38.1% or approximately $155.41 Million of the total awards.**

DC Water's success in certified firm participation is reflected not just in the percentage of dollars awarded. Instead, intentional steps are also taken to maximize the numbers of firms able to participate in DC Water projects and at all tiers. Inasmuch, in FY 23, more than 180 certified firms won work with DC Water, including twelve (12) firms as prime contractors and an additional thirteen (13) firms that received their first contract (or subcontract) with DC Water.

DC Water has an explicit commitment to improving equity. Equity extends beyond our customer assistance programs, apprenticeships, and outreach to the local, small, and disadvantaged business community. Equity is integrated into planning of capital projects in the Linear Sewer and Linear Water systems in an explicit and meaningful way addressing the key components of capital project planning.

The core foundation of this approach is ensuring that capital spending and infrastructure decisions are made equitably. DC Water is analyzing customer experiences and risks of infrastructure failures and evaluating those issues within the context of social vulnerabilities. The focus of this work is to protect the needs of the most vulnerable communities from impacts such as flooding and sewage overflows, daily life disruptions from emergency repairs, and water pressure and water quality that doesn't meet established levels of service. In addition, this initiative aims at engaging and empowering communities, while ensuring our rates remain affordable. Through a rigorous analysis of operations data and condition assessment data of infrastructure, DC Water has been evaluating the potential for inequities in impacts to customers and addressing those risks through infrastructure investments. DC Water is planning investments in infrastructure that will serve intergenerational equity – meeting community and infrastructure needs not only in the short term but for generations to come. Some examples of this initiative are:

- **The Lead Free DC program delivers equity through prioritizing and expediting lead service line replacements for vulnerable populations and historically**

underserved communities. Through a partnership with the District government, DC Water offers free service line replacements to homeowners.

- **Since 2022, equity has been used in the prioritization of projects for assessment and rehabilitation of local sewers and rehabilitation of small diameter projects. Also, DC Water sets aside budget to benefit vulnerable communities. Example, Anacostia 3H pressure zone improvements project. This project benefits the most vulnerable communities.**
- **The Soapstone Valley Park Sewer Rehabilitation Project has also been an excellent showcase for the Authority's commitment to inclusive engagement. This major project is coordinated with transparency to encourage the participation of local stakeholders and better address neighborhood concerns through community and ANC meetings.**

Areas where we see most opportunity in addressing racial equity include Lead Free Program, Small Diameter Water Main Program (includes addressing water quality and water pressure complaints) and Local Sewer Rehab Program (where disruptions are localized and impact to vulnerable neighborhoods are significant).

47. How has your agency addressed racial inequities internally or through your services in FY23 or FY24, to date? What additional resources would help your agency reduce traditional burdens felt by Black, Latine, Indigenous, and other communities of color in FY25 and beyond?

DC Water Response:

As alluded to in response # 43 and # 46, and consistent with other workforce development models, the DC Water Works program was designed to incorporate hiring goals in DC Water contracts, with training and supportive services through the Water Works Program. In doing so, DC Water is institutionalizing its commitment to supporting the local economy, identify and prepare qualified candidates, and enforce the commitment of businesses to hire workers in target populations.

However, a "goals only" approach to local hiring is not sufficient. In order for contractors to invest in new hires, the potential employees must have the skills necessary to perform the work and be successful in the workplace. This reality is even more heightened on DC Water projects, which pay prevailing wages with very few entry level jobs.

Accordingly, the DC Water Works Program incorporates structured skills training and continues to be a key component of DC Water's efforts to support equity and inclusion in its workforce development initiatives.

In addition to employability training, DC Water also offers comprehensive wrap-around support to give the participants the greatest chances for success. This support can include:

- **Career Coaching**
- **Mental health and substance abuse services,**
- **Child Care**
- **Logistical services such as help with transportation or childcare**

Complex interconnected infrastructure of varying ages and risks requires a more nuanced analysis to provide affordable rates and inter-generational equity in customer experiences, supporting the needs of customers not only in the 20-year planning horizon but over the next 100 years. In 2022, DC Water undertook an ambitious enterprise equity program to define equity for the Authority and identify how to intentionally expand and explicitly recognize equity throughout planning, engineering, construction, operations and other aspects of the Authority. A cross-departmental team met regularly on the enterprise equity program.

Asset management principles have guided investments in capital and operations for many years, resulting in ongoing improvements in customer experiences throughout the District. However, prior to the enterprise equity work, these principles were applied from more of an "equality" standpoint of investment in the same way regardless of neighborhood needs or community vulnerability impacts.

Recently the enterprise equity work has created a more explicit connection between protecting vulnerable communities and ensuring asset management principles reflect the Authority's equity imperative. As a result, linear sewer and water capital plans now address vulnerability and identify more clearly who benefits from specific investments and how projects can be developed and implemented where the needs are greatest to address vulnerability and varying community needs.

An important component of equity integration in sewer and water infrastructure planning is identifying how customer needs relate to investments in the interconnected sewer and water systems.

Equitable investments for sewer and water are not as simple as directing resources to a particular vulnerable neighborhood. Sewers serve watersheds and sewersheds, and water infrastructure is connected in pressure zones. Large diameter sewers and water mains as well as treatment facilities, pump stations and green infrastructure serve large areas of customers. Additionally, customers are not static. They may live in one area of the District and work or attend schools in another area, meaning the customer experience of sewer and water services goes beyond a single service connection. Many investments in the sewer and water systems benefit customers throughout multiple neighborhoods and wards of the District.

In support of serving this complex interconnected system, asset management principles allow the District to prioritize equitable outcomes while also supporting efficient investments to reduce risk where the infrastructure needs are highest. This results in providing overall affordable and equitable rates to customers throughout the system while meeting level of service goals that prioritize high quality customer experiences.

DC Water's desire to be an equitable organization touches on all parts of the Authority, starting with the decisions made around infrastructure. Carefully considered infrastructure projects have the ability to greatly empower vulnerable communities and ensure that work happens in the areas where the negative impact of not doing it may be most felt. Furthermore, customers with higher vulnerability factors such as higher poverty may be more directly and significantly negatively affected by the risk of infrastructure failing.

DC Water has selected the Environmental Justice Index (EJI) to identify areas of higher vulnerability. The EJI, published by the U.S. EPA using data from the U.S. Department of Health & Human Services, is a tool designed to measure the cumulative impacts of environmental burden through the lens of human health and health equity. In line with the Blue Point 2.0 Strategic Plan, DC Water used social vulnerability indicators only in the development of the EJI used in the prioritization of Linear drinking water and Sewer collection systems for capital projects. In the future, some of the environmental burden indicators are expected to be considered in the equity index calculations.

Another example is Lead Free DC, which is DC Water's lead service line replacement program that aims to remove all lead and galvanized services in the District. Under the Lead-Free DC Block by Block Program, a prioritization model determines the priority of the blocks selected for community outreach and replacements. District blocks with populations that have lower incomes and are more vulnerable to the health impacts of lead exposure, including communities of color, are eligible for free lead service line replacements first. The Prioritization Model incorporates DC Water's commitment to water quality and health equity.

Lead Free DC (LFDC) is committed to meeting and achieving DCW's disadvantaged, small, local business commitment goals. The program management team, Lead Free Group, includes 11 DBEs that provide design, permitting, construction and outreach support.

48. Consider one area where your agency collects race information. How does your department use this data to inform decision-making?

DC Water Response:
LFDC is currently utilizing U.S. Census data to inform audiences, languages spoken, and align community engagement strategies and tactics for reaching those audiences is critical to the program's success. This information is used to inform public facing educational materials about the program to encourage greater customer participation from non-English speaking property owners.

49. How are communities of color engaged or consulted when your agency considers changes to programs or services? Provide one specific example from the past year.

DC Water Response:
Lead Free DC (LFDC) continues DC Water's commitment to transparency and customer engagement with a robust communications, marketing, and community outreach strategy. This year, we partnered with key stakeholders, including stakeholders who represent communities of color, to review and provide feedback on LFDC program messages and creative concepts that LFDC will use to market the program to encourage participation.

A critical part of our outreach goal is to connect with vulnerable populations (e.g., children, women who are pregnant), and historically underserved communities, including communities of color to inform them about the benefits of lead pipe replacements. LFDC is participating in community events in Ward 7 and Ward 8 to bridge underserved communities with DC Water. Black Millennials for Flint (BM4F) and LFDC co-hosted an event workshop for Ward 8 community members to attend to learn about LDFC and get their questions answered. DC Water invested in the partnership by providing BM4F financial and logistics support. This CBO compensation model is a model that DC Water continues to invest in to ensure that DC Water is not putting added financial burden on commuter partners who are carrying our messages on our behalf.

The Lead Free DC program works to continue to bridge the gap between education and workforce development by ensuring Washingtonians have access to high quality workforce training and career services that improve lives and supports communities. The LFDC Activator's Program is a partnership with the Department of Employment Services (DOES) Workforce Development Program for residents in DC's underserved communities. The 2023-2024 program recruited 20 trainees from across the District to develop community outreach skills by supporting Lead Free DC (LFDC). Trainees receive on-the-job training to equip them with knowledge, skills, and experience necessary for community engagement. By working under LFDC, they are part of a major public outreach initiative to address an important community health issue.

50. What barriers does your agency face when trying to 1) make progress toward racial equity or 2) better understand racial inequity within the agency's context and operations (if any)? How does your agency's spending address existing racial inequities (grant disbursement, procurement/contracting, etc.)?

DC Water Response:

- **Procurement/Contracting:**
  DC Water's commitment to delivering a more fair, open, and efficient procurement process requires intentional, concentrated, and systemic planning. This begins with establishing a strong culture and values, within DC Water and beyond – as reflected in its strategic plan, Blueprint 2.0.

  To be successful, DC Water's program must strike the right balance between program outcomes and a business-friendly environment for vendors. Calibration,

therefore, is necessary and requires constant diligence. Inasmuch, some of the essential elements of DC Water's program are:

- **Commitment to equity at all organizational levels.**
- **Comprehensive and straightforward internal and external policies and procedures which span the pre-bid process through contract closure process.**
- **The contractual and other tools, as well as sufficient resources to quickly address any problems as effectively as possible.**
- **Highly skilled and motivated personnel who are in constant communication with their internal business partners and attuned to vendors and the nuances of individual markets.**
- **Solutions that advance equity also support other goals, such as: competition, cost controls, efficiency, and transparency.**
- **Ecosystem actors including community organizations like chambers of commerce, different levels of DC Water, as well as businesses, could support a more equitable procurement system and help firms overcome barriers to entry.**
- **Explicit program goals for certified firms**
- **Early engagement with the business community, coupled with targeted outreach efforts.**
- **Ongoing Capacity support activities**

51. Please provide data on the racial diversity among leadership and at all staff grade levels. How does retention differ by race across levels? How does pay differ by race within levels?

DC Water Response:
Please see the tables below:

Diversity Among Leadership and Staff Grade Levels

Grade Group	Race							Employee Count by Grade
	American Indian or Alaska Native	Asian	Black	Hispanic/Latino	Native Hawaiian or other Pacific Islander	Two or more races	White	
C-Suite	0.0%	0.0%	60.5%	0.0%	0.0%	0.0%	39.5%	**8**
VP	0.0%	13.3%	59.1%	0.0%	0.0%	0.0%	27.6%	**19**
Director	0.0%	10.1%	40.0%	9.9%	0.0%	0.0%	40.0%	**30**
Senior Manager	1.7%	7.4%	44.4%	6.2%	0.0%	0.0%	40.3%	**17**
Manager	0.0%	26.7%	51.4%	1.4%	0.0%	0.0%	20.4%	**70**
Supervisor	0.8%	3.4%	66.4%	9.7%	0.0%	1.8%	18.0%	**97**
Non Union Individual Contributor	0.0%	15.2%	57.6%	4.7%	0.0%	1.4%	21.1%	**192**
Union District Service (DS)	0.0%	7.1%	63.6%	7.5%	0.0%	0.4%	21.5%	**261**
Union Leader Wage (LW)	0.0%	0.0%	91.9%	8.1%	0.0%	0.0%	0.0%	**21**
Union Regular Wage (RW)	1.3%	0.4%	75.3%	4.7%	0.6%	0.9%	16.7%	**413**
Overall %	**0.5%**	**7.5%**	**65.1%**	**5.6%**	**0.2%**	**0.8%**	**20.3%**	
Employee Count by Race	**5**	**24**	**524**	**31**	**1**	**5**	**106**	**1128**

- ***Employees who did not disclose their Race not included***

Retention by Race Across Levels (represented as Rolling 12 months' Turnover—2/1/2023 to 1/31/2024)

Grade Group	Race				Employee Count by Grade
	Asian	Black	Hispanic/Latino	White	
C-Suite	0.0%	100.0%	0.0%	0.0%	**1**
VP	0.0%	50.0%	0.0%	50.0%	**2**
Director	0.0%	25.0%	0.0%	75.0%	**4**
Senior Manager	0.0%	0.0%	0.0%	100.0%	**1**
Manager	0.0%	87.5%	0.0%	12.5%	**8**
Supervisor	0.0%	50.0%	0.0%	50.0%	**4**
Non Union Individual Contributor	11.1%	59.3%	3.7%	25.9%	**27**
Union District Service (DS)	11.1%	72.2%	0.0%	16.7%	**18**
Union Regular Wage (RW)	0.0%	74.1%	0.0%	25.9%	**27**
% of Turnover	**5.4%**	**66.3%**	**1.1%**	**27.2%**	
% of Workforce	**7.5%**	**65.1%**	**5.6%**	**20.3%**	**92**

- ***All separated employees included disclosed their Race***

Pay By Race Across Levels

Grade Group	Race							Average by Grade	Employee Count by Grade
	American Indian or Alaska Native	Asian	Black	Hispanic/Latino	Native Hawaiian or other Pacific Islander	Two or more races	White		
C-Suite			$ 285,597.14				$ 274,437.64	$ 281,412.33	8
VP		$ 239,437.46	$ 230,298.90				$ 236,764.45	$ 233,924.27	19
Director		$ 202,819.64	$ 206,086.46	$ 205,159.99			$ 212,664.35	$ 208,407.18	30
Senior Manager	$ 171,526.41	$ 187,781.62	$ 187,140.53	$ 172,785.46			$ 176,805.33	$ 182,375.58	17
Manager		$ 162,732.44	$ 159,227.61	$ 173,615.95			$ 162,317.03	$ 160,796.14	70
Supervisor	$ 128,820.52	$ 125,583.24	$ 117,924.67	$ 123,406.02		$ 104,979.53	$ 119,324.66	$ 118,617.00	97
Non Union Individual Contributor		$ 133,869.91	$ 113,833.02	$ 117,799.71		$ 112,809.77	$ 133,014.46	$ 120,424.47	192
Union District Service (DS)		$ 125,324.04	$ 96,557.33	$ 94,892.95		$ 114,484.60	$ 103,498.59	$ 100,280.17	261
Union Leader Wage (LW)			$ 95,884.41	$ 95,836.81				$ 95,882.14	21
Union Regular Wage (RW)	$ 84,382.20	$ 91,948.04	$ 83,673.68	$ 83,034.55	$ 61,443.20	$ 79,889.62	$ 85,346.43	$ 83,854.78	413
Average Pay by Race	$ 103,179.71	$ 144,147.81	$ 104,582.28	$ 108,330.87	$ 61,443.20	$ 101,338.54	$ 123,775.98	$ 110,570.47	
Employee Count By Race	5	24	524	31	1	5	106		1128

- ***Race not included***

PROGRAM-SPECIFIC QUESTIONS

Human Resources and Customer Service

52. In the agency's responses to the Committee's 2023 performance oversight pre-hearing question about a renewable natural gas project ("RNG") at Blue Plains, the agency explained that it was still determining whether the production of renewable natural gas aligns with DC Water's Blueprint 2.0. Please provide a status update on the RNG project at Blue Plains and whether DC Water has reached a determination on whether RNG production aligns with the agency's strategic plan.

DC Water Response:
DC Water is actively pursuing the renewable natural gas project. The project is presently in the early stages of development leading to concept design. The decision to proceed to full implementation will be made after review of the concept design and implementation options.

53. Please provide an update on the DC Water Works Initiative, including:

a. How many DC Water Works program graduates were hired by DC Water in FY23 and FY24, to date?

b. How many graduates found other employment opportunities? What percentage of the total number of graduates does this amount to?
c. What percentage of DC Water contracts were awarded to certified business enterprises in FY23 and FY24, to date?
d. Progress towards the program goals to have:
   i. 60% of the total contractor workforce for construction and service be local residents; and
   ii. 75% of new jobs created by contracts or procurements entered into by DC Water with contractors be filled by local residents.

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, 2022, and September 30, 2023, 125 labor positions were filled by contractors. Of this amount, 106 positions were filled by local residents, including 60 with District residents.

In FY 2023 and 2024 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						
Seniors Community Service Employment Program	1	1	1	1	100%	1
Department of Sewer Services Summer Training Program	1	1	1	1	100%	1
Ongoing Training Programs						
DC Water Apprenticeship Program (Cohort 2)	15	14	11 Still in Program	N/A	N/A	N/A
DC Water Apprenticeship Program (Cohort 1)	14	14	5 (3 Still in Program)	5	100%	5
Lead Free DC C Community Activators Program	20	20	17 Still in Program	N/A	N/A	N/A
Totals	51	50	7 (31 Still in Programs)	7	100%	7

In FY 2023, certified local, small, disadvantaged, and/or women business enterprises were awarded $155.41 million in contracts, subcontracts, and task orders with DC Water. This total amounts to 38 percent of the contracts and task orders awarded.

54. Please describe any other efforts DC Water undertook to increase its hiring of District residents in FY23 and FY24, to date.

DC Water Response:
With regards to local hires, specifically focused in placed on recruiting District residents, particularly residents in Wards 8 and 7. For example, of the sixty (60) contractor positions filled by District residents in FY '23:

- **Twenty-One (21) were residents of Ward 8**
- **Fifteen (15) were residents of Ward 7**
- **Three (3) were residents of Ward 6**
- **Five (5) were residents of Ward 5**
- **Six (6) were residents of Ward 4**
- **Seven (7) were residents of Ward 2**
- **Three (3) were residents of Ward 1**

Moreover, the recruitment of the participants for apprenticeship and skills training programs particularly focused on District residents.

55. 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 2018.

a. Did DC Water and OPC have regular, proactive meetings during FY23 and FY24, to date, outside of interactions responsive to specific customer concerns or complaints? If so, please provide a list of those meetings.
b. How many issues or claims has OPC brought to DC Water on behalf of ratepayers in FY23 and FY24, to date?
c. 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:
During FY 2023 and to date in FY 2024, as part of the budget review process for FY 2025 and FY 2026, DC Water met with the Office of People's Counsel and provided detailed briefings of the Authority's proposed Operating Expenditure, Operating Revenues, Ten-year Capital Improvement Program, Ten-Year Financial Plan and the new Customer Assistance Programs.

In FY23, there were 403 interactions with OPC, and 176 for FY24 to date. DC Water's legal department meets with OPC every month to discuss cases, potential settlements and to provide other resources to OPC clients.

DC Water believes these briefings continue to foster transparency in the ratemaking process and reflects our commitment to strengthen the relationship with OPC who are great partners in helping to educate and notify our customers about availability of various new and ongoing customer assistance programs.

Clean Rivers Project & CRIAC Relief Program

56. During FY23 and FY24, to date, how many times were Combined Sewer Overflows ("CSO") released into the District's waterways? How does this number compare to previous fiscal years?

a. 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.

On September 15, 2023, DC Water placed in operation the Northeast Boundary Tunnel which is the final phase of the Anacostia River Tunnel system. This tunnel adds approximately 90 million gallons of storage capacity to the system.

During FY2023, there were 12 CSOs to the Anacostia River, 62 CSOs to the Potomac River, and 31 CSOs to Rock Creek. A comparison of these totals to previous fiscal years is provided in the table as follows. Note that the Northeast Boundary Tunnel was placed in service on September 15, 2023. In order to place the Northeast Boundary Tunnel in operation, the CSO 019 diversion to the Anacostia River Tunnel was taken out of service from approximately July 2023 to September 2023. This was necessary for construction worker safety since personnel were inside the tunnel system making the connection between the tunnels. This temporary outage resulted in an increase in CSOs for this period.

During FY2024 to date (October to December 2023), there was 1 CSOs to the Anacostia River, 8 CSOs to the Potomac River, and 6 CSOs to Rock Creek.

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
2023[3]	34.96	1129[3]	212[3]	84%[3]	12[3]	431	62	46	31	689
2024 (Oct to Dec 2023)	9.59	703	49	93.5%	1	234	8	3	6	286

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. The Northeast Boundary Tunnel was placed in operation on September 15, 2023. This tunnel was in service for the last two weeks of FY2023 and the entirety beginning FY2024.**
3. **In order to place the Northeast Boundary Tunnel in operation, the CSO 019 diversion to the Anacostia River Tunnel was taken out of service from approximately July 2023 to Sept 2023. This was necessary for construction worker safety since personnel were inside the tunnel system making the connection between the tunnels. This temporary outage resulted in an increase in CSOs for this period.**

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, please provide:

a. A description;

b. A status report, including a timeframe for completion and milestones reached in FY23 and FY24, to date;
c. The amount of capital funds spent and remaining in FY23 and FY24, to date;
d. Planned remaining spending each year until completion in 2032;
e. Annual maintenance costs for any completed projects; and
f. The anticipated 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 combined sewer overflow or CSO.

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:

- **Anacostia River Projects**

  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.

  March 23, 2025 - the Northeast Boundary Tunnel which runs from Robert F. Kennedy (RFK) Stadium to 6th and R St NW 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 September 15, 2023, more than 1.5 years ahead of schedule. March 20, 2018.

From March 20, 2018, through December 31, 2023, the system has performed exceptionally well, capturing over 16.2 billion gallons of CSO and removing more than 10,137 tons of trash and debris, preventing it from being discharged to the Anacostia River.

- **Potomac River**
  February 8, 2030 - the Potomac Tunnel which addresses the major Potomac River CSOs is required to be placed in operation by this date. DC Water awarded a design build contract for this project in November 2023 and construction will be starting soon.

- **Rock Creek**
  November 23, 2029 – The Piney Branch Tunnel which addresses the larges CSO outfall to Rock Creek is required to be placed in operation by this date. DC Water is underway preparing an environmental assessment with the National Park Service.

  March 23, 2030 – green infrastructure managing 92 impervious is required to be placed in operation by this deadline. This is being constructed via four principal projects, two of which are complete.

- **Status Report, Capital Funds Spent and Available, Planned Remaining Spending**
  Please refer to the attached pdf file: "Clean Rivers Project Component Update". Tables include 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**
  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 5,500,000 per year.

  The Potomac Project A and Rock Creek Projects A and B Green infrastructure projects manage approximately 58 impervious acres at 1.2" of rain. Maintenance costs are approximately $1,200,000 per year.

- **Future Projects**
  The estimated operation and maintenance costs for tunnels and appurtenances when the tunnel system is complete is approximately $1.5 million per year (2024 dollars).

  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 approximately $3.1M to $3.4M per year in 2024 dollars when all acres are complete.

58. Please update the Committee on how DC Water is funding the Clean Rivers Project, including what bonds, loans, grants, or other funding sources are being drawn from to pay for the project each year.

a. 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 FY2024 the CRIAC is expected to generate $110.2 million and the sewer volumetric rate will generate $58.8 million for the Clean Rivers Program, for a total of about $168.9 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 2023, DC Water received $8.0 million and in FY 2024 received $2.732m. 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 $308.0 million (Including $14.5 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.**

59. Please describe any efforts made by DC Water in FY 2023 and FY 2024, to date, to advocate for additional federal funding for the Clean Rivers Project and lead pipe replacement in the District?

DC Water Response:

In Fiscal Year (FY) 2023 and FY 2024, DC Water has continued its advocacy efforts to secure additional federal funding for crucial projects such as the Clean Rivers Project and lead pipe replacement within the District of Columbia. These efforts have been multifaceted and proactive, aimed at ensuring the sustainability and effectiveness of the water infrastructure in the region.

Strategic Tracking and Coordination: DC Water has established a dedicated team responsible for monitoring and identifying potential sources of federal funding available for water infrastructure projects. This team is tasked with ensuring that DC Water remains informed about available grants, programs, and initiatives relevant to its projects.

Grant Application and Proposal Development: Upon identifying eligible funding opportunities, DC Water actively engages in the preparation and submission of grant applications and proposals. This process involves thorough research, strategic planning, and collaboration with relevant stakeholders to effectively communicate the importance and impact of the Clean Rivers Project and lead pipe replacement initiatives to federal agencies and decision-makers.

Advocacy and Outreach: DC Water actively engages in advocacy efforts to raise awareness among federal policymakers and stakeholders about the critical need for additional funding to support water infrastructure projects in the District of Columbia. This includes participating in congressional hearings, meetings with elected officials, and industry conferences to advocate for increased federal investment in water infrastructure improvements.

Partnerships and Collaboration: DC Water collaborates with local, state, and federal agencies, as well as industry associations and advocacy groups, to leverage collective resources and influence in advocating for additional funding for water infrastructure projects. By forming strategic partnerships and coalitions, DC Water amplifies its advocacy efforts and enhances its ability to secure federal support for critical initiatives.

Monitoring and Reporting: Throughout FY 2023 and FY 2024, DC Water continuously monitors developments in federal funding policies, legislation, and appropriations relevant to water infrastructure. This includes tracking proposed budget allocations, legislative initiatives, and regulatory changes that may impact funding opportunities for the Clean Rivers Project and lead pipe replacement efforts. DC Water also provides regular updates and reports to stakeholders, including government agencies, elected officials, and the public, to demonstrate progress and outcomes resulting from its advocacy efforts.

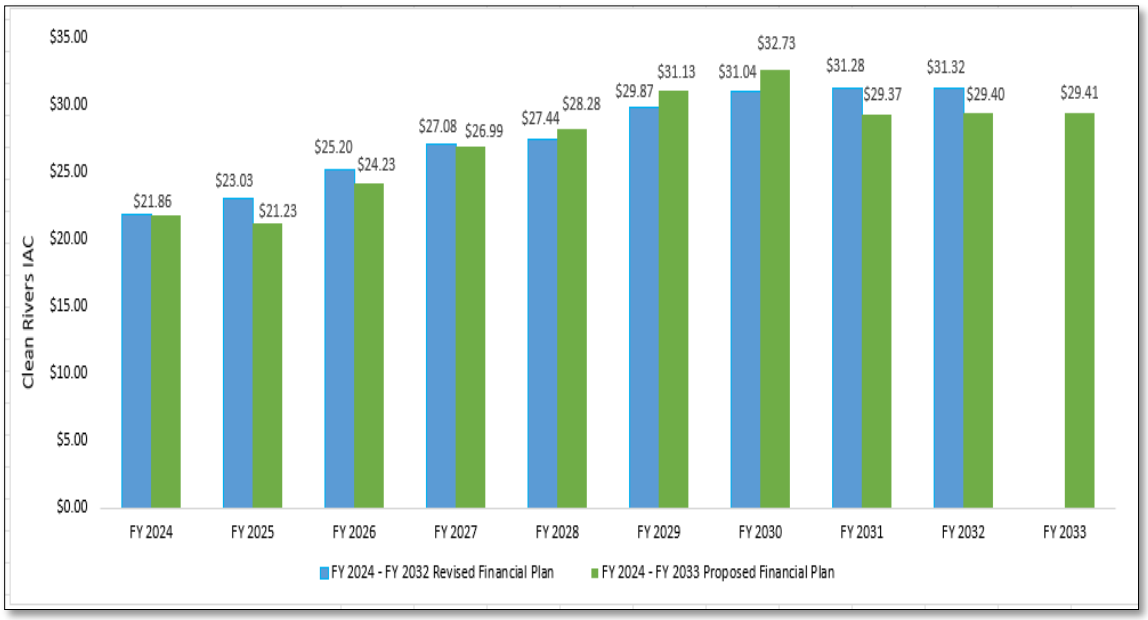
Overall, DC Water remains committed to advocating for additional federal funding to support the Clean Rivers Project and lead pipe replacement initiatives, recognizing the importance of investing in sustainable and resilient water infrastructure to ensure the health, safety, and prosperity of the District of Columbia and its residents.

60. Please provide the projected CRIAC per equivalent residential unit ("ERU") that ratepayers will be charged in the remainder of FY24 and future fiscal years for which DC Water has projections.

a. Please describe DC Water's efforts in FY23 and FY24 to date, to decrease these rising charges for ratepayers.

DC Water Response:

The chart below shows the revised CRIAC charges for FY 2024 - FY 2032 and the proposed CRIAC charges for the FY 2024 - FY 2033 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, DC Water's credit ratings were re-affirmed with stable outlooks from all three rating agencies with AAA from S&P, AA+ from Fitch Ratings, and Aa1 from Moody's as of December 2023. These ratings have helped us to achieve some of the lowest costs of financing.

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 this year's ratemaking process. This year, as part of the FY 2025 and FY2026 budget process, DC Water met with the Office of People's Counsel to discuss the budget. The meeting was to provide an overview of the proposed rates and the budget.

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 cost:

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 in-service tunnel, the Anacostia River Tunnel System, is being 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.

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 Advance Utility Construction	• Frequent communication with Ward 2 Mayor's Office of Community Relations and Services (MOCRs), Ward 2 Councilmember's Office, Georgetown Business Improvement District (BID), and ANC 2E05 to provide project updates

Division	Project	Overview of Key Outreach Efforts
		• 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

61. Noting that DOEE processes applications for the program, please provide the Committee with data on participation in the CRAIC Relief Program in FY23 and FY24 to date, including:

a. The number of residential households that applied to the CRIAC Relief Program each month, broken down by AMI (60% AMI or lower, 61-80% AMI, 81-100% AMI, and greater than 100% AMI);
b. The number of residential households that were granted relief under the program each month, broken down by AMI;
c. The number of nonprofits that applied to the CRIAC Relief Program each month;
d. The number of nonprofits that were granted relief under the program each month; and
e. 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:

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; (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 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	FY2022 Enrolled	FY23 Enrolled	FY24 Enrolled (YTD)
Customer Assistance Program	6,949	4,744	1,491
Customer Assistance Program 2	679	351	141

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

CAP3 Enrollment Month	FY 2023	FY 2024
Oct	0	0
Nov	10	0
Dec	3	0
Jan	7	
Feb	1	
Mar	5	
Apr	2	
May	3	

Jun	**2**	
Jul	**2**	
Aug	**1**	
Sep	**0**	
Total	**36**	**0**

- **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; (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).**

CRIAC Enrollment Month	FY 2023	FY 2024
Oct	**0**	**19**
Nov	**48**	**45**
Dec	**22**	**0**
Jan	**17**	
Feb	**10**	
Mar	**8**	
Apr	**6**	
May	**5**	
Jun	**2**	
Jul	**9**	
Aug	**21**	
Sep	**34**	
Total	**182**	**64**

- **The number of nonprofits that received relief from the CRIAC relief fund; (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. (Applications are received through DOEE so DC Water is unaware of the information barriers, deterrents, or other reasons that customers are not submitting applications.)**

62. Please describe any community outreach or other efforts made by the agency in FY23 and FY24, to date, to educate District residents about the availability of funding through the CRIAC relief program.

DC Water Response:

DC Water Offers a wide range of Customer Assistance Programs and utilizes a number of different communications channels to ensure customers are aware financial assistance is available to help them pay their bills. Information is shared directly with customers and through the Executive Office of the Mayor, DOEE, and other partner agencies and organizations.

Specifically:

- **After returning to normal collection activity, DC Water created focused outbound campaigns to customers in all bill classes emphasizing assistance program enrollment and payment plans. More than 10k phone calls and emails were distributed during the fourth quarter of the fiscal year. DC Water continued to offer extended payment plans and made connecting customers with available assistance options a priority.**

- **With DC Water's Customer Assistance Program, qualifying customers received an annual discount of over $500.00, which includes credits for up to 4ccfs in water consumption and additional credits for 75% of the Clean Rivers Impervious Area Charge (CRIAC), and the WSRF (Water System Replacement Fee) is waived. This resulted in $2,545,057 being distributed in CAP, CAP2, and CAP3 credits to 5,131 customers.**

- **DC Water also sought and obtained Board approval to continue the Residential Assistance Program (RAP) to help income-eligible customers eliminate their past-due balances. Through this program, customers who qualify for CAP and CAP2 receive up to $2k in assistance payments.**

- **In addition, the DC Water Board of Directors approved the extension of the DC Water Cares: Multifamily Assistance Program (MAP) for Fiscal Year 2023. MAP also provides up to two thousand dollars ($2,000) of emergency relief per eligible unit to an eligible occupant residing in a participating Multi-Family Customer's premises. Information regarding these programs is included in the following: Customer bill inserts, monthly bill messages, customer service on-hold messages, DC Water's website, paid advertising, and promotions across all our social media platforms. The Map program ended in FY23.**

- **DC Water Customer Service Associates are trained to identify when customers need assistance and advise them of the program, the benefits, how to apply, and where to find additional information on our website. In addition, DC Water continues to utilize Facebook, Twitter, and marketing/outreach to further communicate information regarding CAP and other assistance options to our customers.**

- **In FY 2023, DC Water hosted and/or attended more than 50 outreach events where information about the assistance programs was provided.**

- **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 total 8,000 to 10,000 fliers to an extremely targeted audience.**

- **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.**

- **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.**

- **Participated in one of OPC's virtual panel discussions, more commonly referred to as their Quarterly Utility Social Services Discussions. There, we talked about our Customer Assistance programs.**

- **Worked with MOCRS and Council staff to provide information about available resources for constituents struggling to pay their bills.**

- **Included information about DC Water Cares in all customer newsletters, bill inserts and bill messages.**

- **Updated our website with information and promoted DC Water Cares across our social media platforms.**

- **Employed a multi-pronged approach to publicize a special one-time "Catch Up" offer for customers with past-due balances. The campaign included individual letters sent to eligible customers inviting them to participate.**

Water Rates and Customer Assistance Programs

63. Please provide an update on DC Water's Customer Affordability Programs (other than the CRIAC Relief Fund), including CAP, CAP2, and CAP3, the Residential Assistance Program, the Customer Assistance Program, Extended Payment Plans, and SPLASH. For each program, please provide the following information for FY23 and FY24, to date:

a. The total number of applications received;
b. The total number of applications processed;
c. The total number of applications approved;

DC Water Response (a, b, and c):
DC Water does not determine eligibility or process CAP, CAP2, and CAP3 applications. Applications are received and processed by DOEE. DC Water applies the benefits per their distribution list. We apply RAP benefits based on CAP and CAP2 approvals.

d. The cumulative value of funds provided by the Program; and

DC Water Response:
The cumulative value of the funds provided by the programs are listed below:

Program	FY2023	FY2024
Customer Assistance Program	$2,399,001	$259,489
Customer Assistance Program 2	$139,714	$18,573
Customer Assistance Program 3	$6,342	$0.00
DC Water Cares Residential (RAP)	$2,930,302	$443,295
DC Water Cares Multi-Family (MAP)	$2,137,750	$0.00
SPLASH	$90,765	$24,153

DC Water's Extended Payment plan is not a discount program. This program will take the customer's current balance and extend the payment over various months based on the customer's need.

Extended Payment Plans (count)	FY23	FY24
Total Created	8376	2416
Total Defaulted	6295	1372

e. How many customers received the 100% credit for the Water System Replacement Fee in FY23 and FY24, to date?

DC Water Response:
Customers enrolled in CAP received a waiver of the Water System Replacement fee. The total CAP enrollment – FY23 = 4,744 and FY24 (YTD) = 1,491.

64. Has DC Water created any new programs to help low-income consumers pay their water bills and prevent disconnection in FY23 and FY24, to date? If so, please describe eligibility requirements for the program and how much assistance the program provided.

DC Water Response:
In FY23, DC Water did not create plans for low-income customers. However, we did create a one-time Catch-up Offer that assisted all eligible customers in the residential and non-residential billing categories. This offer ran From February 1st to May 31st. It assisted qualifying customers by adjusting late fees and penalties from January 2018 through May 31, 2023, and adjusting 10% of the remaining balance after the late fees had been removed if the customer paid the Catch-up offer total before the program end date.

(Qualifying - customers with outstanding balances for 30 days or more as of December 31, 2022, had yet to pay their outstanding balance by January 20, 2023.)

- **Participants – 9,010**
- **Assistance provided – $2,233,041**

As part of our Proposed FY2025 Budget, DC Water has included the following new programs. The new programs are included as a part of FY2025 Proposed Budget, but the Payment Plan Incentive Program will start in FY2024 and $2.0 Million each is budgeted for FY2024 and FY2025 and this is funded by utilizing RSF.

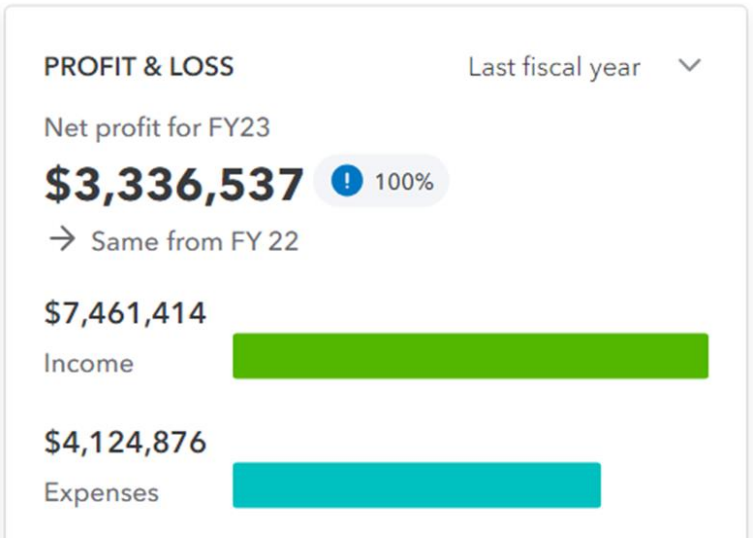
- **Payment Plan Incentive Program: DC Water will provide a credit equivalent to 40% of customer payments over a three-month period when made as part of a Payment Plan.**
- **CAP+: A new program that will provide an additional two hundred cubic feet of water and sewer services to customers with incomes at 20% AMI or lower.**
- **Leak Assessment Program: DC Water will pay for an audit for CAP customers of water use to help determine the source of leaks. DC Water is working to partner with the District to pay for the on-premise improvements (similar to the District's funding of weatherization programs).**

65. How much revenue was raised by Blue Drop in FY23 and FY24, to date? How were those funds spent in FY 2023 and FY 2024 to date?

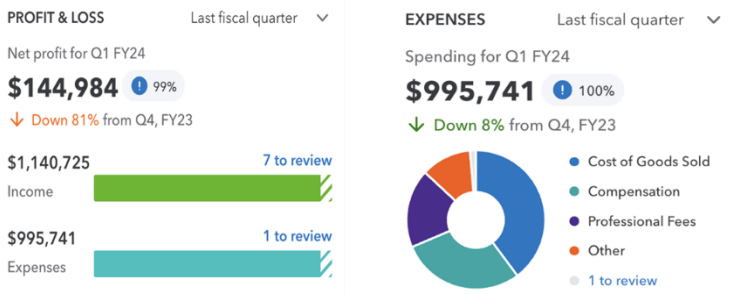
a. How much revenue does DC Water project Blue Drop raise in FY 2023 and FY 2024?

DC Water Response:

Below are the FY23 financial figures, with revenue and expenses. Much of this revenue was spent on managing the Bloom product, paying for hauling, storage, etc. The table does not show up the savings as compared to the WSSC contract to haul their share of biosolids from Blue Plains. Managing Bloom through Blue Drop. As compared to the WSSC costs, Blue Drop saved DC Water and the IMA partners $2.5M in FY23. This is not in the bottom line calculations for Blue Drop. The majority of the "profit" is from the sale of renewable energy credits (RECs), and have not been spent yet because we are negotiating with our IMA partners on how to do so.



Below is the revenue and expenses for the first Quarter of FY24.



FY24 projections:

Revenue	Total
Bloom Sales	$ 322,337
Bloom Deliveries	$ 502,311
Bloom Hauling - DC Water	$ 1,672,869
Bloom - DC Water Marketing Fee	$ 585,002
Land App/Storage	$ 536,520
Event Rental revenue	$ 566,883
Products and IP Revenue	$ 349,000
Renewable Energy Income	$ 4,410,630
Cell Towers	$ 249,104
Merchandise	$ 2,750
Interest and Other	$ 130,000
Total Revenue	**$ 9,327,405**

Operating Expenditures	Total
Cost of Goods Sold	$ 2,364,680
Compensation	$ 901,744
Professional Fees	$ 666,404
Travel	$ 13,450
Administration	$ 149,459
Tax License & Insurance	$ 37,700
Marketing	$ 73,000
Interest and Fees	$ 10,000
Total Operation Expenditures	**$ 4,216,437**
Net Profit	**$ 5,110,968**

66. Please provide an update on Blue Drop's marketing of Pipe Sleuth.

DC Water Response:
DC Water has no update on marketing of pipe sleuth to share with the Committee.

67. Please provide an update on DC Water's production and sale of Bloom and other biosolids.

a. How much Bloom did DC Water produce in FY23 and FY24, to date?

DC Water Response:
64,897 tons for FY23 and 18,630 tons for FY24 thru January 2024.

b. How much Bloom was DC Water able to sell?

DC Water Response:
64,897 tons for FY23 and 18,630 tons for FY24 thru January - By definition Bloom is the marketed and sold product.

c. What vendors does DC Water use to sell Bloom?

DC Water Response:
Blue Drop is under contract to DC Water as the marketer for Bloom.

d. How much revenue did Bloom and other biosolid sales generate in FY23 and FY24, to date?

DC Water Response:
FY23 = $387,000 and FY24 to date = $111,000.

e. In last year's performance oversight responses, DC Water noted that the Public Employees for Environmental Responsibility raised concerns about Per- and Polyfluorinated Substances ("PFAS") from the use of biosolids on farms in Montgomery County and recommended a moratorium on the use of Bloom. Has DC Water conducted any tests of Bloom in response to concerns about PFAS?

DC Water Response:
Our Bloom PFAS levels are below limits set in MI and NY states. We also have a well researched presentation on relative risk of Bloom PFAS levels vs other exposure pathways in our society. For instance, household dust has 10X the PFAS levels in Bloom, cosmetic foundation as 93X the PFAS levels in Bloom, ketchup has 500X the PFAS in Bloom, and the average food packaging in the US has 8000X the PFAS levels of Bloom.

f. What is the current status of the use of Bloom in Maryland?

DC Water Response:
Almost all the Bloom we sell is in Maryland.

g. In last year's performance oversight responses, DC Water noted that Bloom is classified as a "Class B" material, which limits DC Water's ability to sell Bloom in Virginia. What is the status of the use of Bloom in Virginia?

DC Water Response:
All our biosolids are Class A EQ biosolids. The difference is that in VA, the regulators do not make a distinction between Class A and Class B dewatered biosolids. We are working with regulators, the Viginia Biosolids Council, and legislators to change this so we can market more into VA.

h. In last year's performance oversight responses, DC Water said that the District Department of Transportation ("DDOT") guidelines currently limit the ability to use Bloom in development projects in the District. What is the current status of the use of Bloom in the District, including any applicable guidance from DDOT?

DC Water Response:
Bloom operations and marketing staff; met with DDOT officials and are working on changing the spec to allow for more use of Bloom in DC. I expect this to be completed within 6 months.

i. What recommendations does DC Water have to expand the use of Bloom in the District and broader Washington Metropolitan Region?

DC Water Response:
We need to acquire offsite storage capacity so that we can store material when the market is slow and sell it when the market is hot. We need to get into the mode of inventory control.

68. Has DC Water been able to expand the renewable energy credits ("RECs") program? How much revenue did DC Water generate in RECs in FY23 and FY 2024, to date?

DC Water Response:
DC Water generated 7,668 Tier 1 RECs from these facilities in FY2023 and 1,871 in FY2024 (October 1 – December 31, 2023). These were sold in four separate transactions, three in FY23 that generated $47,572.50 of revenue and one in FY24 that generated $245,241.00. DC Water has no unsold RECs from these systems on its books as of January 31, 2024.

69. When will DC Water schedule public meetings in 2024 to discuss rate increases for FY25 and FY26? Where can residents learn about the dates and locations of these meetings?

DC Water Response:
DC Water increases its rates for two years based on cost of service study. In 2024, the Board will approve the rates for FY2025 and FY2026. In advance of the Board's Public

Hearing scheduled for May 09, 2024, DC Water will hold a series of both in-person and virtual Town Hall Meetings in April to:

- **Inform customers about the Proposed FY 2025 and FY 2026 rates.**
- **Discuss the Capital Improvement Program, and**
- **Promote all the existing and new customer assistance programs.**

- **The meetings will be widely publicized through numerous channels, including:**
  - **Councilmember Offices.**
  - **Advisory Neighborhood Commissions (ANCs).**
  - **DCWater.com website.**
  - **Twitter, Facebook and Instagram.**
  - **Nextdoor.**
  - **Paid digital and print advertising.**

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, including the "Defense in Depth layered strategy and the "Mission Critical" resilience capability.

DC Water Response:
DC Water implements a "Defense in Depth" security Architecture for the Traditional IT and Operational Technology (OT) Networks. A dedicated Cyber Team to monitor Security Events of Interest. Technical Cybersecurity Measures include:

- **Internet Layer strategy:**
  - **Web Access controls to prevents members from accessing known malicious websites and downloading malicious files with an IT managed device whether on/off the corporate network.**
  - **Geographic Filtering – Limits by country where DC Water data and workloads can be accessed, or a member may logon from.**
  - **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**

- **Network Layer strategy:**
  - **Firewall Protection**
  - **Intrusion Prevention**

- **Network segmentation (Purdue Model) logical controls. There is NO direct internet access from the OT network and the internet. Network Isolation also exist between:**
  1. **OT and IT Networks**
  2. **OT Networks**
  3. **Critical system**
- **Weekly data backups**
- **Security Event and Incident Management (SEIM)**

○ **<u>The Host and User Layer strategy:</u>**
- **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:**
  1. **Continuous automated Vulnerability management**
  2. **Cyber Hygiene scanning of External Facing assets**
- **Continuous Asset Discovery on monitoring on both IT and OT Networks**

○ **<u>Data Layer strategy:</u>**
- **Encrypted Databases**
- **Encrypted Email**
- **Encrypted Laptop Hard drives**
- **Data Retention and labeling**
- **Information Protection (data classification, labeling and access restrictions)**

○ **<u>Cyber Resilience:</u>**
- **Periodic Data Backups**
- **Cloud Based Backup and Recovery**
- **Annual Testing of Backup Strategy**
- **Annual testing of Incident response**
- **Annual testing of Data backups**

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

a. 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:
For FY23 an average of 8.0 MW (70,080 MWh) was produced by the CHP Facility using the Anaerobic Digester gas produced. This translated to an average 6.6 MW (57,816 MWh) of power exported to the BP Electrical Grid. Approximately 24% of Power used at Blue Plains was electricity produced at the CHP Facility using digester gas.

b. The amount of revenue generated in FY23 and FY24, to date, by the sale of Class A biosolids produced by the digesters.

DC Water Response:
Bloom revenue FY23: $387,312
FY24: $79,325 through Q1 (approx.)

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

a. The current number of known mechanically defective hydrants in the District and whether it is consistent with DC Water's goal of having less than 1% of fire hydrants out of service;

DC Water Response:
As of February 1, 2024, there were 9840 public fire hydrants, and 15 hydrants were mechanically defective (0.15%).

b. The anticipated timeline for repairing any mechanically defective hydrants; and

DC Water Response:
Mechanically defective hydrants are repaired within 20 business days according to the MOU. Hydrants not repaired within 20 business days due to constraints such as construction area, and impact to critical customers are included in the daily hydrant report shared with FEMS.

c. The number of hydrants replaced in the District in FY23 and FY24, to date.

DC Water Response:
- **FY 2023 - 171 hydrants.**
- **FY 2024 - 68 hydrants as of 2/1/2024 reporting date.**

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

a. A description.
b. The amount of capital funds allotted.
c. A status report, including a timeframe for completion.
d. Planned remaining spending on each of these projects.
e. A list of projects to begin in FY23 and FY24, to date, including expected costs and completion dates.

DC Water Response:
Please refer to the attached excel file: "Sewer Rehab Projects".

74. Please describe DC Water's progress with water system upgrades, including the status of the Northeast Boundary Tunnel Project, during FY23 and FY24 to date.

DC Water Response:

- **DC Water placed the Northeast Boundary Tunnel in operation on Sept 15, 2023, ahead of the Consent Decree schedule which is March 23, 2025.**

- **Placing the tunnel in operation early offered benefits to ratepayers in terms of CSO reduction and flood mitigation. Because the tunnel is 100' deep in the ground, it was possible to place it in operation prior to completing all of the surface work and restoration.**

- **Completion of the surface work and restoration is underway at the sites. Because the work is primarily in active streets, there are significant limitations affecting the work that are necessary to be a good neighbor and allow normal economic activity. These include:**
  - **Traffic must be maintained and there are limitations regarding lane closures that affect the ability to work.**
  - **Work hour limitations to minimize impacts to residents.**
  - **Noise and vibration limitations.**
  - **Rainy weather and winter conditions limit when paving and certain types of work can be performed.**

  In addition, there are precedent activities that involve third parties that must be complete prior to restoration. These include:
  - **PEPCO for removal of various temporary electrical work that must be completed prior to allowing DC Water to perform restoration.**
  - **Signalization, cabinetry and lights for restoring traffic lights and signals at the various intersections.**
  - **Removal of temporary wells and instruments in the road that were required for construction that must be abandoned in a proscribed manner, working around the traffic, prior to restoration.**

- **DC Water is diligently working to complete the precedent activities and complete restoration.**

- **Status for the individual sites are as follows:**

  - **Mt Olivet Road**
    - **There are two construction sites, one located on the DPW lot near the cemetery and the other on Capitol Avenue NE. At the DPW, lot the contractor has completed placing the concrete driveway and restoring the sidewalk. At the Capitol Avenue site, the contractor is completing**

the restoration of the Bethesda Baptist Church parking lot which served as the construction site. The remaining work in the area includes completing the upgrade of the traffic signals followed by repaving the intersection of West Virginia Avenue.

- **Rhode Island Ave and 4th Street Sites**
  - **The contractor completed the installation of 27-inch and 18-inch storm lines under the WMATA bridge. Upcoming work includes constructing a new median on Rhode Island Avenue NE and upgrading the traffic signals at the intersection of Washington Place NE. The ongoing restoration of the construction site located at 8th Place NE includes completing the new bioretention areas, installing an 8-foot chain link fence, and landscaping.**

- **First Street Pumping Station Construction Site**
  - **DC Water's contractor continues restoration of the First Street Pump Station Construction Site currently constructing the first of two bioretention areas along the west sidewalk of First Street NW. Pepco is scheduled to end the transformer service and remove the meter in February. Afterward, the contractor will demolish the concrete transformer and begin constructing the second bioretention area. Work to replace the traffic signalization at all the corners of First Street and Rhode Island Avenue NW is ongoing on the westbound side and the eastbound conduit installation is completed. Traffic on Thomas Street NW between the alley and First Street NW is partially restored.**

- **T Street NW Construction Site**
  - **The contractor has completed the instrument abandonment process on T Street NW and is scheduling to pave and mark parking lanes on T Street where the construction site is located. The remaining work includes landscaping for the bioretention area and tree boxes.**

- **Florida Avenue NW Construction Site**
  - **Construction activities are completed, and 3rd Street NW has been reopened to traffic. The remaining work includes planting trees and completing the landscaping of the tree boxes.**

- **R Street NW Construction Site**
  - **Construction activities for restoring the site at R and 6th Street NW include the ongoing work of installing new traffic signals, constructing curbs, and gutters adjacent to the site, removing geotechnical instruments, paving and striping the roads, and restoring Cooper-Gordon Park.**

a. Please provide a chart of how many small and large water mains were replaced or rehabilitated in FY 2023, and the projected number to be replaced or rehabilitated in FY 2024.

DC Water Response:
Small diameter water mains replaced in FY23 = 11.7 Miles. Projected FY24. Small diameter Water Main replacement = 11 miles.

b. What drinking water pumping stations were upgraded in FY 2023 and FY 2024 to date, and what stations will be upgraded in the remainder of FY 2024?

DC Water Response:
DC Water has work ongoing at the Bryant Street Pump Station and the Fort Reno Pump Station, continuing from FY 2023 into FY 2024. For FY 2024, DC Water also has improvements starting for the Anacostia Pump Station.

DC Water has completed work on Anacostia Water tank #2 - FY 23/24. The capacity of tank #2 is 2 million gallons. The water tank is put back into service.

75. How many service interruptions affecting 25 or more customers for a period of 1 day or longer occurred during FY23 and FY24, to date, broken down by ward?
a. How did DC Water provide updates and other information to impacted residents?

DC Water Response:
Only two instances of water service interruptions, impacting 25 or more customers for a duration of one day or longer, occurred in both FY23 and FY24. These events are outlined as follows:

- **FY23 - Northeast Boiled Water Advisory [5/28 - 5/31]**
- **FY24 - 3rd High Pressure Zone Boiled Water Advisory [1/19 - 1/21]**

The DC Water Office of Marketing and Communications, in collaboration with the Incident Management Team, delivered timely updates and essential information to affected customers throughout both incidents. These updates were disseminated through multiple channels, including the DC Water website and various social media platforms. Additionally, press releases were employed to ensure comprehensive communication during both events.

76. How many boil water advisories occurred in FY23 and FY24, to date, broken down by ward?

DC Water Response:
- **FY2023: A Boil Water Advisory (BWA) was issued on May 29, 2023.**
  This boil water advisory impacted Ward 5 (notifications were sent to ANC 5C, Councilmember Parker and his staff, and Ward 5 MOCRS).

- **FY2024: A Boil Water Advisory was issued on January 19, 2024.**

This boil water advisory impacted parts of Wards 3, 4 and 5 (notifications were sent to all Wards 3, 4 and 5 ANCs, Councilmembers Frumin, Lewis George and Parker and their staff, and Wards 3, 4 and 5 MOCRS).

a. How did DC Water provide updates and other information to impacted residents?

DC Water Response:
The BWA notices were disseminated by DC Water in English and Spanish through multiple media outlets, DC Water alerts (to customers signed up for alerts), the Everbridge notification system, posting to Nextdoor, posting to dcwater.com, emailing to key stakeholders, and posting to social media.

In addition, the District of Columbia Homeland Security and Emergency Management Agency (DC HSEMA) disseminated the BWA public notice on our behalf, by sending out an initial Wireless Emergency Alert (WEA) and update alerts through Alert DC. We informed the Office of the Mayor, Councilmembers and Advisory Neighborhood Commissioners. We also reached out to District agencies to coordinate with schools and other stakeholders in the impacted area.

77. How many miles of water mains did DC Water replace in FY23 and in FY24, to date?

a. 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:
DC Water met the renewal goal in FY23 (actual installation 11.68 miles), and it anticipates meeting the goal in FY24 as well.

b. What is the status of DC Water's plan to replace on average 1% of small diameter water mains each year over the next three fiscal years?

DC Water Response:
DC Water forecasts exceed the 1% goal in each of the next 3 fiscal years.

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

DC Water Response:
DC Water is currently implementing a phased ramp up. The plan is to increase the replacement rate from 1.0% to 1.5%.

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

a. How many *full* lead service lines were replaced in FY23 and FY24, to date, broken down by public and private properties;

DC Water Response:

Fiscal Year	LSLRs
23	1517*
24	490

***As reconciliation is finalized this number may nominally increase.**

b. How many *full* lead service lines remain, broken down by public and private properties;

DC Water Response:

Total premises with verified or suspected public lead remaining (assume 100%)*	**8,506**
Total premises with unknown public side material remaining (assume 50% lead)*	**5,376**
Total premises with suspected non-lead public side material remaining (assume 20% lead)*	**10,777**
Total Estimated Premises with Remaining Public Side Lead	**24,659**

***Lead estimates from June 2023 LFDC Plan. Estimates will be updated annually based on continuous field data and operations.**

c. How many *partial* lead service lines were replaced in FY23 and FY24, to date, broken down by public and private properties;

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

	FY22	FY23	FY24	Total
Partial Replacements by DCW	36	37*	18**	91

*** As reconciliation is finalized this number may nominally increase.**
****As of December 31, 2023.**

d. How many *partial* lead service lines remain, broken down by public and private properties;

DC Water Response:
The below premises have verified non-lead service line material on the public side.

Total premises with verified or suspected private lead remaining (assume 100%)	**10,634**
Total premises with unknown private side material remaining (assume 50% lead)*	**778**
Total premises with suspected non-lead private side material remaining (assume 20% lead)*	**2,268**
Total Estimated Premises with Remaining Private Side Lead	**13,680**

***Lead estimates from June 2023 LFDC Plan. Estimates will be updated annually based on field data.**

e. How many claims DC Water received in FY23 and FY24, to date, to cover contractor costs for replacing the private-side of the lead service line at properties that previously received a partial replacement;

DC Water Response:
DC Water has received 960 requests for payment for private-side replacements under the Lead Pipe Replacement Assistance Program (LPRAP) from inception to December 31, 2023. Specific numbers for FY23 and FY24 are listed below:

Fiscal Year	LPRAP LSLRs
23	**282**
24	**111***
Total	**393**

***As of December 31, 2023**

f. How long it took, on average, for the agency to process these claims;

DC Water Response:
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.

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

DC Water Response:
DC Water remains on schedule to replace those 28,000 (Phase 1) service lines by 2030. The U.S. Environmental Protection Agency, or "EPA," has recently released a proposed revision to the Lead and Copper Rule, or "LCRI," which now requires all utilities to replace lead service lines within 10 years, starting in the year 2027.

h. How many service lines are currently listed as of "unknown" composition in the agency's database?

DC Water Response:
There are 12,436 unknown service lines in public-space in the District (as of 12/31/23).

i. How many filtration jugs did the agency provide to residents in FY23 and FY24, to date?

DC Water Response:
DC Water provides filter kits to every home after completing a lead or galvanized service line replacement. DC Water provided 1,561 filter jugs to residents in FY23 and 510 jugs in FY24 YTD (as of 12-31-23).

79. 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 spending plan for those funds.

DC Water Response:
The table below shows the allocations per fiscal year and spending plans for each.

Funding Source	Amount	Spending
FY22 BIL LSL Allocation	$28,650,000.00	FY24 & FY25 By Block Private Side LSLRs
FY22 BIL LSL 2nd Allocation	$2,190,000.00	FY25, FY26, FY27 By Block Private Side LSLRs
FY23 BIL LSL Allocation	$28,350,000.00	FY25, FY26, FY27 By Block Private Side LSLRs
FY24 BIL LSL Allocation	$28,650,000.00	FY25, FY26, FY27 By Block Private Side LSLRs
FY25 BIL LSL Allocation	$28,650,000.00	FY27, FY28, FY29, FY30 By Block Private Side LSLRs
FY26 BIL LSL Allocation	$28,650,000.00	FY29, FY30, FY31 By Block Private Side LSLRs
Total	$ 145,140,000.00	

The 10-year CIP (through FY 2033) includes $233.5M in external funding for private side replacements. The CIP from FY 2034 -2037 shows an additional $70.7M in external funding. Please see the summary funding table below.

Funding Source	CIP (FY 2033)	CIP (FY 2034-2037)	Total
DOEE/ARPA - LEAD	$ 2,500,000.00	$ -	$ 2,500,000.00
EPA SD Supplemental	$ 48,483,687.46	$ -	$ 48,483,687.46
EPA Lead	$ 145,140,000.00	$ -	$ 145,140,000.00
Future BIL (unfunded)	$ -	$ 54,703,421.28	$ 54,703,421.28
EPA Safe Drinking Base	$ 37,398,841.05	$ 16,000,000.00	$ 53,398,841.05
Total	$ 233,522,528.51	$ 70,703,421.28	$304,225,949.79

In addition to the $145.14 million mentioned above, DC Water is planning on using the following federal funds:

1. **General Supplemental Bipartisan Infrastructure Law (BIL) funding ($21M) for LPRAP private side replacements.**
2. **General Supplemental BIL ($27M) and Safe Drinking Water Act ($53M) funding to pay for private side lead service replacements under the Small Diameter Water Main Replacement (SDWMR) Program.**

- ***As this one relates to lead, especially sources identified in the last plan:*** **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.**

  For all federal funding identified, please describe any local matching requirements:

  EPA $145.10 million Lead Service Line Replacements grants do not have a local matching requirement. EPA Small Diameter Water Main Replacement (SDWMR) Supplemental grants and SDWMR baseline grants currently have a local 10% and 20% matching requirements, respectively.

  DC Water will continue to explore additional federal funding opportunities including:
  1. **Annual reallocations from the BIL grant program.**
  2. **Applying for EPA WIINS Grants as they become available.**
  3. **Other federal programs that become available.**

80. In FY21, DC Water announced a new Lead Service Line Replacement Planning Model intended to prioritize DC Water's lead line replacement work.

a. 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:
Our model prioritizes projects that have the most lead service lines in communities that are historically undeserved and experience disproportionately poorer health outcomes. The prioritization model determines the selection of blocks for lead service line replacements in the Block- by-Block program and incorporates DC Water's commitment to water quality and health equity. Over the past year, DC Water has initiated several contracts to replace lead service lines in these communities.

To increase customer participation, in May 2023, we announced the launch of the Community Activators Program, a workforce development training program in partnership with the District's Department of Employment Services (DOES) Division of State Initiatives. We can now reach more customers with these local team members, who serve as ambassadors of the program. The Activators participate in our door-to-door canvassing and community outreach event efforts.

b. Has the pace of changed since implementation?

DC Water Response:
Yes. Within the Block by Block program the replacements will increase from 430 in FY23. We currently project FY2024 will replace over 1,300 lead service lines under the By Block Program. DC Water published the Lead Free DC Plan in June 2023 and will update this plan annually.

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

DC Water Response:
See Prioritization Matrix below:

- **LoL – Likelihood of Lead**
- **CoL – Consequence of Lead**

LoL Categories - 50%	
Water Quality	
Service Line Pipe Material	100%

CoL Categories - 50%	
Health and Social Equity	
Black/African-American	25%
Median Income	25%
Vulnerable Populations	
Children under 5	20%
Blood Lead Levels	30%

Service Line Pipe Material Scoring

Public or Private	Score
Lead/Galvanized	10
Unknown	5
Non-lead	1

Blood Lead Level Scoring

Median Block BLL	Model Score
<2	1
2-<4	2
4-<5	5
>=5	10

d. Under the new plan, what is DC Water's estimate for the completion of all lead line replacement?

DC Water Response:
In early 2023, we improved the accuracy of our water service line inventory records, which resulted in an increased number of estimated lead service lines in the District from 28,000 to 42,000. This updated number is the result of an intensive review by our team and was informed by field data collected by test pitting and additional data collected during site visits.

DC Water plans to replace 28,000 service lines by 2030, maximizing the currently available federal BIL funding to pay for private side replacements. Meeting the 2030 goal of 28,000 replacements is contingent upon multiple factors including: sufficient homeowner participation, the passing of a mandate requiring District homeowners to participate and finalizing a Memorandum of Understanding with DDOT that aims to expedite the issuance of road construction permits.

After 2030, DC Water will continue to replace the remaining 14,000 lead services through the Small Diameter Water Main Program with the annual Safe Drinking Water Act and General Supplemental BIL funds available for private side replacements.

EPA's proposed Lead and Copper Rule Improvements (LCRI), may require all utilities to replace lead within 10 years, starting as soon as 2027. If the rule is adopted, utilities will be required to complete lead service line replacements by 2037. The Lead Free DC Plan is in alignment with the proposed LCRI Rule.

81. Please describe the efforts DC Water made to educate the public about the availability of funding under the lead service line replacement program in FY23 and FY24, to date.

DC Water Response:
DC Water has undertaken significant efforts to educate the public about the availability of funding under the Lead Service Line Replacement Program in Fiscal Year 2023 and Fiscal Year 2024. Recognizing the importance of addressing lead contamination in drinking water and ensuring public health and safety, DC Water has prioritized outreach and education initiatives to inform residents about the program and encourage participation.

In FY23 and FY24, DC Water implemented a multifaceted approach to reach residents across the District and raise awareness about the Lead Service Line Replacement Program. One of the primary channels utilized for outreach was community engagement events, where DC Water representatives actively engaged with residents to provide information about the program, explain eligibility criteria, and answer questions. These

events were held in various neighborhoods, ensuring accessibility for residents from diverse backgrounds and geographic locations.

Additionally, DC Water leveraged digital communication platforms to disseminate information about the program. The organization utilized its website, social media channels, and email newsletters to share updates, resources, and important deadlines related to the Lead Service Line Replacement Program. By harnessing the power of digital outreach, DC Water reached a wider audience and ensured that residents had access to accurate and up-to-date information at their fingertips.

Furthermore, DC Water collaborated with community organizations, local leaders, and elected officials to amplify outreach efforts and reach underserved populations. Through partnerships with community-based organizations, DC Water facilitated targeted outreach initiatives tailored to specific neighborhoods or demographic groups, ensuring that all residents had equitable access to information about the program and the opportunity to participate.

In addition to proactive outreach efforts, DC Water implemented educational campaigns to raise awareness about the risks of lead exposure and the importance of lead service line replacement. These campaigns included educational materials such as brochures, flyers, and videos distributed through various channels, as well as public service announcements in local media outlets. By educating the public about the health risks associated with lead exposure and the benefits of lead service line replacement, DC Water empowered residents to take proactive steps to safeguard their health and well-being.

Overall, DC Water's efforts to educate the public about the availability of funding under the Lead Service Line Replacement Program in FY23 and FY24 have been comprehensive and impactful. Through a combination of community engagement, digital outreach, partnerships, and educational campaigns, DC Water has worked tirelessly to ensure that residents are informed about the program and have the resources they need to participate. By empowering residents to take action to address lead contamination in their drinking water, DC Water is contributing to the long-term health and safety of communities across the District.

Additionally, the Lead Free DC program has made the public aware about the availability of funding and we are continuing to look for opportunities to make the funding information more accessible on the website and in our program outreach materials in FY24/FY25.

The sources of funding for the Lead Free DC Program are described in the 2023 Lead Service Line Replacement Plan Update, which was released on the Lead Free DC website in June 2023.

(https://www.dcwater.com/sites/default/files/2023%20LFDC%20Plan%20FINAL%206.29.2023.pdf). LFDC also hosted a press event to release the plan update on June 30, 2023, where DC Water invited media to attend and hear more about the program changes

which included updates on current funding and future funding needs. A media advisory was distributed to media in advance of the briefing on June 28, 2023, with this information.

Customers who are eligible for replacements under one of DC Water's free or discounted replacement programs are informed through several communication methods. During FY23 and FY24 to date, DC Water informed customers of their eligibility for a free replacement under the Block-by-Block Program through mailings, door to door outreach, direct phone calls (if customer information is available), emails (if customer information is available), presentations at ANC meetings and outreach that is conducted during construction. During FY 23 and FY 24 to date, DC Water informed customers of their eligibility for a free or discounted replacement under the LPRAP Program through mailings. Customer costs associated with the replacement of a lead service line under each program is explained on the LFDC website (https://www.dcwater.com/replacelead).

82. Please describe the status of DC Water's plan to install solar panels over its roofs, tanks, and on other property.

a. How much energy have solar panel installations at these sites produced, to date?
b. As of last year, Phase 2 had been approved to get to 60% design. What is the current status? What is the timeline for design and installation for Phase 2?

DC Water Response:
As of January 31, 2024, there are seven operational solar power installations located at DC Water facilities. Please see the table below for basic information about each.

Facility Name	Location	Capacity	Usage	Operator	Owner	Structure	Registered?
Phase 1 Solar	Blue Plains AWTP	3.6 MW	Blue Plains grid	Ameresco	Ameresco	PPA	Yes
Gate A Solar	Blue Plains AWTP	12.5 kW	Blue Plains grid	DC Water	DC Water	---	Yes
COF Parking Lot Lights	Blue Plains AWTP	3.8 kW	Lighting w/ batteries	DC Water	DC Water	---	Yes
Perimeter Security Cameras	Blue Plains AWTP	1.3 kW	Cameras w/ batteries	DC Water	DC Water	---	Yes
COF Roof Sign	Blue Plains AWTP	0.2 kW	Signage	DC Water	DC Water	---	No

Sewer Services Solar Phase 1	3101 Ames Pl NE	53.3 kW	Office	DC Water	DC Water		Yes
Meter communications	~80 throughout city	16 kW	Communications w/ batteries	DC Water	DC Water	---	No

Production to date is listed in the table below. No meter data or estimates are available for the COF roof sign or meter communications units. Blue Plains Solar Phase 1 entered operation April 2021; Ames Place entered operation January 2023.

Facility Name	Location	Capacity	FY20 (MWh)	FY21	FY22	FY23	Thru Dec '23
BP Phase 1 Solar	Blue Plains AWTP	3.6 MW	---	3,006	5,357	5,548	14,848
Gate A Solar	Blue Plains AWTP	12.5 kW	12	13	13	12	52
COF Parking Lot Lights	Blue Plains AWTP	3.8 kW	5	2	2	3	12
Perimeter Security Cameras	Blue Plains AWTP	1.3 kW	1	2	2	2	7
COF Roof Sign	Blue Plains AWTP	0.2 kW	---	---	---	---	---
Sewer Services Solar Phase 1	3101 Ames Pl NE	53.3 kW	---	---	---	55	66
Meter communications	~80 throughout city	16 kW	---	---	---	---	---

DC Water executed a site license with NHT Ingenuity Power LLC (NHTIP) in April 2021, giving NHTIP the right to develop a 1.8 MW solar facility on top of the Brentwood Reservoir. This facility is under construction, with expected delivery in late spring 2024. Under the license terms, DC Water will receive payments from NHTIP once the facility enters service. The energy that will be generated has been sold to the District's Solar for All program; it will not be used by DC Water.

DC Water has identified 16 potential sites for solar panel installation, not including Phase 2 at Blue Plains, with total capacity of about 6.3 MW. Of these, eight, with total capacity of about 3.3 MW, are funded and in development, with anticipated project start dates between FY24 and FY27. The remainder are on hold pending decisions about DC Water's future plans for each site.

DC Water continues to develop Phase 2 solar at Blue Plains. At present, the Authority is working to resolve operational and procurement questions. Once resolved, implementation of Phase 2 is expected to begin immediately.

83. 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. In FY22 responses, DC Water noted that a potential next step could be for a revised list of recommended disciplines and agencies to be sent to the Mayor's Office. What is the status of this effort?

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.

84. 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 was estimated to be substantially complete in the first half of 2024?

DC Water Response:
The scope of construction work is 85% complete overall. We estimate project completion in June 2024.

a. How was DC Water engaged the community on this project in FY23 and FY24, to date?

DC Water Response:
DC Water is committed to community engagement as demonstrated by the following activities:

- **Attending monthly ANC meeting and other community meetings as needed. To date, DC Water has attended over 40 ANC monthly meetings with ANC 3F.**
- **Hosting virtual and in person meetings with stakeholders. To date, DC Water has conducted over 20 special meetings, often hosted by the ANC, for this project.**
- **Receiving input from affected neighbors through community meetings and presentations.**
- **Providing updates to our project specific email distribution list.**
- **Providing regular updates and communication to Councilmember Frumin's office and Ward 3 MOCRS.**
- **Attending community events, such as the nearby Farmer's Market, to increase project awareness.**
- **Distributing door to door notifications describing water and sewer usage impacts.**
- **Coordinating with property managers at surrounding apartment complexes.**
- **Providing a monthly project newsletter**

85. The Flood Task Force released its final report in August 2023, including 27 actions for District agencies to implement. How has DC Water worked with District agencies to address these recommendations?

DC Water Response:

DC Water has actively collaborated with District agencies to address the recommendations outlined in the Flood Task Force's final report released in August 2023. Recognizing the importance of cross-sector collaboration in mitigating flood risks and enhancing resilience, DC Water has engaged in comprehensive partnerships with various agencies across the District. Through regular communication, coordination meetings, and joint planning efforts, DC Water has worked hand in hand with agencies such as the Department of Transportation, Department of Public Works, and Department of Energy and Environment to implement the recommended actions. This collaborative approach ensures a holistic and integrated response to flood mitigation, leveraging the expertise and resources of multiple stakeholders to safeguard communities and infrastructure against the impacts of flooding. By fostering partnerships and aligning efforts, DC Water and District agencies strive to enhance the District's resilience to flood events and promote the well-being of residents and businesses.

The Flood Task Force identified 4 different action items for DC Water which are below:

1. **Develop Local Workforce to perform flood related repairs – FY24 – Wait Phase:**

   Dependent on DISB being funded to stand up an Insurance Program. The workforce would be trained to support businesses that would respond to a funded program. The funding was not provided in the current budget cycle.

2. **Expand Backwater Valve Installation Program – FY24 –Study Phase:**

   Expansion of the Program is still under study through FY 2024. Depending on the outcome of the study, we could move to implementation in FY 2025.

3. **Require Backwater Valve Installation in Codes – FY 23 – Implementation Phase:**

   Recommendations have been transmitted to DOB for inclusion in the code.

4. **Provide additional capacity via 311 to help with high call volumes – FY 23 – Implementation Phase:**

   DC Water and Office of Unified Command have an MOU in place to manage emergency calls when DC Water Command Center has more calls than they can manage.

b. What actions has DC Water taken to address persistent flooding in areas of Ward 5 along Rhode Island Avenue, in addition to the impact of tunnels completed through the Clean Rivers project? What additional recommendations for other District agencies does DC Water have, to mitigate flooding in this area?

DC Water Response:

The sewer system that serves the Rhode Island Avenue corridor in Ward 5, known as the Northeast Boundary Trunk Sewer (NEBTS), was constructed by the federal

government beginning in 1879 and continuing through the late 1800's. As with many communities in the 19th Century, the sewer system served the dual purpose of collecting wastewater from homes and business and stormwater runoff from streets and properties. Referred to as combined sewers, these systems continued to serve the District of Columbia as the region's population grew at an exponential rate. In meeting the growing population's needs, the District experienced development that transformed previously low-density rural areas into new communities. All these changes have contributed to a substantially different built environment than that which was present in the late 1800's when the sewer system was constructed. Roughly one-third of the District, including Bloomingdale and LeDroit Park, continues to be served by combined sewer systems.

Capacity limitations with the NEBTS were reported as early as the late 19th Century, and further development of the City has exacerbated this problem. Many studies conducted during the latter half of the 20th Century proposed sewer system capacity improvements but recognized the scale of necessary improvements were extremely challenging from both a cost and constructability standpoint. In 2005, DC Water began implementation of the DC Clean Rivers Project, an endeavor designed to achieve three main objectives:

- **Control combined sewer overflows to the Anacostia River, Potomac River, and Rock Creek to achieve water quality objectives**
- **Mitigate flooding at chronic flood areas in the Northeast Boundary Drainage area, including the Rhode Island corridor up to the 15-year 24-hour design storm.**
- **Provide storage of combined flows during wet weather events to reduce peak flows to the Blue Plains Wastewater Treatment Plant to allow practical enhanced nutrient removal to meet the goals of the Chesapeake Bay Program.**

The $3.27 billion DC Clean Rivers Project is required to be completed by 2030 by a Federal Consent Decree signed by the U.S. Government, the District and DC Water. The project included a requirement to construct the $580 million Northeast Boundary Tunnel and place it in operation by March 23, 2025. In response to severe flooding in 2012 in Bloomingdale and LeDroit Park, the project was accelerated with award of the design-build contract in 2017. The project was placed in operation on September 15, 2023, about 18 months ahead of the Consent Decree deadline. The project is designed to mitigate flooding up to the 15-year 24-hour design storm (current design standard) at specific chronic flooding areas as follows:

- **Mt Olivet Road and West Virginia Avenue NE**
- **Rhode Island Ave Metro near 600 block of Rhode Island Ave**
- **Rhode Island Ave and 4th St, NE**
- **Rhode Island Ave, T St and First St, NW**
- **First and V St, Adams and Flagler St, NW**
- **6th and R S, NW**

For storms beyond the design standard, flooding is still possible, though it's frequency, magnitude and duration would be greatly reduced.

Note that other portions of the Clean Rivers Project, including the Anacostia Tunnel System south of RFK stadium are designed to provide CSO control, not flooding mitigation.

District agencies could consider other measures to mitigate flooding to increase the capacity of the system beyond the 15-year 24-hour storm. Evaluation of these measures would require a site-specific assessment to determine applicability at each location. Possible measures include:

- **Flood-proofing/hardening of properties and structures.**
- **Construction of green infrastructure in the upstream drainage area to reduce the net runoff to the sewer system.**
- **Construction of stormwater controls designed to slow runoff to reduce peak flow rates.**
- **Blue-green infrastructure.**
- **Incentives for private property to install stormwater control measures.**
- **Changes to building codes and zoning regarding where development is allowed, basement dwelling units and requirements for stormwater controls for developments and redevelopment.**
- **Streetscape improvements to capture stormwater, route it away from properties and raise the grade in low-lying areas**
- **Conversion of low-lying areas to other uses where flooding is less impactful such as parks**
- **Other capital infrastructure to store, intercept and convey runoff.**
- **Early warning systems.**

86. The Committee heard over the course of the last year from employees of DC Water contractors who brought complaints against the contracting companies—including complaints about working conditions and wages. How has DC Water worked with contractors and their employees to ensure fair wages and quality working conditions? Please provide specific examples.

DC Water Response:

As applicable, DC Water projects require contracts to pay prevailing wages, either Davis Bacons wages for construction or Service Contract Act for service projects. The wage determinations for these projects are issued by the Department of Labor, Wage and Hour Division and incorporated to the applicable solicitations.

As part of their obligations, prime contractors are responsible for full compliance of all sub-contractors with Department of Labor standard provisions applicable to a project including:

- **Payments of prevailing wage rates and fringe benefits.**
- **Wage determinations are incorporated in bid solicitations and related contracts.**
- **Fringe Benefits are paid in cash or actual benefits (health, dental, retirement, etc.) are covered at employer's discretion.**
  - **Posting applicable prevailing wage rates.**

- **Employer/contractors must post WH-1321 "Employee Rights Under the Davis-Bacon Act" and wage determination at the project site:**

  - **Correct classification of workers.**
  - **Ensuring workers are paid weekly.**
  - **Submitting certified payrolls to DC Water using Standard Form, "WH-347" or similar approved form.**

For construction projects, this requirement is enforced through the submission of weekly certified payroll reports (as required by the US Department of Labor). For service Contracts, project contractors submit periodic wage surveys, classification(s) used on the project and the corresponding rate(s) of pay and fringe benefits.

In either case, DC Water reviews the certified payrolls and surveys to ensure that contractor workers are paid the correct wages.

Additionally, DC Water conducts periodic site interviews with the contractor's project employees. Conducted Semi-Annually on most projects/ Quarterly on others. (DOL standard is Semi-Annual).

The purpose of the visits is to:

- **Ensure proper display of Department of Labor posters and wage rates.**
- **Observe workers in natural setting and confirm that work matches classification(s).**
- **Random interview(s) with workers to determine whether the prevailing wages and other labor standards provisions of the contract are being fully complied with, and that there is no misclassification of employees.**
- **All answers and statements made by the employees, whether orally or in writing, are treated as confidential. An employee's identity is not disclosed to the contractor.**

Lastly, as part of the signage posted on the jobsite, is a hotline where contractor workers can call DC Water concerning any question or concern(s) they may have concerning their rates, fringes, or classification.