

**2025 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 07, 2025**

## **General Questions**

### *Organization and Staffing*

1. Please provide a complete and current **organizational chart** for the agency and each division and subdivision within the agency, including:
  - a. The names and titles of all senior personnel;
  - b. A description of the roles and responsibilities for each division and subdivision;
  - c. An explanation of any changes to the organizational chart made in FY24 or FY25, to date; and
  - d. Whether any of the positions reflected in the chart are vacant.

*\*Please note the date that the information was collected in your response.*

#### **DC Water Response:**

Please refer to the pdf attachments:

- [DCW Org Chart – Administration 1-1-2025.pdf](#)
- [DCW Org Chart – DC Water 1-1-2025.pdf](#)
- [DCW Org Chart – Engineering 1-1-2025.pdf](#)
- [DCW Org Chart – Finance, Procurement, and Compliance 1-1-2025.pdf](#)
- [DCW Org Chart – Government and Legal Affairs 1-1-2025.pdf](#)
- [DCW Org Chart – Independent Offices 1-1-2025.pdf](#)
- [DCW Org Chart – Marketing and Communication 1-1-2025.pdf](#)
- [DCW Org Chart – Operations 1-1-2025.pdf](#)
- [DCW Org Chart – People and Talent 1-1-2025 .pdf](#)

The information collected is current as of 12/31/2024.

2. Please provide a complete and current **position listing or Schedule A** that lists each position within the agency, broken down by program and activity code, including:
  - a. Title of position;
  - b. Name of employee (if filled) or statement that the position is vacant, unfunded, or frozen;
  - c. The date the position was filled or became vacant, unfunded, or frozen;
  - d. Salary and fringe benefits (listed separately);
  - e. Whether the position is continuing, term, temporary, or contract; and
  - f. Whether the position must be filled to comply with federal or local law.

*\*Please note the date that the information was collected in your response.*

#### **DC Water Response:**

Please refer to the attached excel file: “Position Inventory Report - December 2024.” The information collected is current as of 12/31/2024.

3. Did the agency conduct annual **performance evaluations** of its employees in FY24 or FY25, to date? Who conducted the 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 for non-union employees, and this was done in FY 2024.
- The employee's manager conducts the evaluation, and the employee can provide a self-evaluation.
- Employees are evaluated on competencies, organizational values and performance goals. The number of goals varies. This is based on a 5-level rating scale. (Exceptional, Exceeds Expectations, Meets Expectations, Needs Improvement and Unsatisfactory).
- Steps taken to ensure that all agency non- union 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 Plan of Action (POA) 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.

4. Please list all **employees detailed** to or from your agency. Please provide the detailee's name, the reason for the detail, the detailee's start date, and the detailee's actual or 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.

5. For any **contract workers** in your agency, please provide the position name, organizational unit to which they are assigned, hourly rate of pay, and the entity from which they are contracted.

**DC Water Response:**

Please refer to the attached pdf file: "DC Water Current Contract Workers".

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

**DC Water Response:**

Please see the numbers in the table below:

<i><b>Position Type</b></i>	<i><b>Total Number</b></i>	<i><b>Number of District Residents</b></i>
Continuing	<b>106</b>	<b>24</b>
Term	<b>15</b>	<b>2</b>
Temporary	<b>0</b>	<b>0</b>
Contract	<b>131</b>	<b>48</b>

7. Please provide the agency's FY24 **Performance Accountability Report**.

**DC Water Response:**

As noted in previous years' responses, "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: "FY24 Blueprint 2.0 Annual Report".

8. Please provide the Committee with:
- A list of all employees who currently have **cellphones** or other mobile communication devices at agency expense.
    - Please provide the total cost for mobile communications and devices at the agency for FY24 and FY25, to date, including equipment and service plans.

**DC Water Response:**

Please refer to the attached excel files: "Cellphones – Oversight Response" and "Cost for Mobile Communications – Oversight Response".

- 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: "Vehicles – Oversight Response".

- A list of employee **bonuses** or special award pay granted in FY24 and FY25, to date.

**DC Water Response:**

Please see the table below for Employee Bonuses and Special Awards:

<b><u>Employee Bonuses and Special Awards</u></b>	
<b>FY 2024 (10/01/23 - 09/30/24)</b>	<b>\$ 1,298,364</b>
<b>FY 2025 (10/01/24 - 1/21/25)</b>	<b>\$ 2,553,281</b>

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

**DC Water Response:**

Please refer to the attached pdf file: "Travel Expenses FY24".

- e. A list of the total **overtime and worker's compensation** payments paid in FY24 and FY25, to date.

**DC Water Response:**

Please see the tables below for Overtime Payments and Worker's Compensation.

**Overtime Payments**

<b>FY 2024</b> (10/01/23 - 09/30/24)	<b>\$ 11,520,590</b>
<b>FY 2025</b> (10/01/24 - 12/31/24)	<b>\$ 2,887,892</b>

**Worker's Compensation**

<b>FY 2024</b> (10/01/23 - 9/30/24)	<b>\$ 964,464</b>	medical, indemnity, vocational rehabilitation and expenses
<b>FY 2025</b> (10/01/24 - 1/15/25)	<b>\$ 242,392</b>	medical, indemnity, vocational rehabilitation and expenses

9. 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 protocols.

**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, except our Customer Service team members. The management team works hybrid. However, DC Water has offered telework options for DC Water employees, during both Fiscal Years 2024 and 2025 (year-to-date). Furthermore, the telework policy is being updated and evaluated daily. Please refer to the attached pdf file: "Telework Policy".

10. Please provide a list of each **collective bargaining agreement** that is currently in effect for agency employees.
- Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.
  - Please provide, for each union, the union leader's name, title, and their contact information.
  - Please note if the agency is currently in bargaining and its anticipated completion date.

**DC Water Response:**

Please see the table below:

<b>CBA</b>	<b>Bargaining Unit</b>	<b>Duration</b>	<b>Number of Employees Covered</b>	<b>Union Leadership (Name, title, contact information)</b>	<b>Bargaining Status</b>
Master Agreement on Compensation	Compensation Unit 31 (AFGE Local 631, 872, 2553; AFSCME Local 2091; and NAGE Local R3-06)	October 1, 2023 to September 30, 2027	694	Please see list below.	N/A
Working Conditions Agreement	AFGE Local 631	Remains in effect until renewal negotiations requested by either party	208	<p>Barbara Milton, President P.O. Box 54585 Washington, D.C. 20032 Tel: 202-236-0500 <a href="mailto:Barbara.Milton@dcwater.com">Barbara.Milton@dcwater.com</a> (<b>Ending January 31, 2025</b>)</p> <p>Jermaine Quattlebaum, President, P.O. Box 54585, Washington, D.C. 20032 Tel: 202-909-0300 or 202-812-0035, <a href="mailto:jquattlebaum631@gmail.com">jquattlebaum631@gmail.com</a> (<b>Starting February 1, 2025</b>)</p>	N/A
Working Conditions Agreement	AFGE Local 872	Remains in effect until renewal negotiations requested by either party	219	Jonathan Shanks, President, 1112 Constitution Avenue, NE Washington, D.C. 20002 Tel. 202-320-5329 <a href="mailto:Jonathan.Shanks@dcwater.com">Jonathan.Shanks@dcwater.com</a>	N/A
Working Conditions	AFGE Local 2553	Remains in effect	52	Ray Huffman, President	N/A

Agreement		until renewal negotiations requested by either party		5763 Chapman's Landing Rd., Indian Head, MD 20640 Tel: 240-413-1498 Utiletec01@yahoo.com	
Working Conditions Agreement	AFSCME Local 2091	Remains in effect until renewal negotiations requested by either party	199	Kevin Poge, President 100 M Street, SE, Suite 250 Washington, DC 20003 Cell: (202) 422-5765 kpogel@gmail.com	N/A
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

11. Please describe the agency's process for investigating allegations of **sexual harassment or misconduct** committed by or against its employees. List and describe any allegations received by the agency in FY24 and FY25, to date, and how those allegations were resolved.
- Has the agency identified a primary and alternate sexual harassment officer ("SHO") as required by Mayor's Order 2023-131 ("Sexual Harassment Order")? If not, why not? If yes, please provide the names of the primary and alternate SHOs.
  - Has the agency received any requests from staff in an otherwise prohibited dating, romantic, or sexual relationship for a waiver of the requirements of provisions of the Sexual Harassment Order? What was the resolution of each request? If a waiver has been granted, are there limitations on the scope of the waiver?

**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 2024 and 2025 up to the current date, along with their respective resolutions.

- a. Pursuant to Mayor’s Order 2023-131 (“Sexual Harassment Order”) DC Water has appointed Shawn Brown as its Sexual Harassment Officer, and Ricardo Wright as the alternate Sexual Harassment Officer.
- b. DC Water has received no requests from staff in an otherwise prohibited dating, romantic, or sexual relationship for a waiver of the requirements of provisions of the Sexual Harassment Order.

Fiscal Year	Description of Allegations	Resolution
FY 2024	Alleged sexual comments made regarding coworker	Substantiated; suspension imposed
FY 2024	Alleged inappropriate communications made to a coworker	Under investigation
FY 2025	Alleged sexual comments made regarding coworker	Under investigation

### *Operations*

12. For any **boards or commissions** associated with your agency, please provide a chart listing the following for each member:
  - a. Their names (or an indication the seat is vacant);
  - b. The date of their confirmation;
  - c. The date their term ends;
  - d. Whether the member is a District resident; and
  - e. Attendance at each meeting in FY24 and FY25, to date.

#### **DC Water Response:**

Please refer to the attached pdf file: “DC Water Board Attendance and Confirmation Information FY24 & FY25 - Oversight Response”.

13. For any **task forces or organizations** of which the agency is a member, including those inside the government (e.g., interagency task forces), please provide:
  - a. The name of the task force or organization; and
  - b. Any associated membership dues paid.

#### **DC Water Response:**

Please refer to the attached pdf file: “2024 Authority-wide Memberships - Oversight Response”.



14. Please list each **new program** implemented by the agency during FY24 and FY25, to date. For each new program please provide:
- A description of the program, including when it began and (if applicable) its actual or anticipated end date;
  - The funding required to implement the program; and
  - An assessment of the program's success.

### **DC Water Response:**

#### **New Program: "The DC Water High School Youth Internship Program"**

Description: This program is designed for high school seniors interested in learning more about the utility sector. The program is a 24-week course for District of Columbia Public and Charter School students focused on preparing district school youth for the workforce and connecting them to opportunities through on-the-job training and classroom instruction.

The in-school youth internship allows participants to earn practical education and experience through meaningful work experience in certain industries including IT and business operations – all while graduating on time.

At the conclusion of the program, participants acquired:

- Paid, on-the-job learning
- Supervised classroom-based instruction
- Relevant On-the-job industry experience
- Program participants earn \$17.00 per hour during the program. Wages were paid for by the DC Department of Employment Services and were distributed on a certified debt card.

#### **Results:**

- Four Interns were seated in April 2024
  - Three (3) from Anacostia High School/ One (1) from Cesar Chavez Public Charter School
- 3 Participants completed the Program
  - 2 are pursuing college
  - 1 became an employee with the DC Water LFDC Community Activators.

#### **New Program: "Payment Plan Incentive Program"**

Description: This program is designed to help eligible residential customers reduce their outstanding water bill balances by incentivizing them to maintain their payment plans. The program is available to residential customers with an outstanding balance aged 60 days or greater that totals \$500 or more. When an eligible customer sets up a payment plan and makes on-time monthly payments, DC Water will reduce the outstanding balance by crediting 40% of the payments made towards the balance. These credits are posted every 120 days after each three qualifying payments. The program runs from June 2024 through September 2025 and is funded by DC Water's rate stabilization fund at approximately \$2,000,000 per year.

Results: Tables below represents the Payment Plan Incentive Program Participant and Payment Distribution Totals

Payment Plan Incentive Program		
Adjustment Year	Participants	Adjustments
FY 2024	470	\$122,307
FY 2025	574	\$159,038
FY 2025 Payment Plan Incentive Program		
Adjustment Month	Participants	Adjustments
October 2024	147	\$36,068
November 2024	129	\$34,498
December 2024	157	\$51,866
January 2024	141	\$36,606
FY25 Distribution	574	\$159,038

**New Program:** “Transitioning to use of collaborative delivery for CIP”

Description: DC Water is transitioning to use collaborative delivery for much of its capital program. Collaborative delivery enhances this project delivery by fostering early and continuous communication between DC Water, its designers, and its construction contractors. This approach improves risk management, streamlines decision-making and promotes innovation furthermore by aligning incentives in encouraging transparency, collaborative delivery reduces, disputes, accelerate schedules, and enhances project quality.

Results: The result is project delivery that is more efficient, cost-effective, and better meets the needs of DC Water.

15. Please list 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; and
  - c. Whether the public can access all or part of each system.

**DC Water Response:**

Please refer to the attached excel file: “Databases – Oversight Response”.

In addition to the list, DC Water also has an eComply Solutions Database. It is an online database used to manage certified payroll reports and subcontractor payments. This system allows contractors to submit payroll reports electronically for compliance with prevailing

wage laws. DC Water procured eComply Solutions in October 2023. It is a newly implemented system with ongoing enhancements planned to improve user interface and reporting capabilities based on feedback. Given the sensitive nature of the data collected in the system (PII), access is not available to the public, in accordance with privacy regulations.

16. What has the agency done to make its activities more **transparent** to the public in FY24 and FY25, to date?

**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 broadcasts all Board of Directors meetings live and posts all meeting materials and agendas online ([www.dewater.com](http://www.dewater.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.dewater.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://dewater.com/ratemaking-process>. The website contains links to the FY2025 Adopted Budget and the FY2026 Proposed Budget, as well as the Approved Two-Year Rates for FY2025 and FY2026.

DC Water has continued to be transparent by hosting and participating in dozens of in-persons 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://dewater.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.

17. How did the agency solicit **feedback** from customers in FY24 and FY25, to date?

**DC Water Response:**

In FY24, DC Water launched a Voice of the Customer Survey, reaching over 80,000 customers via email. This initiative aimed to gather valuable feedback on our performance as a utility, helping us better serve our customers. The results show customers want more progress surrounding replacement projects, and clarity of billing invoices.

- a. What is the nature of the feedback received?

**DC Water Response:**

The survey results revealed opportunities to improve water service quality, and an invoice layout. Additionally, the results showed concerns surrounding aging infrastructure, project replacement scheduling and better commitment to safety regarding boil water advisories.

- b. How has the agency changed its practices in response to feedback?

**DC Water Response:**

The feedback helped us pinpoint customer service gaps, preferred communication channels, and prioritize the redesign bills and other correspondence sent to customers. A bill layout and readability research project and bill redesign project are planned for 2025.

18. What has the agency done to reduce agency **energy use** in FY24 and FY25, to date? Did the agency's energy use increase or decrease in FY24? Please identify how much energy use increased or decreased in terms of kWh and therms, and what percentage increase/decrease that is compared to FY17.

**DC Water Response:**

DC Water used about 284,000,000 kWh of electricity and 726,527 therms of natural gas in FY24. Compared to FY19, DC Water used 3% less electricity and 40% less natural gas. Compared to FY23, DC Water used 3% more electricity and 15% less natural gas.

For Fiscal Year 2025, through November 2024, Authority-wide electricity usage amounted to 45,000,000 kWh, while natural gas usage totaled 184,769 therms.

Fiscal Year	Electricity Used (kWh)	Natural Gas Used (therms)	Rainfall (in)	Heating Degree Days
FY19	292,000,000	1,215,000	47	3,603
FY20	279,000,000	1,160,000	53	3,458
FY21	282,000,000	1,329,000	55	3,468
FY22	279,000,000	1,025,000	39	3,424
FY23	276,000,000	855,000	33	3,176
FY24	284,000,000	727,000	41	3,150

Overall energy use by DC Water has remained consistent over the past several years, as efficiency improvements have been offset by the energy required to operate newly commissioned facilities, such as the Wet Weather Treatment Facility and Filtrate Treatment Facility. Weather affects energy use, with more energy required in wetter and colder weather.

### *Budget and Finance*

19. Please provide a chart showing the agency's **approved budget, actual spending, and any variance** between the two, broken down by division and subdivision, for FY24 and FY25, to date. Please provide an explanation for any variance between the approved budget and actual spending.

#### **DC Water Response:**

The Approved FY 2024 budget of \$737.6 million was adopted by the Board of Directors on March 2, 2023. The FY 2024 budget was revised through a budget preprogramming in the amount of \$10.3 million from debt service to Cash Financed Capital Improvement for PAYGO to reduce future borrowing costs. The overall budget remained at the Board-adopted level of \$737.6 million. The total operating expenditures were below the revised budget, by about 3% or \$22.9 million mainly in:

- Operations and Maintenance – Underspending of \$8.6 million in personnel services due to higher than anticipated vacancies being offset by higher overtime costs to respond to emergencies; underspending of \$3.8 million in contractual services across various professional services including lower than anticipated requirements for claims and general litigation; \$5.1 million in water purchases, and \$5 million in utilities mainly due to lower than anticipated costs of energy and water used in treatment processes. There was overspending of \$1.2 million in supplies and small equipment due to the impact of inflation on critical spare parts and equipment.
- Debt Service – Underspending of \$1.6 million due to deferred bond issuance, refunding and achieving lower interest than projected.

The Board approved transfer of projected surplus to PAYGO to reduce future borrowing and to ending cash balance for the refund of developer deposits.

	FY 2024	FY 2024	Variance
	Approved	Year End	Favorable
Department	Budget	Actual	(Unfavorable)
Customer Care	21,201,013	19,248,370	1,952,643
Clean Rivers	4,218,577	3,414,803	803,774
Engineering and Technical Services	23,349,355	23,127,772	221,583
CIP Infrastructure Management	5,549,102	1,513,632	4,035,470
Wastewater Engineering	3,746,145	4,201,732	(455,587)
Permit Operations	5,474,881	4,945,947	528,933
Wastewater Treatment Operations	96,277,239	92,888,845	3,388,394
Clean Water and Technology	5,089,883	3,878,021	1,211,862
Resource Recovery	6,537,531	6,832,741	(295,209)
Maintenance Services	23,147,160	24,233,271	(1,086,110)
Process Engineering	8,065,076	6,431,739	1,633,337
Water Operations	76,316,815	74,192,952	2,123,862
Pumping and Sewer Operations	42,702,549	41,592,532	1,110,017
Secretary to the Board	583,948	808,376	(224,428)
Office of Chief Executive Officer	2,954,068	2,866,299	87,769
Internal Audit	805,000	815,086	(10,086)
Marketing and Communication	4,792,730	3,890,511	902,219
Office of Chief Operating Officer	1,764,348	1,585,468	178,880
Office of Chief Administration Officer	-	490,959	(490,959)
Office of Emergency Management	1,659,169	1,560,258	98,911
Fleet Management	7,625,916	7,514,572	111,344
Occupational Safety	3,588,900	2,647,346	941,555
Facilities Management	10,500,172	11,284,750	(784,578)
Security	9,245,337	10,157,396	(912,059)
Finance	26,950,931	24,245,874	2,705,057
Procurement	6,713,478	6,489,697	223,781
Non Ratepayer Revenue Fund	500,000	-	500,000
Compliance & Business Development	1,424,521	1,687,494	(262,973)
Strategy and Performance	3,608,960	2,924,556	684,404
People and Talent	9,918,726	10,127,785	(209,059)
Information Technology	11,271,340	11,037,331	234,009
Government and Legal Affairs	8,344,632	5,933,733	2,410,900
	<b>433,927,503</b>	<b>412,569,849</b>	<b>21,357,653</b>
Debt Service	221,635,000	220,073,144	1,561,856
Cash Financed Capital Improvements	58,575,000	58,574,686	314
Payment in Lieu of Taxes	18,330,000	18,329,624	376
Right of Way	5,100,000	5,100,000	-
<b>Total Non-O&amp;M Expenditures</b>	<b>303,640,000</b>	<b>302,077,454</b>	<b>1,562,546</b>
<b>Total Operating Expenditures</b>	<b>737,567,503</b>	<b>714,647,303</b>	<b>22,920,200</b>
Personel Charged to Capital Projects	(31,974,000)	(26,699,000)	(5,275,000)
<b>Total Net Operating Expenditures</b>	<b>705,593,503</b>	<b>687,948,303</b>	<b>17,645,200</b>

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

**Customer Care:** Underspending within personnel services costs due to higher than anticipated vacancies and delay in the implementation of the leak assessment program which is anticipated to commence in FY 2025 when the funding for the repairs is available.

**Clean Rivers:** Underspending in personnel services 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.

**CIP Infrastructure Management:** Underspending mainly in personnel services due to higher than anticipated vacancies. Also some of the budgeted positions were reallocated to other departments within the Authority.

**Wastewater Engineering:** Overspending mainly in personnel services due to higher number filled positions than anticipated, coupled with higher costs than anticipated in the budget for DC Water's participation in the Metropolitan Washington Council of Governments (COG) services.

**Permit Operations:** Overspending mainly for consultant support to process permit refunds for construction inspection work, offset by underspending in personnel services costs.

**Wastewater Operations:** The department experienced overall underspending on chemicals, electricity and water usage, offset in part by increased spending in personnel services and industrial cleaning services.

**Secretary to the Board:** Overspending in personnel services primarily due to increased headcount and also in non-personnel due to increased board-related events.

**People and Talent:** Overspending due to inadvertent misclassification of Authority-wide employee deferred compensation costs to the department.

**Clean Water & Technology:** The department achieved overall underspending in personnel and various professional services to support operations.

**Maintenance Services:** Overspending in personnel services due to higher overtime requirements, and in supplies due to impact of inflation on cost of critical parts needed to keep the Plant operational.

**Process Engineering:** Underspending in personnel and various contractual services. Department experienced higher spending for supplies due to rising costs of critical spare parts.

**Resource Recovery:** Overspending, primarily for the WSSC Biosolids hauling contractual services, which was offset by underspending in personnel services.

**Water Operations:** Overspending in personnel services costs due to increased overtime needs to respond to various emergencies including water main breaks, boil water advisories and support of events for various agencies. Additionally, there was increased spending in supplies, utilities, and contractual services mainly for software maintenance costs and price increases for the locate and mark utilities services. These increases were offset by underspending for the purchase of drinking water from the Washington Aqueduct.

**Pumping & Sewer Operations:** Underspending is mainly for contractual services. Additionally, there were areas of overspending such as electricity costs, hauling and disposal due to prevailing market conditions and overtime expenses to respond to emergency work.

**Office of Marketing and Communication:** Underspending mainly in personnel services due to higher than anticipated vacancies.

**Office of the Chief Administration Officer:** The department was newly created in FY 2024 with budget reprogrammed from other departments within the Authority.

**Occupational Safety:** Underspending mainly in personnel services due to higher than anticipated vacancies. Additionally, new positions were added for FY 2024 for which recruitment did not commence until after the head of department was hired in FY 2024.

**Facilities Management:** Overspending in contractual services for maintenance and repair of various facilities and equipment including HVAC and Elevator Systems, temporary staffing to cover staffing gaps and janitorial services.

**Security:** Overspending in personnel services costs due to lower than anticipated vacancies and security guard services.

**Finance:** There was higher than anticipated spending for credit card fees prior to the charges being passed to customers, in addition to higher insurance premiums. Additionally, expenditures for various strategic activities occurred in other departments and funds were reprogrammed to cover these expenses.

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

**Strategy & Performance:** Underspending in personnel services due to some vacancies and the transfer of positions to the newly created department for the Office of Chief Administration Officer.

**Office of Government and Legal Affairs:** Underspending mainly due to lower than anticipated requirements for legal contingency coupled with lower spending on outside legal matters.



## FY 2025 YTD

The Approved FY 2025 operating budget is \$788.2 million as adopted by the Board of Directors on March 7, 2024.

At the end of December 2024, operating expenditures (including debt services and the Right-of-Way and Payment in Lieu of Taxes fees) totaled \$788.2 million, or 21.7 percent of the approved budget. The year-to-date operating expenditure was lower than the budget mainly due to underspending in personnel services, contracts and utilities, which is offset by overspending in small equipment and chemicals and supplies resulting from higher than anticipated unit prices because of prevailing market conditions.

These numbers include estimated, incurred but unpaid invoices and are subject to revision in the subsequent months. The following provides DC Water's comparative expenditures by major object category through December 31, 2024, of the fiscal year.

CATEGORY	FY 2025			
	Year-to-Date Performance			
	Budget	YTD Budget	Actual	% of Budget
Personnel	\$209,633	\$ 50,644	49,696	23.7%
Contractual Services	102,284	27,189	26,963	26.4%
Water Purchases	45,330	9,993	9,647	21.3%
Supplies & Chemicals	55,585	13,266	13,592	24.5%
Utilities	40,318	10,139	9,588	23.8%
Small Equipment	1,364	207	270	19.8%
<b>SUBTOTAL O&amp;M</b>	<b>\$454,514</b>	<b>\$111,438</b>	<b>\$109,756</b>	<b>24.1%</b>
Debt Service	249,495	57,876	55,628	22.3%
PILOT/ROW	23,796	5,949	5,949	25.0%
Cash Financed Capital Improvements	60,436	0	0	0.0%
<b>TOTAL OPERATING</b>	<b>\$788,241</b>	<b>\$175,263</b>	<b>\$171,333</b>	<b>21.7%</b>
Capital Labor	(34,087)	(7,740)	(7,029)	20.6%
<b>TOTAL NET OPERATING</b>	<b>\$754,154</b>	<b>\$167,523</b>	<b>\$164,304</b>	<b>21.8%</b>

20. Please list any **reprogrammings** in, out, or within the agency affecting FY24 or FY25 funds. For each reprogramming, please list:
- The reprogramming number;
  - The total amount of the reprogramming and the funding source (i.e., local, federal, SPR);
  - The sending or receiving agency name (if applicable);
  - The original purposes for which the funds were dedicated;
  - The reprogrammed use of funds.

### **FY 2024 Reprogramming**

During FY 2024, a total of \$26.5 million was reprogrammed within the Authority's operating budget to meet operational and maintenance needs as follows:

#### **a. Personnel Services (\$9.0 million):**

Interdepartmental reprogramming was affected within personnel services:

- due primarily to budget adjustments for organization restructuring (like the transfer of budget for creation of the Administration Cluster, position reclassifications, interdepartmental transfer of positions Authority-wide), and other year-end accruals for annual and sick leave (\$8 million).
- to fund budget transfers to non-personnel services throughout the Authority for items including funding for additional parking spaces, increased costs for protective services, fire suppression, temporary staffing and other support services (\$1 million).

#### **b. Non-Personnel Services (\$17.5 million)**

Interdepartmental reprogramming was affected using underspending from within the overall operating budget. Reprogramming was affected to

- reallocate debt service savings to fund paygo and reduce future borrowing costs (\$10.3 million)
- secure funding for various contractual services for fleet maintenance, janitorial services, temporary staffing, software implementation, fire suppression, security guard services and other programs (\$2.1 million)
- cover increased costs for credit card fees and insurance premiums (\$1.6 million)
- reallocate funding for electricity costs (\$1.2 million)
- cover increased costs for spare parts (\$1.6 million)
- fund increased costs for WSSC biosolids hauling services (\$0.7 million)

### **FY 2025 Reprogramming**

During FY 2025, a total of \$6.6 million has been reprogrammed through December 31, 2024, within the approved budget for the following:

- Reallocate debt service savings from the refinancing of current debt to fund paygo financing for the capital program (\$5.5 million)
- Reallocate funding for fire life safety program from Security department to Occupational Safety & Health department (\$0.5 million)
- Support the Permit Operations' refund process for construction inspection work (\$0.4 million)
- Fund energy (electricity) consultant support for procurement services (\$0.2 million)

21. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY24 and FY25, to date, including:
  - a. The 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: “FY2024 and FY2025 YTD to Dec2024 Intra-Govt Transfers”.

22. Please provide a list of all **MOUs** in effect during FY24 and FY25, to date, that are not listed in response to the question above.

**DC Water Response:**

Please refer to the attached pdf file: “MOUs - Oversight Response”.

23. Please identify any **special purpose revenue (“SPR”) funds** maintained by, used by, or available for use by the agency during FY24 and FY25, to date. For each fund, please list the following:
- a. The revenue source name and code;
  - b. Legal authority for the fund (e.g., D.C. Code or DCMR citation);
  - c. A description of the program/activity that generates the associated revenue;
  - d. The amount of revenue generated by these activities/programs in FY24 and FY25, to date;
  - e. The amount of money expended from the fund, and the purpose of each expenditure, in FY24 and FY25, to date; and
  - f. The current fund balance.

**DC Water Response:**

DC Water does not have special purpose revenue accounts.

24. Please provide a list of all **capital projects** managed by the agency. 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; and
  - d. Planned or anticipated spending on the project.

**DC Water Response:**

A summary of the major capital activities and a detailed listing for each project in DC Water’s Approved FY 2025 - FY 2034 Capital Improvement Program is found in Section V (page V-5) of the FY 2025 Approved Budget Book.

Link: <https://www.dewater.com/budget-and-financial-planning>

25. Please provide a complete accounting of all **federal grants** received for FY24 and FY25, to date, including the amount, and the purpose for which the funds were granted. For FY24

grants, please describe whether those purposes were achieved and the amount of any unspent funds that did not carry over.

**DC Water Response:**

In FY 2024, DC Water received a total of \$48.7 million in EPA funds for programs under Clean Water Act, Safe Drinking Water Act, Infrastructure Investment and Jobs Act (IIJA), also known as Bipartisan Infrastructure Law (BIL), Water Infrastructure Finance and Innovation Act (WIFIA), and Diesel Emission Reduction Act (DERA) programs. In FY25 so far, we have received \$20.5 million in such programs. The purpose of the funds was to strengthen or improve the Blue Plains advanced wastewater treatment facility, replace and upgrade water mains, replace lead service lines in both public and private side, rehabilitate pumping stations, and perform comprehensive infrastructure repair, rehabilitation, and replacement programs. These are reimbursement grants; we draw down funds only after the vendors have been paid. In FY24, there were no unspent funds that did not carry over.

Similarly, we received \$ 0.5 million in FEMA funds in FY 2024 under Hazard Mitigation Grants. There were no FEMA funds received as December 31, 2024, for FY25. The FEMA grants are provided to improve pumping stations, facility walls, etc. to mitigate impact on our continuity of services due to any potential disasters.

In FY24, DC Water received \$2.8 million, as pass through funds from District Department of Energy and Environment (DOEE), for the Lead Service Line Replacements (Lead Pipe Replacement Assistance (LPRAP) and Capital Improvement Projects and Emergency Repair Replacements (CIPERR) Programs under COVID-19 Coronavirus State and Local Fiscal Recovery Funds program of the US Department of Treasury. Additionally, we received \$506,829 from DOEE in District appropriated local funds for the LPRAP program in FY24. There was a \$133,245 on unspent District appropriated local funds that we expect to carry over through FY25 MOU, which is currently going through formal review and signatures. No DOEE funds were received in FY25 as of December 31, 2024.

Each year the United States Congress appropriates funds to support DC Water's Clean River's Combined Sewer Overflow projects (CSO). In FY 2024, DC Water received \$8 million in such congressional appropriation for the CSO projects. As of December 31, 2024, The Authority was awaiting receipt of \$3,616,000 from the US Treasury in FY25 CSO appropriation funds awarded under Continuing Resolution#1 P.L. 118-83.

The table below summarizes DC Water's federal grants receipts for FY 2024 and FY 2025 through the end of first quarter.

	Descriptions	FY 2025*	FY 2024	Total
EPA	Clean Water Act Grant Programs	\$ 1,656,438	\$ 2,493,638	\$ 4,150,076
EPA	Safe Drinking Water Act Programs	857,100	9,640,445	10,497,545
EPA-BIL	Lead Service Lines	1,056,800	10,509,800	11,566,600
EPA	Water Infrastructure Finance and Innovation Act (WIFIA) Program	16,938,712	26,013,778	42,952,490
EPA	Diesel Emission Reduction Act (DERA) -Biodiesel Grant	-	50,427	50,427
	<b>Total EPA</b>	<b>\$ 20,509,050</b>	<b>\$48,708,088</b>	<b>\$ 69,217,138</b>
FEMA	Hazard Mitigation Grant Program	-	541,996	541,996
FEMA	BRIC and Flood Mitigation	-	-	-
FEMA	Disaster Grants - Public Assistance (COVID-19 operating)	-	-	-
	<b>Total FEMA</b>	<b>\$ -</b>	<b>\$ 541,996</b>	<b>\$ 541,996</b>
Treasury	Coronavirus State and Local Fiscal Recovery Funds (Lead Service Line Replacements)-pass thru from DOEE	-	2,805,227	\$2,805,227
	<b>Total Treasury</b>	<b>\$ -</b>	<b>\$ 2,805,227</b>	<b>\$2,805,227</b>
Congress	CSO Direct Appropriation **	3,616,000	8,111,983	\$11,727,983
	<b>Total CSO</b>	<b>\$ 3,616,000</b>	<b>\$ 8,111,983</b>	<b>\$ 11,727,983</b>
	<b>Grand Total</b>	<b>\$ 24,125,050</b>	<b>\$60,167,294</b>	<b>\$ 84,292,344</b>
<i>*Unaudited as of December 31, 2024.</i>				
<i>**Awarded but not yet received as of December 31, 2024.</i>				

26. Please list any competitive or application-based funding for which the agency is eligible under the Infrastructure Investment and Jobs Act, the Inflation Reduction Act, or any other recently enacted federal legislation. 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 additional funding for which the agency is eligible but does not plan to apply, please explain why.
- For all federal funding identified, please describe any local matching requirements.
  - Please provide a description of the future availability of these grant funds and how the agency plans to prioritize using these grant funds before they are no longer available (if applicable).

#### DC Water Response:

Please refer to the attached pdf file: “Infrastructure Funding as of Jan 2025”.

27. Please list each contract, procurement, lease, and grant (“**contract**”) awarded, entered into, extended, or for which an option year was exercised, by the agency during FY24 and FY25, to date. For each contract, please provide the following information, where applicable:
- The name of the contracting party;
  - The nature of the contract, including the end product or service;
  - The dollar amount of the contract, including budgeted amount and actually spent;
  - The term of the contract;
  - Whether the contract was competitively bid or not;
  - The name of the agency’s contract monitor and the results of any monitoring activity;
  - Funding source; and
  - Whether the contract is available to the public online.

#### DC Water Response:

Please refer to the attached excel file: “DC Water Contract list FY 24 & 25”.

28. For FY24 and FY25, to date, please provide the number of contracts and procurements executed by your agency, broken down by the following values:

- a. Under \$250,000;
- b. From \$250,000 up to \$999,999; and
- c. \$1 million and above.

**DC Water Response (a, b, and c):**

**Capital Procurements:**

- a. Under \$250,000: 11**
- b. From \$250,000 up to \$999,999: 5**
- c. \$1 million and above: 13**

For more details, please refer to the excel file: “DC Water Contract list FY 24 & 25” provided in response to Question # 27.

29. Please provide the typical timeframe from the beginning of the solicitation process to contract execution for:
- a. Contracts and procurements under \$250,000;
  - b. Contracts and procurements from \$250,000 up to \$999,999; and
  - c. \$1 million and above.

**DC Water Response (a, b, and c):**

- a. Contracts and procurements under \$250,000: 60 Days**
- b. Contracts and procurements from \$250,000 up to \$999,999: 180 Days**
- c. \$1 million and above: 240 Days**

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

**DC Water Response:**

A typical major issue with dissatisfied procurement process is a lack of sufficient proposers for a good competitive procurement.

31. 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:**

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 and often in the new projects to allow sufficient time to conduct market and vendor research, business development, quarterly roundtables, 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.

*Laws, Audits, and Studies*

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

**DC Water Response:**

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

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 rulemaking, 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 FY24 and FY25, to date, that significantly affect agency operations or resources.

**DC Water Response:**

The U.S. Environmental Protection Agency (EPA) finalized the Lead and Copper Rule Improvements (LCRI) in October 2024, to be effective on December 30, 2024. The LCRI included a mandate for Public Water System to replace all lead and certain galvanized service lines by 2037. The LCRI also lowered the Lead Action Level for the lead concentration in drinking water from 15 parts per billion (ppb) to 10 ppb, effective in 2027. DC Water will comply with applicable federal laws and regulations. We are assessing the funding needs to address the LCRI, including federal funding sources, and are also monitoring the status and potential changes from the current political and legal climate. DC Water will comply with applicable federal laws and regulations. We are assessing the funding needs to address the LCRI, including federal funding sources, and are also monitoring the status and potential changes from the current political and legal climate. This will impact DC Water's operations and the retail water service rates, and the water system replacement fee charged to customers.

36. Please provide a list of all studies, research papers, and analyses ("**studies**") the agency requested, prepared, or contracted for during FY24 or FY25, to date. Please state the status and purpose of each study.

**DC Water Response:**

Please refer to the attached pdf file: "Publication and Presentation FY2024 - Oversight Response".

In addition to the list, the US Environmental Protection Agency (EPA) performed a Supply Chain Resilience Assessment for DC Water's Blue Plains Advanced Treatment Plant. The purpose of the assessment was to evaluate the risk of disruptions in the supply of water treatment chemicals used by DC Water and identify strategies to increase resilience against such disruptions. The assessment was completed in November 2024. Please refer to the attached pdf file: "DC Water SCRA Report".

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 FY24 and FY25, to date.

**DC Water Response:**

Please refer to the attached pdf file: "Investigations and Administrative Complaints or Grievances - Oversight Response".

38. Please identify all **recommendations** identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 fiscal years. Please provide an update on what actions have been taken to implement 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 the suit was filed, case docket number, and a brief description of the case.

**DC Water Response:**

Please refer to the attached excel file: “Pending Lawsuits – Oversight Response”.

41. Please list all **settlements** entered into by the agency or by the District on behalf of the agency in FY24 or FY25, 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 excel file: “Settlements– Oversight Report”.

42. Please list any **administrative complaints or grievances** that the agency received in FY24 and FY25, 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 FY24 or FY25, to date, describe the resolution.

**DC Water Response:**

Please refer to the attached pdf file: “Investigations and Administrative Complaints or Grievances - Oversight Response”.

*Equity*

43. How does the agency assess whether programs and services are equitably accessible to all District residents?
- What were the findings of any such assessments in FY24 or FY25, to date?
  - What changes did the agency make in FY24 and FY25, to date, with respect to how it conducts such assessments?

**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.
- Key outreach materials were translated into Braille for the Small Diameter Replacement Program. Additional documents are being translated for the Block-by-Block Program as needed.

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

**DC Water Response:**

DC Water's Equity statement and goals have been outlined in the "FY24 Blueprint 2.0 Annual Report" provided in response to Question # 07.

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".

- 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.

- 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:

- **Lead Free DC Community Activators Program**

Lead Free DC (LFDC) is an 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 communications, stakeholder

engagement, health and safety, lead service line replacement construction, problem solving skills, customer service, CPR, touchpoint (customer contact) note taking, digital canvassing with assigned iPad, and resume and interview skill building. The program is structured to train participants with technical knowledge and on the job training through a “Train”, “Shadow” and “Experience” approach. LFDC hired 14 trainees from the 2023-2024 first cohort for full-time paid positions.

The second cohort of this year-long program currently has twelve (12) trainees, all of whom are District residents. After completing training, the trainees joined the graduates of the first cohort who are already deployed conducting outreach to property owners to educate them about the initiative and secure their participation. Additionally, 100% of the trainees are Black American, and three (3) are women. Since September 2024, the trainees collected approximately 70% of the total signed right of entry authorization forms collected by LFDC.

Through a Memorandum of Understanding with the DSI, the trainees are paid the DC minimum wage through DOES. After completing the program, graduates will have the opportunity to apply and interview for full-time 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.

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.
- 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. In FY24 or FY25, to date, what are two ways that your agency has addressed racial inequities internally or through the services you provide? What additional resources would help your agency reduce traditional burdens felt by Black, Latine, Indigenous, and other communities of color in the remainder of 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 (LFDC), 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.

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. During FY2024, DC Water invested in partnerships by providing 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 2024-2025 program recruited 12 trainees from across the District to develop community outreach skills by supporting 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 attached excel file: “Racial Diversity Data – Oversight Response”.

**Agency-Specific Questions**

52. Please provide an update on the renewable natural gas project (“RNG”) at Blue Plains. At prior oversight hearings before this Committee, 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 made substantial progress in developing the renewable natural gas project during FY24, including preparation of a concept design. The potential value of the RNG project is presently being reevaluated, as the market for renewable natural gas has shifted since fall 2024.

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 FY24 and FY25, to date?

**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, 2023, and September 30, 2024, 119 labor positions were filled

by contractors. Of this amount, 102 positions were filled by local residents, including 41 with District residents.

- b. How many graduates found other employment opportunities? What percentage of the total number of graduates does this amount to?

**DC Water Response:**

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
<b>Completed Programs</b>						
Department of Sewer Services Summer Training Program	4	4	3	2	66%	1
DC Water High School Youth Internship Program	4	4	3	3	100%	1
<b>Ongoing Training Programs</b>						
DC Water Apprenticeship Program (Cohort 2)	11	10	3	3	100%	3
DC Water Apprenticeship Program (Cohort 1)	4	4	2	2	100%	2
Lead Free DC C Community Activators Program (Cohort 2)	12	12	N/A	N/A	N/A	N/A
Totals	31	30	11 (22 Still in Programs)	10	90%	c.

- c. What percentage of DC Water contracts were awarded to certified business enterprises in FY24 and FY25, to date?

**DC Water Response:**

In FY 2024, certified local, small, disadvantaged, and/or women business enterprises were awarded \$519.35 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 FY24 and FY25, to date.

### DC Water Response:

With regards to local hires, DC Water trained and prepared District and local residents for apprenticeship and contractor employment opportunities. In FY 24, of the sixty (41) contractor positions filled by District residents:

- Twelve (12) were residents of Ward 8
- Fourteen (14) were residents of Ward 7
- Nine (9) were residents of Ward 5
- One (1) were residents of Ward 4
- Three (3) were residents of Ward 3
- Two (2) were residents of Ward 1

55. Please provide a comprehensive update on all hiring related to current agency construction projects, including the number and percentage of DC residents (vs. Maryland or Virginia residents) on each project, broken down which construction contractor or subcontractor they are working for or whether they are directly employed by DC Water.

### DC Water Response:

DC Water encourages the recruitment and employment of residents from its user jurisdiction on its construction (and service) projects. In FY 2024, construction contractors filled ninety-two (92) positions. The following table reflects those hires. Please note, given the fluid nature of construction projects, contractor recruiting is not necessarily project specific.

New Hires Report by Contractor Construction Contracts (Oct 1, 2023 - Sept 30, 2024)		Within User Jurisdiction										Outside User Jurisdiction			
Employer Name	Total Hires	Total DC Hires	% DC Hires	Total MC Hires	% MC Hires	Total PGC Hires	% PGC Hires	Total FC Hires	% FC Hires	Total LC Hires	% LC Hires	Total OTH MD Hires	% OTH MD	Total OTH VA Hires	% OTH VA
Anchor	12	3	25%	0	0%	8	67%	0	0%	0	0%	1	8%	0	0%
Brayman Construction Company	6	1	17%	1	17%	1	17%	0	0%	0	0%	2	33%	1	17%
Bryant Associates	1	0	0%	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%
Capitol Paving	16	6	38%	1	6%	6	38%	2	13%	0	0%	1	6%	0	0%
CBNA Halmar	9	0	0%	2	22%	4	44%	1	11%	0	0%	2	22%	0	0%
CDM Smith	1	1	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
DACCO SC	1	0	0%	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%
Fort Myer Construction	24	10	42%	0	0%	12	50%	0	0%	0	0%	2	8%	0	0%
L. Clarke Electric LLC	1	0	0%	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%
Mercado	1	0	0%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%
Metro Paving Corp.	5	0	0%	0	0%	4	80%	1	20%	0	0%	0	0%	0	0%
Muller Inc.	7	0	0%	1	14%	3	43%	1	14%	0	0%	0	0%	2	29%
Shaw Construction Corp.	2	0	0%	0	0%	2	100%	0	0%	0	0%	0	0%	0	0%
Sponable Companies	6	0	0%	0	0%	4	67%	0	0%	0	0%	2	33%	0	0%
Totals	92	21		5		45		5		0		13		3	
Total Hires from User Jurisdiction		76													
Total Hires Outside User Jurisdiction		16													

56. 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 contractors are required to comply with federal prevailing wage requirements. For construction projects, wages are determined by the Davis Bacon Act. Pursuant to the requirements of the Act, all project contractors and subcontractors must pay their workers weekly wages (and fringe benefits) not less than the prevailing wages assigned to the project. Moreover, project contractors and subcontractors must submit weekly certified payrolls to verify that they are classifying and paying their employees the required prevailing wages.

For DC Water services projects, contractors and subcontractors must pay their workers in accordance with the applicable Service Contract Act (SCA) wage decision. Unlike Davis Bacon Act requirements, the Service Contract Act allows contractors to pay its workers bi-weekly and does not require the submission of certified payrolls. Instead, DC Water conducts periodic (quarterly) reviews of a contractor's prevailing wage compliance.

The Davis Bacon or Service Contract Act requirements and applicable wage rates are included in each solicitation and discussed with the perspective contractors at the pre-proposal meeting. The prevailing wage requirements and expectations are discussed with the winning team at the project's kickoff meeting.

Moreover, DC Water also conducts a separate, project specific compliance training for all applicable contractor and subcontractor(s) to ensure all parties are aware of their obligations and understand how to comply with their payroll and reporting requirements.

Additionally, to monitor compliance with wage laws and working conditions, a dedicated staff member is assigned to each project and is responsible for overseeing that contractors are fully compliant with the applicable requirements. They collect and review certified payrolls, complete the periodic reviews, conduct site visits and serve as a point of contact for workers who may have concerns or complaints, helping to ensure that any issues are promptly addressed.

57. 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 FY24 and FY25, to date, outside of interactions responsive to specific customer concerns or complaints? If so, please provide a list of those meetings.

**DC Water Response:**

During FY 2024 and to date in FY 2025, 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, Two-Year Retail Rates, Ten-year Capital Improvement Program, Ten-Year Financial Plan and the new Customer Assistance Programs.

- b. How many issues or claims has OPC brought to DC Water on behalf of ratepayers in FY24 and FY25, to date?



**DC Water Response:**

We do not track cases where OPC represents customers, but DC Water has enjoyed an open line of communication with OPC managing roughly 10 matters with OPC in the most recent fiscal year.

- 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:**

DC Water will continue to have conversations with OPC about its rates, budget, investments, and look for ways to partner.

*Clean Rivers Project & CRIAC Relief Program*

- 58. During FY24 and FY25, 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 FY2024, there were 4 CSOs to the Anacostia River, 51 CSOs to the Potomac River, and 13 CSOs to Rock Creek. A comparison of these totals to previous fiscal years is provided in the table that follows.

During FY2025 to date (October to December 2024), there were zero CSOs to the Anacostia River, 11 CSOs to the Potomac River, and 1 CSO to Rock Creek.



Fiscal Year	Rainfall (inches, DCA gauge)	Anacostia River				Potomac River		Rock Creek		Total Overflow Volume (MG) <sup>1</sup>
		Volume Captured By Tunnel (MG) <sup>1</sup>	overflow Volume (MG) <sup>2</sup>	Percent Captured by Tunnel	# of CSOs <sup>1</sup>	Overflow Volume (MG) <sup>2</sup>	# of CSOs <sup>1</sup>	overflow Volume (MG) <sup>2</sup>	# of CSOs <sup>1</sup>	
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 <sup>3</sup>	34.96	1129 <sup>3</sup>	212 <sup>3</sup>	84% <sup>3</sup>	12 <sup>3</sup>	431	62	46	31	689
2024	40.99	2089	125	94.3%	4	601	51	16	13	742
25 (Oct to Dec 2024)	6.17	161	0	100%	0	39	11	2	1	41

#### 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. 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 workers' 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.

59. 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 FY24 and FY25, to date;
- c. The amount of capital funds spent and remaining in FY24 and FY25, 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 6<sup>th</sup> 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, 2024, the system has performed exceptionally well, capturing over 17.7 billion gallons of CSO and removing more than 11,287 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 is underway. The contractor has mobilized to the mining site at West Potomac Park and is constructing the shafts to mine the tunnel.
- Rock Creek
  - November 23, 2029 – The Piney Branch Tunnel which addresses the largest CSO outfall to Rock Creek is required to be placed in operation by this date. DC Water has selected a contractor for this project and has publicly noticed an environmental assessment with the National Park Service. Construction is expected 2026-2029.
  - 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. The 3rd project will be constructed 2025-2027.

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

Table 1, below, includes a status report on components 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 \$635,000 per year, while the cost of the Tunnel Dewatering Pumping Station and Wet Weather Treatment Facilities at Blue Plains is approximately \$1.2 Million (2025 Dollar) 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 \$1.6 million per year (2025 dollars), while the cost of the Tunnel Dewatering Pumping Station and Wet Weather Treatment Facilities at Blue Plains is approximately \$1.5 Million (2025 \$) per year.
- For the green infrastructure, ultimate build out will comprise GI managing 92 impervious acres in Rock Creek and the GI demonstration project in the Potomac which manages approximately 8 impervious acres for a total of 100 acres. We

estimate the annual operation and maintenance cost to be approximately \$3.2M to \$3.5M per year in 2025 dollars when all acres are complete.

Please see the attached pdf file: “Clean Rivers Project Component Update”

60. 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 FY25 the CRIAC is expected to generate \$107.0 million and the sewer volumetric rate will generate \$57.0 million for the Clean Rivers Program, for a total of about \$164.0 million. Of this amount about 37% is used as cash (to reduce borrowing) and 63% is used to service debt issued for the project.

The following Green Bonds totaling \$900 million and have been issued to fund the project:

- Series 2014A = \$350 million
- Series 2015A = \$100 million
- Series 2017A = \$100 million
- Series 2018A = \$100 million
- Series 2019A = \$125 million
- Series 2022B = \$100 million
- Series 2016B (Environmental Impact Bond) = \$25 million
- Prior to 2013, Clean Rivers was funded as part of general debt issued for capital projects.

The project is also funded by Federal CSO Grants. In FY 2024, DC Water received \$8.0 million. In FY2025, DC Water received \$3.6 million year to date. 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 \$304.4 million (excluding \$12.7 million in interest earned Life to Date on CSO funds) in Federal CSO Grants through direct congressional appropriation. 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. 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.

61. Please describe any efforts made by DC Water in FY25 and FY25, to date, to advocate for additional federal funding for the Clean Rivers Project and lead pipe replacement in the District.

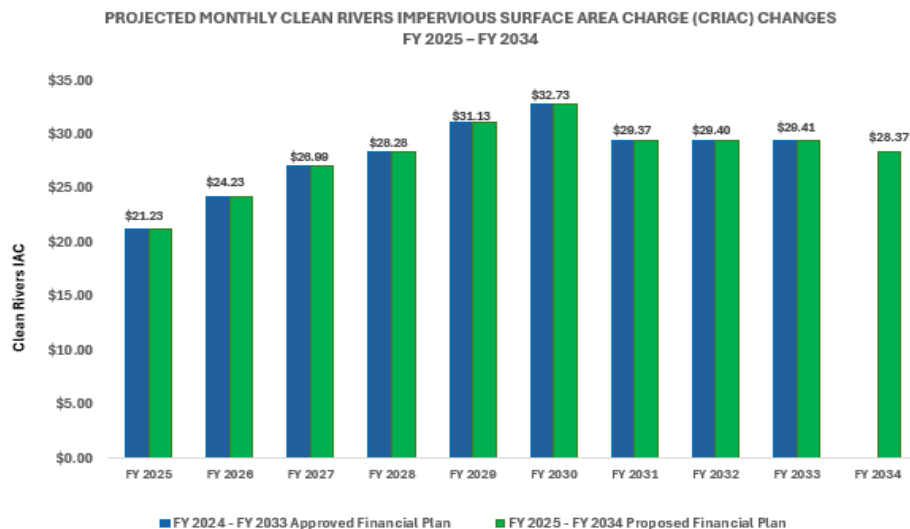
**DC Water Response:**

DC Water works diligently with Congressional leadership, trade associations, and the Mayor’s office of Federal affairs to request increased funding for both the Clean Rivers Project and the lead service line replacement program (Lead Free DC). Most recently, DC Water requested increased funds via the Fiscal Year 2025 Federal Portion Budget Request Act of 2024.

62. Please provide the projected CRIAC per equivalent residential unit (“ERU”) that ratepayers will be charged in the remainder of FY25 and future fiscal years for which DC Water has projections.
- a. Please describe DC Water’s efforts in FY24 and FY25, to date, to decrease these rising charges for ratepayers.

**DC Water Response:**

The chart below shows the revised CRIAC charges for FY 2025 - FY 2034 and the proposed CRIAC charges for the FY 2025 - FY 2034 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 2024. 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.dewater.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 costs**

In March 2020, DC Water worked with the IMA partners on an agreement on the jurisdictional users (non-District share) of the operating costs associated with the Clean River tunnels and the Wet Weather Treatment Facility. The framework for allocation of operational costs is specified in the derivative agreements of the 2012 Inter-municipal Agreement (IMA). The Technical Committee, which is a working group of the Regional Committee, has vetted a methodology to split operating costs, based on the derivative agreements in the IMA. Overall, these operating costs are about \$6 million a year for the currently commissioned tunnel system from Blue Plains to RFK stadium that was placed in operation in 2018. We anticipate that most of those costs (about 90 percent) will be eligible to be shared with the jurisdictions. The other 10 percent of the costs represent facilities that only benefit DC, such as facilities that serve DC-only drainage areas or flood control elements.

In March 2020, the Regional Committee approved Technical Memo 2 from the Technical Committee detailing the O&M cost split methodology for the in-service Tunnel System and the Wet Weather Treatment Facilities. This memorandum calls for all O&M cost associated with the Wet Weather Treatment Facilities to be considered as part of Blue Plains and billed using the calculated Blue Plains cost share formula. The O&M Cost associated with the 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 \$3.29 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.dewater.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 is labeled ESG+R for Resilience to ensure long-term resilience of our existing and future water sources. This ESG+R report provides additional transparency and disclosure to customers, stakeholders, and investors.

For decades, DC Water has been implementing ESG+R 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+R 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+R matters.

Our ESG+R 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+R 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.dewater.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 its Green Bond report.

For the reports, see: <https://www.dewater.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 begins during project planning and continues through construction. To ensure a successful implementation, the following is performed:

1. Participation from key project team members with experience relevant to the project.
2. Holding qualitative workshops on a regular basis to stay up to date with the issues.

3. 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.
4. 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
5. Re-evaluating risks as the project progresses
6. Assigning a risk manager to oversee the entire process and ensure its effective implementation.

This continuous process of risk assessment and re-assessment 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.

63. Noting that DOEE processes applications for the program, please provide the Committee with data on participation in the CRIAC Relief Program in FY24 and FY25, to date, including:

**DC Water Response:**

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

- 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);

**DC Water Response:**

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). (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.)

- b. The number of residential households that were granted relief under the program each month, broken down by AMI

**DC Water Response:**

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:

<b>Program</b>	<b>FY24 Enrolled</b>	<b>FY25 Enrolled (YTD)</b>
CAP Plus (new for FY25)	-	808
CAP	4,411	707
CAP2	360	84
CAP3	29	029
RAP	1660	-
Non-Residential CRIAC Relief	185	80
HAF (Homeowners Assistance Fund)	68	-

- c. The number of nonprofits that applied to the CRIAC Relief Program each month

**DC Water Response:**

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:

<b>CAP3 Enrollment Month</b>	<b>FY 2024</b>	<b>FY 2025</b>
Oct	0	23
Nov	0	6
Dec	0	0
Jan	0	
Feb	0	
Mar	20	
Apr	3	
May	1	
Jun	3	
Jul	2	
Aug	0	
Sep	0	
<b>Total</b>	<b>29</b>	<b>29</b>

- d. The number of nonprofits that were granted relief under the program each month; and

**DC Water Response:**

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:

<b>CRIAC Enrollment Month</b>	<b>FY 2024</b>	<b>FY 2025</b>
Oct	19	42
Nov	45	17

Dec	0	21
Jan	10	
Feb	5	
Mar	13	
Apr	9	
May	7	
Jun	11	
Jul	1	
Aug	0	
Sep	65	
<b>Total</b>	<b>185</b>	<b>80</b>

- 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:**

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.)

64. Please describe any community outreach or other efforts made by the agency in FY24 and FY25, to date, to educate District residents about the availability of funding through the CRIAC relief program.

**DC Water Response:**

DC Water 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 also through the Executive Office of the Mayor, DOEE and other partner agencies and organizations.

Specifically:

- In FY 2024, DC Water hosted and/or attended approximately 184 outreach events and provided information about the assistance programs at 95 of those events. Our outreach activities included:
  - 27 virtual/in-person Meetings for high visibility construction projects such as the Soapstone Valley Park Sewer Rehabilitation Project; Small Diameter Water Main Replacement Projects; Northeast Boundary Trunk Sewer Rehabilitation Project; DC Clean Rivers; and the Potomac Interceptor Rehabilitation Project
  - 46 virtual/in-person presentations and community workshops for the Lead Free DC Program
  - 4 virtual/in-person Community Town Hall Meetings with the CEO and Senior Executive Leadership Team
  - 3 virtual Rate Adjustment Briefings to non-profit partners, business community partners and Council/MOCRS

- 79 in-person public outreach events and educational lessons
  - 9 education outreach tours of HQO and Main Pumping Station
  - 3 large-scale media events including the ‘Toast to Team Blue’ statue unveiling and Workforce of the Future roundtable; Potomac River Tunnel Groundbreaking Ceremony; and the Completion Ceremony for the Northeast Boundary Tunnel (NEBT)
  - 9 events supporting interagency collaboration such as OPC’s ‘Staying Connected: A Social Services Discussion’; District Government’s Emancipation Day Festival; DOEE’s Resource Fair; Pepco’s Capital Grid Project Ribbon-Cutting Ceremony; Summer Youth Tour organized by the Office of the Chief of Staff; DC Council’s Utility and Multi-Agency Resource and Job/Career Fair; DOEE’s Kingman Island Family and Friends Day; Women and Environment Forum, Hosted by Mayor Bowser and the DC Lead Collaborative; Work in Water Open House, sponsored by DC Water, Xylem, WSSC and other partners of the Reservoir Center for Water Solutions
  - Other special events and meetings, including DC Water Critical Customer Event Planning Meeting, and the promotional pop-up event in support of the national ‘Imagine A Day Without Water’ campaign
- 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.
  - Promoted DC Water Cares in Paid Marketing Campaigns (\$267,000):
    - Print and digital ads in the Washington Post, Washington Informer, Hill Rag, East of the River, Mid-City, Afro-American and El Tiempo Latino.
    - Multifaceted campaign, including Billboards, Metrobus ads, Bus shelter ads, Metrorail ads, PSA’s and banners in local movie theatres.
    - Scrolling banners on ATMs in seven 7 – Eleven stores and poster campaign at neighborhood convenience stores.

#### *Water Rates and Customer Assistance Programs*

65. 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 FY24 and FY25, 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:

<b>Program</b>	<b>FY 2024</b>	<b>FY 2025</b>
Customer Assistance Program Plus (began in FY25)	-	\$99,145
Customer Assistance Program	\$2,586,698	\$189,160
Customer Assistance Program 2	\$160,586	\$13,451
Customer Assistance Program 3	\$4,714	\$698
DC Water Cares Residential (RAP)	\$1,105,135	-
SPLASH	\$111,820	\$24,430

- e. How many customers received the 100% credit for the Water System Replacement Fee in FY24 and FY25, to date?

**DC Water Response:**

Customers enrolled in CAP and CAP+ received a waiver of the Water System Replacement fee.

<b>WSRF Waiver</b>	<b>FY 2024</b>	<b>FY 2025</b>
CAP	4,411	707
CAP Plus	0	808

66. Has DC Water created any new programs to help low-income consumers pay their water bills and prevent disconnection in FY24 and FY25, to date? If so, please describe eligibility requirements for the program and how much assistance the program provided.

**DC Water Response:**

- In FY24, DC Water introduced the Payment Plan Incentive Program, benefiting all customers, including those qualifying as low-income. Customers with delinquencies exceeding \$500 greater than 60 days are eligible to receive a 40% match on payments made while enrolled in a qualifying payment plan.

- In FY25, DC Water launched the CAP Plus program to provide additional benefits to customers at or below 20% of the Median Family Income (MFI) determined by DOEE. Qualifying customers receive discounts up to 6 CCFs of volumetric charges, a 75% discount on CRIAC charges, and a 100% waiver of the WSRF fee. In the first quarter FY2025, CAP+ credit was provided as follows:

- Participants – **808**
- Assistance provided – **\$99,145**

67. How much revenue was raised by Blue Drop in FY24 and FY25, to date? How were those funds spent in FY24 and FY25, to date?
- a. How much revenue does DC Water project Blue Drop raise in FY 2023 and FY 2024?

**DC Water Response:**

Net revenue raised in FY24 at Blue Drop was \$5,004,599 and to date in FY25 is \$2,969,135. Little of these funds were spent, except to keep the business operating and to support Bloom sales (materials for a storage facility at Blue Plains, etc.). The bulk of the net revenue from 2017 - 2024 generated from joint use facilities at Blue Blains was rebated back to IMA partners as a credit on their Blue Plains operating bill in January 2025. This action adheres to the IMA language describing such revenue, that states it must be used to offset costs in the biosolids program and Blue Plains operations. FY23 Blue Drop net revenue totaled \$3,333,856.

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

**DC Water Response:**

We had one customer for Pipe Sleuth, but they no longer use the technology and are no longer paying a royalty. We have shelved the marketing of this technology for the moment, as we do not have any further leads for its use.

69. 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 FY24 and FY25, to date?

**DC Water Response:**

FY24: Blue Plains produced 160,669 tons of biosolids. To date, in FY25: Blue Plains produced 38,454 tons of biosolids (as of late January).

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

**DC Water Response:**

FY24: 55,379 tons of Bloom were sold. To date, in FY25: 8,910 tons of Bloom were sold.

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



**DC Water Response:**

All marketing of Bloom is done by the blue Drop Bloom sales and marketing team. There are two salespersons, one for agriculture and one for all other outlets (soil blenders, landscapers, construction firms, etc.)

- d. How much revenue did Bloom and other biosolid sales generate in FY24 and FY25, to date?

**DC Water Response:**

FY24: \$541,390. FY25 to date: \$68,826

- 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:**

Yes, DC Water has been proactive and has been testing for several years. Staff shared the information, along with information on relative concentrations and exposure levels of PFAS from products in the home, at informational meetings in Montgomery County. The levels in Bloom are very low, ambient background societal levels similar to what the average US citizen has in their blood serum, likely from everyday exposures we all have. The contribution of PFAS from an agronomic application of Bloom on a farm are about the same as what the field receives from annual rainfall, which has PFAS compounds in it, likely from the incineration of municipal waste – paper, plastic, carpeting, etc, all have many orders of magnitude higher concentrations of PFAS than Bloom. The officials in Montgomery never instituted the moratorium on biosolids land application.

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

**DC Water Response:**

The current status is that MDE set limits for PFAS in biosolids, with tiers allowing for greater quantities on the land if the concentrations are lower. The limit under which a product must be for unrestricted land application is 20 ppb. Bloom has never tested above 20 ppb through the end of December.

- 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:**

It is not a Class B material in VA, but VA treats Class A as if it were a Class B material, with the same restrictions on use (signage, setback, notifications, etc.) Farmers who pay for the material are unwilling to comply with these

restrictions, so sales are very limited. VA DEQ states that it wants to avoid confusion with the public between the two products, so it keeps the same restrictions. We are working on language for a new distribution and marketing permit for Class A EQ products that relieves some/all of these burdens. We are working with Virginia Biosolids Council to get these changes made so we can open up the VA market for Bloom.

- 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:**

DDOT lifted the restriction on biosolids and now endorsed the use of Bloom for construction projects. The success we/they saw from the use of Bloom for all the landscaping at the new Frederick Douglas Bridge was pivotal in their decision to change course.

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

**DC Water Response:**

Blue Drop is meeting with DC Water to see if we can name Bloom as a preferred product for landscaping in construction projects. Our sales team is generating new leads in the construction industry as well. In addition, Blue Drop is looking for space for storage of Bloom, so that we can store it in the winter, when there are little sales, and sell it in the spring, when we often do not have enough material to fill orders. This is an attempt at inventory control. We are treating the Bloom as an asset rather than a liability.

- 70. Has DC Water been able to expand the renewable energy credits ("RECs") program? How much revenue did DC Water generate in RECs in FY24 and FY25, to date?

**DC Water Response:**

DC Water Resource Recovery staff is working on installing solar panels on DC Water assets, as well as finding customers for the heat we can harvest out of the sewer system – similar to what we do at HQO. Staff sought and were granted small but important changes to the DC and MD Renewable Energy Portfolio Standards (RPS), adding a line to recognize wastewater systems as a source or sink for building heat. This was done using geothermal energy as a precedent. As a result, the heat we recover from the sewers is eligible for renewable energy credits (RECs).

- 71. 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:**

Multi-year rates for FY25 and FY26 were established in FY 2024 and public meetings were held in the month of April 2024. For establishing multi-year rates for FY27 and FY28, public meetings will be scheduled in March and April 2026.

*Infrastructure and Drinking Water Improvements*

72. Please describe all **cybersecurity measures** that the agency has in place or has considered to protect infrastructure and electronic systems from cyberattacks, 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 prevent 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)
- The Host and User Layer strategy:
  - Annual Cyber Awareness training for all users

- Multi-Factor Authentication (MFA) for all remote access
    1. Multi-factor Authentication required for host access.
    2. Independent Access Credentials required for each network.
    3. System validation in addition to MFA required for VPN.
  - Advance Threat and Malware protection on all host
  - Data loss Protection
  - USB controls
  - Vulnerability Scanning:
    1. Continuous automated Vulnerability management
    2. Cyber Hygiene scanning of External Facing assets
  - Continuous Asset Discovery on monitoring on both IT and OT Networks
- Data Layer strategy:
    - Encrypted Databases
    - Encrypted Email
    - Encrypted Laptop Hard drives
    - Data Retention and labeling
    - Information Protection (data classification, labeling and access restrictions)
  - Cyber Resilience:
    - Periodic Data Backups
    - Cloud Based Backup and Recovery
    - Annual Testing of Backup Strategy
    - Annual testing of Incident Response
    - Annual testing of Data Restoration

73. 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:**

The Walter F. Bailey Bioenergy Facility (BBF), located at Blue Plains, is comprised of solids pretreatment systems, including thermal hydrolysis, anaerobic digesters, gas processing systems, and a combined heat and power plant. The system is self-sufficient for steam and generates electricity which is used at Blue Plains. The BBF does not generate more electricity than is required by the entire wastewater treatment plant.

The table below shows the quantity of electricity generated at Blue Plains by the BBF (net of parasitic loads within the CHP plant) and Blue Plains Solar Phase 1.

<b>Fiscal Year</b>	<b>Total Electricity Used (kWh)</b>	<b>Net BBF Production (kWh)</b>	<b>% from BBF</b>	<b>Solar Phase 1 Production (kWh)</b>	<b>% from Solar</b>
FY14	227,572,000	0	0%	0	0%
FY15	243,693,000	14,662,000	6%	0	0%
FY16	223,875,000	57,231,000	26%	0	0%
FY17	227,278,000	52,111,000	23%	0	0%
FY18	247,330,000	57,550,000	23%	0	0%
FY19	256,151,000	55,911,000	22%	0	0%
FY20	246,727,000	56,175,000	23%	0	0%
FY21	248,557,000	54,896,000	22%	3,006,000	1%
FY22	245,048,000	58,385,000	24%	5,357,000	2%
FY23	239,974,000	58,178,000	24%	5,549,000	2%
FY24	249,321,000	57,106,000	23%	5,428,000	2%

- b. The amount of revenue generated in FY24 and FY25, to date, by the sale of Class A biosolids produced by the digesters.

**DC Water Response:**

Bloom sales gross revenue: FY24 \$540,948. FY25 thru December (1st quarter) \$68,785.

74. 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:**

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; As of January 6, 2025, there were 9835 public fire hydrants, and 18 hydrants were mechanically defective (0.18%).

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

**DC Water Response:**

The anticipated timeline for repairing any mechanically defective hydrants; and 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 FY24 and FY25, to date.

**DC Water Response:**

- FY 2024 - 262 hydrants
- FY 2025 - 35 hydrants as of 1/1/2025 reporting

75. 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 FY24 and FY25, to date, including expected costs and completion dates.

**DC Water Response:**

Please refer to the attached excel file: “Sewer Rehab Projects - Oversight Response”.

76. Please describe DC Water’s progress with water system upgrades, including the status of the Northeast Boundary Tunnel Project, during FY24 and FY25, to date.

**DC Water Response:**

The Northeast Boundary Tunnel Project was placed in operation on September 15, 2023, ahead of the March 23, 2025, Consent Decree Deadline. In FY2024 and FY2025, restoration of the construction sites and other ancillary work was performed. We anticipate contract closeout will be performed in FY2025.

- a. Please provide a chart of how many small and large water mains were replaced or rehabilitated in FY24 and the projected number to be replaced or rehabilitated in FY25.

**DC Water Response:**

Please see the tables below:

**Large Diameter WM FY2024**

<b>Diameter</b>	<b>LF</b>	<b>Mileage</b>
20"	1046	0.198
16"	32	0.006
<b>Total</b>	<b>1,078</b>	<b>0.204</b>

**Large Diameter WM FY2025**

<b>Diameter</b>	<b>LF</b>	<b>Mileage</b>
66"	5000	0.9

**Small Diameter WM FY2024**

<b>Diameter</b>	<b>LF</b>	<b>Mileage</b>
6"	783	0.147
8"	13696	2.594
12"	1355	0.257
<b>Total</b>	<b>15834</b>	<b>2.998</b>

**Valves FY2024**

8" Valve	2
12" Valve	7
24" Valve	1
Total	10

**Valves FY2025**

10 valves

- b. What drinking water pumping stations were upgraded in FY24 and FY25, to date, and what stations will be upgraded in the remainder of FY25?

**DC Water Response:**

- Pump Station Upgrades FY2024
  - No Upgrades
- Pump Station Upgrades FY2025
  - Ft Reno Pump Station Upgrades begins
- Storage Reservoirs FY2024
  - Internal Painting of Anacostia Tank #2
- Storage Reservoirs FY2025
  - External Painting of Anacostia Tank #2

77. How many service interruptions affecting 25 or more customers for a period of one day or longer occurred during FY23, FY24, and FY25, to date, broken down by ward?
- a. How did DC Water provide updates and other information to impacted residents?

**DC Water Response:**

DC Water posts work zone alerts for service interruptions on its website at [dcwater.com](https://www.dcwater.com) and notifies customers who have signed up to receive alerts about work in their area. In addition, all of the current water main breaks and active work zones are displayed on a map at <https://www.dcwater.com/customer-center/alerts-and-notifications/workzone-alerts>. For planned work, crews distribute door hangers



in advance to notify customers when water service needs to be interrupted to perform repairs.

78. How many boil water advisories were issued in FY23, FY24 and FY25, to date, broken down by ward?

**DC Water Response:**

- There was one boil water advisory (BWA) in FY23:
  - May, 2023 - Ward 5
- There were three BWA's in FY24:
  - January, 2024 – Wards 1, 3, 4 and 5
  - May, 2024 – Ward 3
  - July, 2024 – Citywide
- There has been one BWA in FY25:
  - December 2024 – Ward 7

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

**DC Water Response:**

The BWA notices and interactive maps of the impacted areas were disseminated by DC Water in English and Spanish through multiple media outlets, DC Water Alerts (to customers signed up for alerts), direct email, text and phone notifications to customers in the impacted areas, the DC Water website, emails to key stakeholders, and posts to social media channels and Nextdoor.

In addition, the District of Columbia Homeland Security and Emergency Management Agency (DC HSEMA) disseminated the BWA public notices on our behalf, by sending out Wireless Emergency Alerts (WEA) and Alert DC notifications. 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.

- b. What steps has DC Water taken since each boil water advisory to address the issues that may have contributed to the issuance of the boil water advisory? Were any other entities implicated in these boil water advisories, and what role did DC Water identify they played?

**DC Water Response:**

The age of our infrastructure is the primary cause of failures in our system. During the colder months, we expect an increase in breaks. The efforts outlined below will, over time, mitigate the issues that we are experiencing. We are committed to implementing and following industry's best practices to continually improve the reliability and resilience of the utility systems DC Water is responsible for.

DC Water Engineering and Water Operations departments (including consulting engineering firms) are actively planning the comprehensive assessment of all large potable water transmission mains, utilizing a prioritized scoring process that calculates the consequence and likelihood of failure. Subsequent transmission water main repair and replacement activities will be included in the approved DC Water CIP.

In addition, a comprehensive valve and hydrant assessment/repair/replacement program RFQ is currently with the Procurement Department for review and is expected to be advertised by the end of February 2025. This multi-year program will comprehensively address the critical valve and hydrant infrastructure deficiencies, thus enabling Water Operations crews to isolate main breaks efficiently and effectively and minimizing the impact to our governmental, commercial, and residential customers. (This will be my response for every main break that is NOT caused by human impact (i.e., contractors and other utility work in and around our infrastructure).

79. How many miles of water mains did DC Water replace in FY24 and in FY25, to date?

**DC Water Response:**

- FY24 = 8.55 miles renewed
  - FY25 = 2.23 miles renewed as of 22 January 2025.
- 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:**

1. In FY24, the mileage was 2.45 (22%) behind target.
  - **Permitting-rated restrictions from DDOT** were a major factor as they limit the ability of contractors to maximize schedule efficiency. These restrictions include:
    1. Works are not permitted within a three-block radius of other work sites which are in the public right-of-way (3-block radius rule).
    2. A contractor is not permitted to have more than 1,200 linear ft of open trench at any one time (1200 LF rule)
    3. Extended permit review timelines (over six weeks for Construction Permits) and inconsistent review feedback
    4. Full block closures on local streets were not permitted
    5. Work hours were limited from 9:30am to 3:30pm
  - **Operational challenges that arose during water main shut-offs** to isolate sections being renewed/replaced. Broken valves were identified that prevented the section of water main being isolated and construction could not proceed on those sections as planned. To address this, early and frequent coordination with DWO is required during construction to plan shut-offs in advance. Even with frequent coordination with DWO, this challenge still persists that contributed to mileage not meeting target.

2. In order to compensate from these delays, the procurement timelines for SDWMR jobs 16 A, 16B, 16C and 18A were expedited in FY 2024 to ramp-up the mileage renewal rate, although the impact of this will not be seen until FY25.
  3. **Forecast for FY 2025 is for 11.7 miles (above 1% renewal).**
    - The contracts already under construction are operating under the DDOT restrictions noted above.
    - The number of contracts active in FY25 is set based on planning from previous years. However, 5 additional contracts will commence during the year which will nearly double the number of active contracts. The forecast mileage at the end of FY25 is 11.68 miles.
- 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:**

1. 1% renewal is equal to 11 miles each year
  2. The forecast mileage at the end of FY25 is 11.7 miles
  3. The preliminary forecast mileage at the end of FY26 is 24.21 miles
  4. The preliminary forecast mileage at the end of FY27 is 56.35 miles
  5. In light of the delaying factors noted above that impact each contractor's ability to progress work, the best option is to increase the number of contracts/construction sites.
    - Two progressive design-build (PDB) SDWMR contracts will start phase 1 (design) at the start of FY26 with a likely additional PDB package starting later in FY26. The PDB contracts are expected to increase the overall production capacity and the forecasts for FY26 and FY27 show this rapid increase in production rate.
  6. Changes to program forecasts to increase mileage production cannot be implemented quickly and must be planned years in advance. For this reason, the SDWMR Program Management team have implemented a 5-year mileage forecasting tool. This tool predicts future SDWMR mileage renewal rates based on future known jobs and can be used to inform program planning decisions.
- c. Does DC Water plan to accelerate the replacement schedule to compensate for delays? If so, what is the current replacement schedule?

**DC Water Response:**

1. **An MOU was signed between DDOT and DC Water in September 2024 to remove some permitting-related restrictions and delays.** It includes the following improvements:
  - DDOT will hire a dedicated team to take care to SDWMR permit applications, and all applications will be reviewed within 15 business days
  - DDOT will allow full block closures on local streets
  - Work hours extended from 7am to 7pm
  - Block closures permitted for up to 4 months

- However the 3-block radius and 1,200 LF rules are still in place
2. In the short term, the SDWMR Program Management team are working with DC Water Procurement to **expedite the procurement of new SDWMR contracts in FY25.**
    - This will allow construction on those projects to commence earlier, leading to a higher mileage achievement in FY25. These contracts will also benefit from permitting efficiencies of the MOU with DDOT. Since these new contracts will be the first to benefit from the MOU, the efficiencies will take time to be reflected in the production rate and have not been able to be quantified yet. Mileage monitoring in FY25 will track the efficiencies gained as much as possible.
  3. In the longer-term, the SDWMR program is **transitioning to Progressive Design-Build (PDB) contracts** with larger scopes (i.e. more locations in one single contract).
    - The SDWMR PDB contracts are expected to increase the overall production capacity because the contractors are able to schedule a greater range of work across the entire District. Efficiencies are also gained through contractor ownership of the design and permitting process.

80. Please provide an update on Lead Free DC, the lead service line replacement program in the District, including:
- a. How many *full* lead service lines were replaced in FY24 and FY25, to date, broken down by public and private properties;

**DC Water Response:**

**Full Replacement** – Lead or galvanized pipe was removed and replaced with copper on both the public and private side. The premises now contain verified non-lead pipe material for the full length of service line.

**Public Full Replacement** – Lead or galvanized pipe was removed and replaced with copper on the public side. The existing pipe material was verified non-lead on the private side. The premises now contain verified non-lead pipe material for the full length of service line.

**Private Full Replacement** – Lead or galvanized pipe was removed and replaced with copper on the private side. The existing pipe material was verified non-lead on the public side. The premises now contain verified non-lead pipe material for the full length of service line.

<b>Fiscal Year</b>	<b>Public Full Replacement</b>	<b>Private Full Replacement</b>	<b>Full Replacement</b>	<b>Total</b>
2024	346	833	980	2,159
2025*	93	327	660	1,080
<b>Total</b>	439	1,160	1,640	3,239

\*Through 12/31/24

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

**DC Water Response:**

As of 1/23/25, it is estimated that 6,988 full lead service lines remain. This represents premises with documented lead or galvanized on the public and private side in the material inventory database.

- c. How many *partial* lead service lines were replaced in FY24 and FY25, to date, broken down by public and private properties;

**DC Water Response:**

**Public Partial** – Lead or galvanized pipe was removed and replaced with copper on the public side. Due to customer refusal or construction challenges (such as older, abandoned or unstable building structures), the private side was not completed.

<b>Fiscal Year</b>	<b>Public Partial</b>
<b>2024</b>	71
<b>2025*</b>	8
<b>Total</b>	79

\*Through 12/31/24

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

**DC Water Response:**

There are an estimated 27,449 potential partial service line replacements remaining as broken down in the table below. Given the uncertainty of some material inventory data, the Public and/or Private category may yield a partial on either side or could be a full replacement. The premises typically have a material category of No Information or Suspected Non-Lead.

<b>Replacement Type</b>	<b>Estimated Replacements Remaining</b>
Private Only	12,273
Public Only	156
Public and/or Private	15,020
<b>Total</b>	<b>27,449</b>

- e. How many claims has DC Water received in FY24 and FY25, 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 does not receive claims from contractors to cover their costs. The only claims that we address are claims made by the homeowner about alleged damage the contractor caused during the work on their property.

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

**DC Water Response:**

This does not apply to us.

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

**DC Water Response:**

DC Water estimates that all public lead service lines will be replaced in accordance with EPA's Lead and Copper Rule Improvements requirements.

- h. How many service lines currently have an "unknown" composition in the agency's database?

**DC Water Response:**

As of January 26, 2025, there are 11,657 premises categorized as "unknown" service line material.

- i. How many filtration jugs did the agency provide to residents in FY24 and FY25, to date?

**DC Water Response:**

In FY24 DC Water provided at least 2,226 filter pitchers to 2,199 premises where lead service lines were replaced. On some occasions, premises are multi units and each unit will receive one filter. DC Water also delivered a second filter pitcher to a premise if the resident identified a crack in the filter or other issue. So far in FY25, through January 23, 2025, DC Water has provided filter pitchers to 725 premises where lead service lines have been replaced.

- 81. The federal government has announced that the District will receive approximately \$28.3 million annually 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.

<b>Funding Source</b>	<b>Amount</b>	<b>Spending</b>
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
<b>Total</b>	<b>\$145,140,000.00</b>	

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.

<b>Funding Source</b>	<b>CIP (through FY 2033)</b>	<b>CIP (FY 2034-2037)</b>	<b>Total</b>
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
<b>Total</b>	<b>\$233,522,528.51</b>	<b>\$70,703,421.28</b>	<b>\$304,225,949.79</b>

In addition to the \$145 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.
  - a. In October 2024, the EPA announced \$2.6 billion in newly available funding for drinking water infrastructure to support lead pipe replacement and inventory projects. Has DC Water assessed this funding availability and whether it qualifies



for it? If so, when does the agency anticipate applying for this funding, and are any District agencies required to support it?

**DC Water Response:**

That \$2.6 billion isn't exactly new money. It's just the "newly available" money. It's from the 2025 preliminary allotments of the Drinking Water State Revolving Funds BIL General Supplemental money (announcement). More details about how the \$2.6 billion number was calculated is on the LCRI fact sheet. The funds were already known to DC Water but had not been released yet.

DC Water applied for the United States Environmental Protection Agency's (EPA) Reducing Lead in Drinking Water Grant in National Priority Area One for \$10 million to increase and expand financial assistance to residents for private side lead service line replacements performed in the District of Columbia.

82. 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? What, if any changes, has impacted how DC Water has identified new service lines for replacement through 2032?

**DC Water Response:**

DC Water's 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 reach more customers with these local team members, who participate in our door-to-door canvassing and community outreach event efforts. Lead Free DC is currently working with a second cohort of Activators who will participate until August 2025.

- b. 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%		CoL Categories - 50%	
<i>Water Quality</i>		<i>Health and Social Equity</i>	
Service Line Pipe Material	100%	Black/African-American	25%
		Median Income	25%
		<i>Vulnerable Populations</i>	
		Children under 5	20%
		Blood Lead Levels	30%
<i>Service Line Pipe Material Scoring</i>		<i>Blood Lead Level Scoring</i>	
Public or Private	Score	Median Block BLL	Model Score
Lead/Galvanized	10	<2	1
Unknown	5	2-<4	2
Non-lead	1	4-<5	5
		>=5	10

- c. Under the new plan, what is DC Water’s estimate for the completion of all lead line replacements?

**DC Water Response:**

EPA’s Lead and Copper Rule Improvements (LCRI), will 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.

83. Please describe the efforts DC Water made to educate the public about the availability of funding under the lead service line replacement program in FY24 and FY25, to date.

**DC Water Response:**

In FY24 and FY25, DC Water continued its multifaceted approach to reach residents across the District and raise awareness about the lead service line replacement program, Lead Free DC (LFDC). A primary way DC Water connects with and educates customers about the Lead Service Line Replacement Program and the availability of funding is through direct outreach before and during Block-by-Block service line replacement projects and Small-Diameter Water Main Replacement projects. Outreach begins at least 120 days ahead of lead service line replacement on a block and continues throughout construction.

Direct Outreach: DC Water notifies customers of their opportunity to have their lead service line replaced at no cost to them through letters, phone calls, emails, text messages, brochures, and door hangers. Additionally, outreach canvassers go door-to-door in these neighborhoods to talk with eligible customers about the free replacement opportunity, answer questions they may have, and get them signed up. Canvassers visit homes four times before construction starts on a block and at least three times after construction starts.

Community Engagement Events: 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 in every Ward of the city, ensuring accessibility for residents from diverse backgrounds and geographic locations.

ANC Meetings: The LFDC team presented at 48 ANC meetings in FY24 and Q1 of FY25

Collaboration with CBOs: Through partnerships with community-based organizations, DC Water facilitated targeted outreach initiatives tailored to specific neighborhoods or demographic groups, including hosting workshops in partnership with community-based organizations and faith-based organizations, ensuring that all residents had equitable access to information about the program and the opportunity to participate.

Paid Advertisements: In July of 2024, DC Water launched a District-wide public awareness advertising campaign, Lead Free for Me, running from FY24 Q3 through FY25 Q1, to reach customers and drive them to the Lead Free DC Website to expose them to the available free and discounted replacement options. Ads ran on local digital platforms, in movie theaters, and were placed on buses, bus shelters, and metro stations.

Digital Communication/Marketing: DC Water leveraged both community and digital communication and marketing campaigns to disseminate up to date information about the program. The organization utilized its website, social media channels, and email newsletters to share updates, resources, and important information related to the Lead Service Line Replacement Program.

Partnership with Local Businesses: DC Water has also partnered with 65 local businesses and community-based organizations to post flyers in active construction areas to encourage customers to sign up for a free replacement while DC Water is on their block.

EPA Required Notices: In November 2024, DC Water conducted a mass mailing to all customers with lead, galvanized iron, or unknown service line materials, per EPA requirements. These letters informed customers about their service line material, provided information about the health impacts of lead in water, and shared DC Water's different replacement program options, including the free replacement programs and the Voluntary Full Replacement Program, where customers pay for the private-side replacement to receive a service line replacement sooner than the planned capital project for their block.

Lead Pipe Replacement Assistance Program (LPRAP) Direct Outreach: For customers who are eligible for the LPRAP program, which is managed in partnership with the District Department of Energy and Environment (DOEE), DC Water conducted direct outreach through batch mailings of the program mailer and automated email/phone call/text message campaigns. Approximately 10,000 mailers were distributed in FY24. The mailer and automated messages all educate customers on their eligibility for a fully funded replacement through LPRAP and direct them to the DOEE website to start their application. DC Water also partnered with the approved local contractors who conduct the replacements to review and approve and/or provide them with marketing materials for them to reach out to customers directly, as well.

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.

84. Please describe the status of DC Water’s plan to install solar panels over its roofs, tanks, and on other properties.
- How much energy have solar panel installations at these sites produced, to date?
  - 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:**

DC Water has an active program to add solar panels to its facilities where doing so will not interfere with operations and can provide a sufficient financial return. At Blue Plains, there are 4 active solar panel installations. Outside of Blue Plains, there are 2 active solar installations. These installation have produced just over 20,000 MWh since January 2016.

<b>Facility</b>	<b>Location</b>	<b>Capacity</b>	<b>Date in Service</b>	<b>Production to Date</b>
COF Parking Lot Lights	Blue Plains	9 kW (original)	January 2016	13 MWh
Perimeter Security Cameras	Blue Plains	1 kW	January 2018	8 MWh
Poplar Point SPS	2390 S Capitol Street SE	4 kW	July 2018	uncertain
Gate A Guard Booth	Blue Plains	13 kW	September 2018	62 MWh
Blue Plains Phase 1	Blue Plains	3,460 kW	April 2021	20,000 MWh
Sewer Services Phase 1	3101 Ames Place NE	53 kW	January 2022	113 MWh

Presently, DC Water is evaluating what design elements must be added to ensure proper functionality of the plant’s existing electrical systems. The timeline for Blue Plains Phase 2 and its size depend on the results of a comprehensive electrical study, which is underway. In addition to Phase 2, the Bloom curing pad, which will have solar panels on its roof, is presently under construction. Elsewhere, 16 locations within DC Water’s control have been identified as potentially suitable for solar panel installation. The first of these is in active development, with the procurement of a design-build contractor scheduled for FY25.

85. 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. As mentioned in last year's performance oversight pre-hearing questionnaire, potential next step could be for a revised list of recommended disciplines and agencies be sent to the Mayor Office.

86. 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 that was estimated to be substantially complete in the first half of 2024?
- a. If still in process, how has DC Water engaged with the community on this project in FY24 and FY25, to date?

**DC Water Response:**

The original Soapstone project is about 95% complete and most of Soapstone Valley Park has been opened to the public. The project was granted "Partial" Substantial Complete on 7/14/2024, with granting of full Substantial Completion pending lining of the last segment of the sewer line at Albemarle and 32<sup>nd</sup> Street. The existing 40' deep manhole is too deep and narrow for safe access for CIPP installation and future maintenance work. A wider 8-ft diameter manhole is needed to replace the existing 2-ft diameter manhole at Albemarle and 32<sup>nd</sup> street to complete the final soapstone sewer segment work.

The following are summaries of on-going and proposed community engagements:

1. Provide briefings to Councilmember Frumin's office and ANC3F.
2. Will host virtual and in person meetings with stakeholders as needed.
3. Maintaining a close working relationship impacted businesses and residents.
4. Provide updates to the project email distribution list.
5. Coordinate with property managers at surrounding apartment complexes.

87. What progress has DC Water made in working with District agencies to address and implement recommendations in the Flood Task Force report released in August 2023, which included 27 specific actions for District agencies?

**DC Water Response:**

DC Water continues to collaborate with District agencies to address the recommendations outlined in the Flood Task Force's final report with agencies such as the Department of Transportation, Department of Public Works, and Department of Energy and Environment to implement select recommended actions. DC Water continues to strive to enhance the District's resilience to flood events and promote the well-being of residents and businesses.