2026 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 20, 2026

PART I: GENERAL QUESTIONS

Governance and Personnel:

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. A narrative explanation of any changes to the organizational chart made since last year's responses; and
    d. An indication of whether any positions in the chart are vacant.

    DC Water Response:
    Please refer to the pdf attachments:
    - Org Chart - DC Water 1-1-2026.pdf
    - Org Chart - Administration - 1.1-2026.pdf
    - Org Chart - Engineering 1-1-2026.pdf
    - Org Chart - Finance, Procurement and Compliance 1-1-2026.pdf
    - Org Chart- Government and Legal Affairs - 1.1-2026.pdf
    - Org Chart - Independent Offices -1.1.2026.pdf
    - Org Chart- Information Technology -1-1-2026.pdf
    - Org Chart - Operations 1-1-2026.pdf
    - Org Chart- People and Talent -1-1-2026.pdf
    - Org Chart- Strategy and Performance -1-1-2026.pdf

    Kindly note that the information provided is current as of January 1, 2026.

2. Please provide a copy of your agency's **Schedule A**. Please note the date that the information was collected in your response.

    DC Water Response:
    Please refer to the excel attachment: "Position Inventory Report". The information provided is current as of December 31, 2025.

3. Please provide a complete, up-to-date list of **contract workers** working directly for your agency, ordered by program and activity, and including the following information for each position:
    a. Title of position;
    b. Indication that the position is filled or vacant;
    c. Date employee began in the position;
    d. Whether the position must be filled to comply with federal or local law;
    e. If applicable, the federal or local law that requires the position be filled;
    f. The entity from which they are contracted; and
    g. The hourly rate and contracted annual cost.

DC Water Response:
Please refer to the pdf attachment: "DC Water Current Contract Workers".

4. Please provide, for each month in FY25 and FY26, to date, the total number of **personnel separated from and hired by** the agency.

DC Water Response:

	FY25												FY26			
	Oct 2024	**Nov 2024**	**Dec 2024**	**Jan 2025**	**Feb 2025**	**Mar 2025**	**Apr 2025**	**May 2025**	**June 2025**	**July 2025**	**Aug 2025**	**Sep 2025**	**Oct 2025**	**Nov 2025**	**Dec 2025**	**Jan 2026****
Hired	4	6	8	3	7	14	4	5	3	2	1	4	2	4	1	4
Separated	8	9	3	8	4	6	6	11	6	10	8	9	10	3	6	5

** as of 1/6/2026

5. Please provide the number of **District residents** employed by the agency, broken down by position type (e.g., continuing, term/temporary, and contract).

DC Water Response:
District residents employed as personnel:

Position Type	***Number of District Residents***
Continuing	186
Term / Temporary	0
Contract	0

6. Please provide a table with the current membership of the **Board of Directors**, and, if any, the number of unfilled Board seats. For each seat, please provide the following:
   a. The member's name;
   b. The jurisdiction in which they reside;
   c. The jurisdiction, agency, or organization the member represents;
   d. When the member's term expires;
   e. For any vacant seats, how long has the seat been vacant; and
   f. Attendance record for all official Board meetings.

DC Water Response:
Please refer to the pdf attachment: "Board of Directors".

7. Does the agency conduct **annual performance evaluations** of all its employees? If so, who conducts such evaluations? What steps are taken to ensure that all office employees meet individual job requirements?

DC Water Response:

- Yes, annual performance reviews are conducted annually for non-union employees, and this was done in FY 2025.
- 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.

8. Please provide the following for each **collective bargaining agreement** that is currently in effect for DC Water employees:
    a. The bargaining unit (name and local number);
    b. The start and end date of each agreement;
    c. The number of employees covered;
    d. Whether the agency is currently bargaining;
    e. If currently bargaining, the anticipated completion date;
    f. For each agreement, the union leader's name, title and contact information; and
    g. A copy of the ratified collective bargaining agreement.

DC Water Response:
Please refer to the pdf attachment: "Collective Bargaining Agreement".

9. Please list any **strikes or other organized labor actions** impacting DC Water or any DC Water-related contracts conducted in FY25 and FY26, to date, and provide a status update on the negotiations to resolve any ongoing actions.

DC Water Response:
Strikes are prohibited under each of the five DC water collective bargaining agreements. In addition, there are no other related labor actions beyond typical grievances related to working conditions.

10. Please list all **administrative complaints or grievances** that the agency received in FY25 and FY26, to date. For each complaint, list:
    a. The source of complaint;
    b. The process utilized to respond to the complaint or grievance;
    c. Any changes to agency policies or procedures that resulted from the complaint or grievance; and
    d. If resolved, describe the resolution.

DC Water Response:
Please refer to the pdf attachment: "Grievances". There have been no changes to agency policies or procedures as a result of a complaint or grievance.

Finance and Budget:

11. 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 FY25 and FY26, to date. Please provide an explanation for any variance between the approved budget and actual spending.

DC Water Response:
On March 6, 2025, the DC Water Board of Directors amended the FY 2025 Operating Budget by reallocating $5.5 million from Debt Service to the Cash Financed Capital Improvements (CFCI) for PAYGO to reduce future borrowing costs. The overall FY 2025 budget remained at the Board adopted level of $788.2 million. The total operating expenditures were below the revised FY 2025 budget by $52.3 million, mainly in:

- Operations and maintenance – Overall underspending of $25.3 million was driven in part by spending restrictions implemented during middle of the fiscal year to comply with the mandated Continuing Resolution that reduced authorized spending by $51 million. The underspending of $11.8 million in personnel services was due to higher than anticipated vacancies offset by higher overtime costs to respond to emergencies. Other areas of underspending include $12.3 million in contractual services mainly to align with spending restrictions; $1.8 million in water purchases, and $0.5 million in utilities mainly due to lower than anticipated cost of water used in treatment processes. There was higher spending of $1.2 million on supplies and small equipment due to the impact of inflation on critical spare parts and equipment.

- Debt Service & CFCI – Underspending of $19.5 million in debt service due to deferred bond issuance, refunding and achieving lower interest than projected. The underspending of $7.5 million in CFCI reflects lower than anticipated utilization of PAYGO to align with the overall spending mandate.

Departments	FY 2025 Revised Budget	FY 2025 Actual	Variance Favorable/ (Unfavorable)
Customer Care	16,636,234	15,771,221	865,013
Clean Rivers	4,107,740	3,550,938	556,802
Engineering and Technical Services	25,394,628	19,915,400	5,479,228
Wastewater Engineering	3,722,461	5,251,220	(1,528,759)
CIP Infrastructure Management	5,965,239	827,113	5,138,126
Permit Operations	5,286,000	5,877,700	(591,700)
Wastewater Treatment Operations	99,253,586	99,532,253	(278,668)
Clean Water and Technology	5,055,132	3,870,678	1,184,454
Resource Recovery	7,775,267	7,570,116	205,150
Maintenance Services	24,762,614	23,230,252	1,532,362
Process Engineering	8,533,824	7,775,867	757,957
Water Operations	85,196,571	84,646,264	550,307
Pumping and Sewer Operations	45,092,066	44,142,057	950,009
Secretary to the Board	875,228	845,361	29,867
Office of Chief Executive Officer	2,711,592	2,690,021	21,571
Internal Audit	839,471	772,340	67,131
Marketing and Communication	4,349,021	4,354,433	(5,412)
Office of Chief Operating Officer	1,691,818	2,758,506	(1,066,688)
Office of Chief Administration Officer	1,466,111	793,873	672,238
Office of Emergency Management	1,682,069	1,676,728	5,341
Fleet Management	7,191,024	7,032,867	158,157
Occupational Safety	2,858,564	3,527,582	(669,018)
Facilities Management	10,777,794	11,411,858	(634,064)
Security	11,057,064	10,585,446	471,618
Finance	30,061,874	22,943,960	7,117,914
Procurement	7,610,973	6,653,775	957,198
Non-Ratepayer Revenue Fund	500,000	-	500,000
Compliance & Business Development	2,317,590	1,303,577	1,014,013
Strategy and Performance	2,737,963	2,755,187	(17,224)
People and Talent	9,684,988	9,124,247	560,741
Information Technology	11,006,433	11,231,992	(225,558)
Government and Legal Affairs	8,312,391	6,765,235	1,547,156
Total O&M Expenditures	**454,513,331**	**429,188,067**	**25,325,264**
Debt Service	243,968,818	224,505,843	19,462,975
Cash Financed Capital Improvements	65,962,683	58,438,012	7,524,671
Payment in Lieu of Taxes	18,696,216	18,696,216	-
Right of Way	5,100,000	5,100,000	-
Total Non-O&M Expenditures	**333,727,717**	**306,740,071**	**26,987,646**
Total Operating Expenditures	**788,241,048**	**735,928,138**	**52,312,910**
Personnel Charged to Capital Projects	(34,086,882)	(25,788,538)	(8,298,344)
Total Net Operating Expenditures	**754,154,167**	**710,139,600**	**44,014,566**

Personnel Services: Overall underspending on personnel costs across multiple departments was mainly due to higher than anticipated vacancies, coupled with the restriction on hiring to comply with the spending restriction in the Continuing Resolution. Spending was offset in part by higher overtime costs to respond to emergencies

Customer Care: Underspending within personnel services costs due to higher than anticipated vacancies, coupled with lower than anticipated spending on hardware and software maintenance costs

Clean Rivers: Underspending in personnel services due to higher than anticipated vacancies for hard to fill positions and lower spending on the maintenance and repairs of the various Green Infrastructure facilities

Engineering and Technical Services: Underspending was in personnel services and contractual services due to a reorganization during middle of the fiscal year that resulted in reallocation of staff to other parts of the Engineering Cluster within the Authority

Wastewater Engineering: Overspending was in personnel services due to reorganization during middle of the fiscal year that resulted in reallocation of staff from the Engineering and Technical Services department

CIP Infrastructure Management: Underspending was mainly in personnel services due to a reorganization that resulted in reallocation of staff to other parts of the Engineering Cluster within the Authority

Permit Operations: Overspending was primarily in personnel costs due to position transfers that were part of the Engineering Cluster reorganization which resulted in reassignment of water and sewer construction inspection activities to Permit Operations

Wastewater Treatment Operations: The department experienced overspending primarily due to higher than anticipated costs for personnel, industrial cleaning services and other maintenance and repairs costs

Clean Water and Technology: The department achieved overall underspending on personnel costs due to higher-than-expected vacancies and various professional services that supported operations

Maintenance Services: Underspending was mainly on personnel services due to higher vacancies

Process Engineering: Underspending was mainly in personnel services due to higher vacancies, offset in part by increased costs for equipment maintenance and repairs

Water Operations: Underspending on the purchase of drinking water from the Washington Aqueduct, partly offset by overspending on personnel overtime costs needed to respond to various emergencies

Pumping and Sewer Operations: Underspending was mainly personnel services due to vacancies, supplies and various contractual services resulting from the mandated spending restrictions. Areas of higher spending included electricity costs and overtime expenses to respond to emergency work

Office of the Chief Operating Officer (OCOO): Overspending was primarily in personnel costs due to position transfers that were part of the Engineering Cluster reorganization

Office of Chief Administration Officer (OCAO): Underspending on personnel service costs, coupled with various professional services due to budget restrictions from the Continuing Resolution

Occupational Safety: Overspending was driven by reallocation of the fire systems maintenance and repair services from the Security Department

Security: Underspending was primarily due to reallocation of the fire systems maintenance and repair services to the Occupational Safety Department

Facilities Management: Increased janitorial cleaning costs primarily attributed to the department's overspending. However, part of the overspending was offset by lower personnel costs due to increased vacancies

Finance: Underspending mainly on contractual services due to spending restrictions to comply with the mandated Continuing Resolution. These include lower than anticipated spending on financial & bond advisory and management services. Additionally, expenditure on various strategic activities occurred in other areas, resulting in funds being reprogrammed to cover these expenses

Procurement: The underspending was primarily due to vacancies within the department, driven by mandated hiring restrictions

Compliance and Business Development: The underspending was primarily due to vacancies within the department, as well as other contractual services spending constraints in response to the reduced spending mandate

Non-Rate Payer Fund: Funding from this account was approved for reprogramming to offset costs in other user departments once specific requirements are met

People and Talent: Underspending was due to reduced contractual services related to recruitment activities such as advertising, office support, and the internship program. This was a result of the spending restrictions to comply with the Continuing Resolution

Office of Government and Legal Affairs: Underspending was primarily driven by lower than anticipated requirements for legal contingency coupled with lower spending on outside legal matters, and personnel services due to higher vacant positions

FY 2026 YTD: The Approved FY 2026 operating budget is $838.1 million as adopted by the Board of Directors on March 6, 2025.

At the end of December 2025, operating expenditures (including debt services and the Right-of-Way and Payment in Lieu of Taxes fees) totaled $178.3 million, or 21.3 percent of the approved budget. The year-to-date operating expenditures were lower than the budget mainly due to underspending on personnel

services, small equipment, contracts services, utilities, and debt service, offset in part by overspending on chemicals and supplies due to higher than anticipated unit prices.

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, 2025.

	FY 2026 Year-to-Date Performance					
CATEGORY	Annual Budget	YTD Budget	Actual	% of Budget	Variance $ Fav(Unfav)	Variance % Fav(Unfav)
Personnel	$217,462	$ 53,070	$51,560	23.7%	$1,510	2.8%
Contractual Services	102,284	26,296	25,765	25.2%	530	2.0%
Water Purchases	48,149	10,845	10,244	21.3%	601	5.5%
Supplies & Chemicals	57,491	14,485	14,920	26.0%	(436)	(3.0%)
Utilities	41,659	11,354	10,430	25.0%	924	8.1%
Small Equipment	1,531	388	377	24.6%	11	2.9%
SUBTOTAL O&M	**$468,576**	**$116,438**	**$113,297**	**24.2%**	**$3,141**	**2.7%**
Debt Service	271,489	63,788	58,913	21.7%	4,875	7.6%
PILOT/ROW	24,170	6,043	6,043	25.0%	0	0.0%
Cash Financed Capital Improvements	73,897	0	0	0.0%	0	0.0%
TOTAL OPERATING	**$838,133**	**$186,268**	**$178,252**	**21.3%**	**$8,016**	**4.3%**
Capital Labor	(30,907)	(7,929)	(5,537)	17.9%	(2,392)	30.2%
TOTAL NET OPERATING	**$807,226**	**$178,339**	**$172,716**	**21.4%**	**$5,624**	**3.2%**

12. Please provide a status report, including timeframe of completion, for all projects for which your agency currently has **capital funds** available.

DC Water Response:

A summary of the major capital activities and a detailed listing for each project in DC Water's Approved FY 2026 - FY 2035 Capital Improvement Program is found in Section V of the FY 2026 Approved Budget Book.

Link: https://www.dcwater.com/sites/default/files/document/2025-05/documents/FY2026%20Capital%20Improvement%20Program.pdf

13. Please provide copies of all **budget enhancement requests** (The Form B or similar form) submitted in the formulation of the FY25 and FY26 proposed budgets.

DC Water Response:

DC Water operates within its overall Board-adopted levels. There were no budget enhancement requests submitted to the District for the formulation of the adopted budgets for FY25 and FY26.

14. Please list all **budget enhancements** in FY26 and provide a status report on the implementation of each enhancement.

DC Water Response:
DC Water operates within its overall Board-adopted levels. There are no budget enhancement requests submitted to the District in FY26.

15. Please fill out the attached spreadsheet titled "Question 15 Grants Received," and list all **federal and private grants received by your agency** in FY25 and FY26, to date, current balances, and indicate any that lapsed during or at the end of FY25 or FY26.
    a. Please submit the completed document in both Excel and PDF formats.
    b. Please include your Agency Code in the filename (e.g., question_15_AB0_2026.xls).

DC Water Response:
Please refer to the excel attachment: "Grants Received".

16. List all **grants** issued by your agency in FY25 and FY26, to date in the attachment labeled "Question 16 Grants Issued".
    a. Please submit the completed document in both Excel and PDF formats.
    b. Please include your Agency Code in the filename (e.g., Question_16_AB0_2026.xls).

DC Water Response:
DC Water does not issue grants to any agencies.

Operations:

17. 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 FY25 and FY26, to date.

DC Water Response:
Please refer to the pdf attachment: "Board of Directors".

18. Please provide the Committee with a list of **all vehicles owned or leased** by the agency, including:
    a. The purpose of the vehicle;

DC Water Response:
The purpose of the vehicle is specific to the operational need of the assigned department.

    b. The division the vehicle is assigned to, if applicable; and

DC Water Response:
Please refer to excel attachment: "Vehicles".

c. Whether the vehicle is assigned to an individual employee.

DC Water Response:
All vehicles are assigned to departments, except for David Gadis, CEO and GM, and Chris Collier, VP of Water Operations.

19. Please provide a list of all positions for which the agency is currently providing, at the agency's expense, a **cell phone** or other mobile communication device, or any related cellular or wireless data plan.
    a. Please provide the total cost to the agency for mobile communication devices and any related cellular or wireless data plan in FY25 and FY26, to date.

DC Water Response:
Please refer to the excel attachments: "Wireless Data" and "Total Cost for Wireless Service".

20. For each objective and activity in the agency's **FY25 Performance Plan,** please list:

DC Water Response:
In FY 2021, DC Water launched a strategic planning initiative, creating Blueprint 2.0, our strategic plan. The updated and comprehensive new strategic plan contains new imperatives, themes, and goals and a robust reporting structure.

As with previous submittals to the Council, DC Water's performance is assessed and reported via a Blueprint 2.0 Annual Performance Report. The Blueprint 2.0 Annual Report is in the pdf attachment: "FY25 Blueprint 2.0 Annual Report".

Included in the Blueprint 2.0, within our Reliable imperative, we have a theme of "Integrated Enterprise-Wide Strategic Management." That theme has a goal to improve our Enterprise Risk Management (ERM) capability. We are focusing on that goal for this year's response with details below:

a. The measure of greatest improvement for the agency, and the actions the agency took to improve that measure's outcome, efficiency or quantity; and

DC Water Response:
The enterprise-wide adoption and integration of ERM through a bottom-up risk management model. The Authority successfully implemented an ISO 31000 aligned ERM framework, establishing a consistent enterprise methodology for risk identification, prioritization, and monitoring. The Enterprise Performance Management Office (EPMO) was supported by 100% of DC Water's cluster engagement, achieved through targeted departmental ERM roadshows that equipped leadership and staff to

directly identify and document risks within the Origami ERM platform. In addition, all departments with Grade 17 and above employees completed ERM 201 training, strengthening enterprise risk awareness and capability across the Authority.

b. For all measures with missed targets (if any), the actions the agency is taking to improve that measure's outcome, efficiency, or quantity.

DC Water Response:
To address greater participation in ERM training, the Authority is implementing a focused set of actions to improve completion rates, efficiency, and enterprise impact. ERM trainings will be available through additional session offerings, flexible scheduling, and on-demand options to reduce participation barriers. Completion metrics will be actively monitored and reported to leadership, with targeted outreach to underrepresented clusters and departments.

21. List all new objectives, activities and projects in the agency's **FY26 Performance Plan** and explain why they were added.

DC Water Response:
Below are three programs, facilitated via DC Water's Strategy & Performance team. Each describes new initiatives that are being advanced in FY26 and will contribute to improved performance at the enterprise level.

a. The EPMO serves as the enterprise facilitator for Non-Revenue Water (NRW) risk mitigation within the broader Revenue Erosion & Expenditure Increase risk, leveraging its enterprise governance and ERM framework. Through the Enterprise Risk Management Committee (ERMC), the EPMO ensures that NRW risk mitigation activities are consistently prioritized, that risk treatment plans are aligned across clusters, and that progress is tracked against defined KPIs and KRIs. By standardizing communication, reporting, and escalation, and consolidating information into executive dashboards, the EPMO reduces siloed decision-making and embeds NRW mitigation into enterprise decision-making, supporting measurable reductions in revenue erosion and increases in expenditure.

b. In conjunction with People & Talent, the EPMO Policy Management Function provides direct support and assistance toward the completion of a comprehensive inventory of HR-related Standard Operating Procedures (SOPs) and policies while updating or retiring outdated critical HR Policy documents. This project addresses the Authority's need to stay up-to-date and organized on policy management for a crucial function within the organization.

c. Leveraging an innovative contract delivery mechanism, progressive design-build, DC Water is advancing the design and construction of a Discovery Center at the Blue Plains Advanced Wastewater Treatment Plant. The Discovery Center groundbreaking will take

place in summer 2026 and serve multiple purposes to help improve our water supply resilience. It will pilot technologies to assess water treatment capabilities. It will educate the public, regulators, and other water professionals about the capabilities of water recycling opportunities and the importance of protection of our water resources. Finally, it will serve as a research hub, advancing the water sector's knowledge development on water reclamation applications and technologies.

22. Describe **problems and challenges in agency-owned or leased facilities**, including chronic maintenance issues and design flaws.
    a. What capital or operating projects arose from these issues in FY25 and FY26, to date, including cost and actions taken?

DC Water Response:
Please refer to the excel attachment: "Facilities".

23. Please list each **new initiative or program** implemented by the agency during FY25 and FY26, to date. For each new initiative or program, please provide:
    a. A description of the initiative/program;
    b. Actual start date;
    c. Actual or anticipated end date;
    d. The funding required to implement the initiative/program;
    e. Whether the initiative/program was mandated by legislative action;
    f. Problems or challenges faced in the initiative/program's implementation;
    g. The metrics the agency is collecting to measure the initiative/program's success; and
    h. An assessment of the initiative/program's success thus far.

DC Water Response:
DC Water High School Engagement and Workforce Development Program

a. **Description of the initiative/program:** In FY25, DC Water launched the High School Engagement and Workforce Development Program to strengthen early-career and talent pipeline efforts aimed at increasing the hiring of District residents. The program is designed to spark interest in the utility sector among District high school juniors and seniors by introducing them to career pathways within DC Water and through the DC Water Works program.

   Participants receive exposure to public utility operations, professional workplace environments, and potential employment and training opportunities. The initiative is particularly focused on students who may not be pursuing college immediately or who are still exploring post-secondary options.

b. **Actual start date:** June 23, 2025 (program launched during FY25)

c. **Actual or anticipated end date:** August 15, 2025 (continuing into FY26 and beyond)

d. **Funding required to implement the initiative/program:** The program is supported through existing DC Water Works operating resources and staff capacity. No separate or new dedicated funding allocation was required to implement the initiative during FY25 or FY26.

e. **Whether the initiative/program was mandated by legislative action:** This initiative was not mandated by legislative action. It was implemented at the discretion of DC Water Works to advance workforce development and local hiring goals.

f. Problems or challenges faced in the initiative/program's implementation: Initial challenges included coordinating student placements within operational departments, aligning student schedules with agency work requirements, and ensuring adequate staff capacity for mentorship and supervision. These challenges were managed through internal planning and departmental coordination.

g. Metrics the agency is collecting to measure the initiative/program's success:

DC Water is tracking the following metrics:

- Number of District high school students participating
- Student retention and continued participation
- Progression into internships, training programs, or employment pathways through DC Water or DC Water Works

h. **Assessment of the initiative/program's success thus far:** The program has demonstrated early success. In FY25, four (4) District high school students participated and were placed within Sewer Services, Human Capital Management, and Legal Affairs. Three (3) participants transitioned to full-time employment with DC Water, and one (1) student will return in FY26 to continue participation, indicating sustained engagement and program effectiveness.

Pure Water DC

a. A description of the initiative/program: In late 2025, DC Water launched the Pure Water DC program to diversify the District's water supply. This new strategy sets forth a bold vision for regional water supply resilience, building on regional collaboration and technological innovation in the water sector. Pure Water DC lays out a portfolio of solutions over various timeframes to fully address the needs of the whole region. The program sets out interconnected strategic priorities: protecting our first source, developing a second source, optimizing distribution, and collaborating with regional partners on expanding storage and coordinating operations. The program will be guided by evidence-based decision making, regional collaboration, and fiscal responsibility, with milestones including the summer 2026 groundbreaking and 2027 opening of the Pure Water DC Discovery Center and ongoing engagement with regulators and stakeholders which will inform options and full-scale solutions to be implemented in future years.

b. **Actual start date:** The program launched on November 21, 2025.

c. **Actual or anticipated end date:** Pure Water DC will be a long-term (years), multi-faceted program, evolving from strategy, to concept, to construction, and ultimately operation. Early-year technology and regulatory assessment will determine the final schedule and we will continue to update the Council as more information is available.

d. **The funding required to implement the initiative/program:** Current efforts are funded via the Authority's Capital Improvement Plan with $21m in seed funding authorized by the Board of Directors in November 2025 for FY26, 27, and 28. To develop this portfolio, in late 2025, DC Water's Board of Directors approved $21 million in s

e. **Whether the initiative/program was mandated by legislative action:** This program is not mandated by legislative action, rather it is driven by the city's and region's need for a more reliable source of water for the District of Columbia.

f. **Problems or challenges faced in the initiative/program's implementation**: The program is still in the very early stages of implementation, and the project team is assessing potential challenges, gaps, and needs and working to plan for those issues before they delay the program. This includes program readiness by the Authority, regulatory approvals, and long-term financial approaches, among others.

g. **The metrics the agency is collecting to measure the initiative/program's success:** Ultimately, this program will increase the water supply resilience of the District of Columbia and potential neighboring jurisdictions. This can and will be measured by operational metrics such as hours, days, or weeks of water supply backup.

h. **An assessment of the initiative/program's success thus far:** Thus far, the program has successfully launched with support of the EPA Headquarters, local utilities, regional water stakeholders, and industry experts. We are continuing to engage with regional partners through a US EPA Water Reuse Action Plan (WRAP) initiative, signaling DC Water's leadership and intent to collaborate with neighboring utilities and federal partners. In parallel, the Authority is moving forward with procurement of early-stage equipment for a Pure Water DC Discovery Center which will pilot technical solutions, educate the public, and accelerate near- and medium-term actions while longer-term regional storage projects mature.

Building the Next Generation of DC Water Leaders

a. **A description of the initiative/program:** At DC Water, delivering one of the region's most essential services requires more than just technical excellence, but strong leaders who can guide teams through an increasingly complex operating environment. With the relaunch of Leading Blue, DC Water's mid-level leadership development program, the Authority is strengthening its commitment to further develop the people who keep our organization moving. Mid-level managers play a crucial role across the utility. They translate strategic goals into day-to-day operations, support frontline employees, uphold safety and regulatory

standards, and ensure our values show up in every customer and community interaction. In a sector where technical expertise meets public service, these leaders are essential connectors. They bring together engineering, operations, customer care, compliance, and administrative functions to keep our systems running and our mission moving forward. As the water sector faces challenges such as aging infrastructure, climate volatility, new technology, and a shifting workforce, the need for adaptable and forward thinking leaders is greater than ever. With many longtime employees approaching retirement, knowledge transfer and succession planning are more important than ever. Mid-level managers are uniquely positioned to mentor emerging talent, preserve institutional knowledge, and strengthen the culture of continuous learning that defines DC Water. Leading Blue equips these leaders with practical skills in strategic thinking, change management, communication, and cross-functional collaboration. The program helps participants build high-performing teams, make data-driven decisions, and prepare for roles of increasing responsibility across the Authority. More than a training initiative, Leading Blue represents DC Water's commitment to cultivating a strong and sustainable leadership pipeline. By developing our internal talent, we ensure continuity, deepen organizational expertise, and strengthen our ability to meet the region's evolving water and wastewater needs.

Please refer to the pdf attachment: "DC Water 2025 Annual Report" for more information on new initiatives or programs.

24. Please list any **legislation that impacts your agency** passed in FY25 and FY26, to date, and provide a status report on the agency's implementation related to each piece of legislation.
    a. For any legislation passed prior to FY25 or FY26, please provide any update on any new challenges related to implementation or enforcement.

DC Water Response:
To date, there has been no legislation passed in FY25 or FY26 that impacts DC Water. As such, there are no updates regarding implementation or challenges related to legislation for these fiscal years. Additionally, there are no new challenges related to the implementation or enforcement of any prior legislation.

25. What has the agency done to make the activities of the agency more **transparent** to the public in FY25 and FY26, to date?

DC Water Response:
DC Water has maintained a strong commitment to transparency and collaboration over the past year. As a municipal utility, we recognize our responsibility to act in the public's best interest, and have implemented numerous programs and projects to support that mission. All Board of Directors meetings are streamed live, and meeting materials and agendas are posted online at (www.dcwater.com). We also use multiple communication channels, including various social media sites, to promote monthly Board meetings and emphasize that they are open to the public.

Our Freedom of Information Act website, https://www.dcwater.com/foia, provides access to many frequently requested records including 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 publish annual reports on the Clean Rivers Impervious Area Charge (CRIAC) and the Emergency and Lead Pipe Replacement Program (LPRAP). Our Lead Free DC webpage (https://www.dcwater.com/resources/lead) includes a program overview, link to begin the replacement process, as well as a construction dashboard for Lead Service Replacements (LSRs).

We also maintain a section on our website dedicated to the ratemaking process, updated regularly with current rate information: https://dcwater.com/ratemaking-process. The site includes links to the FY2026 Adopted Budget (https://www.dcwater.com/about-dc-water/finance) and the FY2027 Proposed Budget & Two-Year Rate Proposal, which can be found here: https://www.dcwater.com/about-dc-water/finance/ratemaking-process/budget-and-rate-review-documents.

DC Water continues to engage the community by hosting and participating in numerous in-person and virtual community meetings. These sessions support the Lead Free DC Program, share information about construction projects, offer information about customer assistance resources and programs, inform residents about construction projects in their neighborhoods, and provide environmental education to District students.

Customers can also access essential datasets through DC Water's Open Data Portal (https://dcwater.com/open-data-portal). Available information includes the status of every fire hydrant in the District, historical sanitary sewer overflow data, and materials used for water mains and service lines.

DC Water will hold be holding Town Hall Meetings in the Spring of 2026, in advance of the rates public hearing, to: Inform customers about the proposed FY 2027 and FY 2028 rates; discuss the Capital Improvement Program; and promote all the existing and new customer assistance programs. The meetings will be widely publicized through numerous channels, including: Councilmember Offices, Advisory Neighborhood Commissions (ANCs), DCWater.com website, X (formerly Twitter), Facebook, Instagram, and BlueSky, Nextdoor, Paid digital and print advertising.

26. Please describe how the agency **solicited feedback** from customers (i.e., District residents served) in FY25 and FY26, to date? Please describe.
    a. What has the agency learned from this feedback?
    b. How has the agency changed its practices because of such feedback?

DC Water Response:
During FY25 and FY26 to date, DC Water did not conduct a customer feedback survey. Our survey cadence occurs every two years; the most recent Voice of the Customer Survey was completed in FY24. The next Customer Satisfaction Survey (CSAT) is scheduled for the summer of FY26.

Laws, Audits, and Reports

27. Please identify any **legislative modifications** that would enable the agency to better meet its mission.

DC Water Response:
There are no legislative modifications that DC Water requires or has sought in order to better meet its mission.

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

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.

29. 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 FY25 and FY26, to date.

DC Water Response:
Please refer to the PowerPoint presentation attachment: "Internal Audit Monthly Status Meeting February 2026".

30. Please identify any **recommendations** made during the previous three years by the following entities, and provide an update on what actions have been taken to address:
    a. Office of the Inspector General;
    b. D.C. Auditor;
    c. Internal audit; and
    d. Any other federal or local oversight entities.

DC Water Response:
DC Water has not received any recommendations from the Office of the Inspector General, D.C. Auditor, or any other federal or local oversight entities over the past three years. Therefore, there are no updates or actions to report regarding these entities.

For our internal audit, please refer to the excel file: "Internal Audit", which highlights the key findings and recommendations stemming from Internal Audit over the past 3 years.

31. Please list all **pending lawsuits** in which the agency, or its officers or employees acting in their official capacities, are named as defendants, and for each case provide the following:
    a. The case name;
    b. Court where the suit was filed;
    c. Case docket number;
    d. Case status; and
    e. A brief description of the case

    DC Water Response:
    Please refer to the excel attachment: "Pending Lawsuits".

32. Please list each **settlement** the agency or the District, on behalf of the agency, entered into in FY25 and FY26, to date, that involved claims against the agency, or its officers or employees in their official capacity, including any settlements covered by D.C. Code § 2-402(a)(3). For each settlement, provide:
    a. The amount of the settlement;
    b. If related to litigation, the case name and brief description; and
    c. 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 excel attachment: "Settlements".

33. Please list the total amount of money the agency or the District, on behalf of the agency, expended to settle claims against it, or its officers or employees acting in their official capacities, in FY25 and FY26, to date.

    DC Water Response:
    Below are the FY 2025 Litigation Stats:

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2025 YTD
Cases Managed	35	32	33	33	49
New Cases	3	3	4	11	21
Cases Closed	6	3	10	5	24
Amount Demanded of DC Water in Closed Cases	$1,184,637.55	$2,950,000.00	$4,227,500.00	$780,000.00	$9,142,137.55
Amount Paid by DC Water in Closed Cases	$80,000.00	$15,000.00	$126,500.00	$194,000.00	$415,500.00

34. Please list all **administrative complaints or grievances** that the agency received in FY25 and FY26, to date. For each complaint, list:
    a. The source of complaint;
    b. The process utilized to respond to the complaint or grievance;
    c. Any changes to agency policies or procedures that resulted from the complaint or grievance; and
    d. If resolved, describe the resolution.

    DC Water Response:
    Please refer to the pdf attachment: "Grievances". There have been no changes to agency policies or procedures as a result of the complaint or grievance.

35. Is the agency, or are any of its officers or employees acting in their official capacity, currently party to any **active non-disclosure agreements**? If so, please provide all allowable information on all such agreements, including:
    a. The number of agreements;
    b. The department(s) within the agency associated with each agreement; and
    c. Whether Does the agency require any employees to sign, execute, or otherwise agree to a non-disclosure agreement as a condition of serving in certain positions or roles (If so, please list each position by division and program and indicate whether the position is contracted).

    DC Water Response:
    Several contracts require NDAs prior to data being released. All personnel in Procurement & People and Talent are required to sign nondisclosure agreements.

Data

36. In a filterable and sortable spreadsheet, 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 be granted access to all or part of each system.

    If the District's Enterprise Data Inventory provides a complete and accurate description of the electronic databases managed by the agency, you may direct the Committee to that resource in lieu of submitting a new spreadsheet.

    DC Water Response:
    Please refer to the excel attachment: "Databases". Please note, per our security guidelines, we do not name specific database names or server names or versions.

37. Please provide a list of all **studies, research papers, and analyses** ("studies") the agency or an agency's employee requested, prepared, presented, or contracted for during FY25 or FY26, to date. For each study, please list:
    a. The status;
    b. The purpose; and
    c. A link (if published) to the study, research paper, or analysis.)

DC Water Response:
Please refer to the pdf attachment: "Publications".

Part II:

Water Service Billing and Disconnection

38. During last year's performance oversight hearing, DC Water discussed a directive from its Board of Directors to address nearly $35 million in unpaid water service charges by launching a more organized campaign to discontinue water service at properties in arrears. Please provide an assessment of the campaign's success.

DC Water Response:
FY25 ended with $33.3 million in 60-day-plus arrears, a reduction of $1.7 million from the start of the fiscal year. This progress is largely attributable to DC Water's decision to refocus our collections campaign around DCW Cares, prioritizing proactive outreach and customer-centered support. As part of this effort, we expanded the use of flexible payment terms across all customer classes to help customers maintain or restore good standing.

In addition, the Payment Plan Incentive Program (PPIP) for residential customers has played a meaningful role in reducing arrears. The program saw strong engagement, with 2,251 participants in FY25 and 871 participants in FY26 month-to-date, helping more customers enter sustainable payment arrangements.

    a. What is the total amount of unpaid charges currently owed to DC Water?

    DC Water Response:
    Month-end January 2026 60-day-plus arrears totaled $31.9 million.

39. Please provide an update on the data collected pursuant to B26-0322, the "*DC Water Disconnection and Billing Clarification Temporary Amendment Act of 2025*" in FY26, including:
    a. The number of properties that received notice of disconnection, broken down by ward;

    DC Water Response:

Ward	Oct	Nov	Dec	Jan
1	195	192	257	278
2	338	326	352	396

3	711	711	720	744
4	1924	1928	3572	2708
5	3180	2920	4365	4220
6	1206	1188	1608	1536
7	4424	3766	11165	7315
8	3152	3448	5408	5888

b. The number of properties that actually experienced a disconnection, broken down by ward;

DC Water Response:

Ward	Oct	Nov	Dec	Jan
1	77	15	17	44
2	24	17	4	18
3	43	10	6	14
4	205	22	49	105
5	242	31	43	43
6	71	24	6	2
7	342	28	120	40
8	165	86	73	71

c. The number of properties that had service restored following a disconnection, broken down by ward and the basis for the restoration of service (e.g., payment by owner, tenants assumed account, disconnection was in error, restoration was unauthorized, etc.); and

DC Water Response:
Payment made on the accounts were the drivers for reconnections.

Ward	Count
1	552
2	168
3	240
4	1381
5	1383
6	385
7	1988
8	1499

d. The number of properties were placed in receivership.

DC Water Response:
3 properties were placed in receivership.

40. For FY26, please provide the average time between:
    a. A customer's initial delinquency and when DC Water provided notice of a potential disconnection;

DC Water Response:
The average time between the customers' initial delinquency and the notice for potential disconnection is 9 days after the due date of the bill.

    b. The notice of the potential disconnection and the actual disconnection of service;

DC Water Response:
Between notice of disconnection and actual disconnection of service is 30 days.

    c. The disconnection of service and the restoration of service.

DC Water Response:
Within 24 hours.

41. Over the course of FY25, the Committee received several complaints from residential and commercial ratepayers regarding sharp increases in their water usage or their water bill, sometimes resulting in bills that are as much as ten times what they historically have been. Please provide the Committee with an update on DC Water's efforts to detect and inform customers of anomalous increases in water usage.

DC Water Response:
High Water Usage Alerts (HUNA) system proactively detects and notifies (Email, Text, Phone) customers of anomalous increases in water consumption. When usage exceeds normal patterns for a specific property, HUNA automatically issues an alert to the customer. These notifications often serve as the first indication of potential issues—such as a leaking toilet, broken pipe, or other abnormal usage—allowing customers to identify and address problems quickly. HUNA helps customers prevent high consumption and avoid unexpected high bills.

Consecutive Usage Notifications help customers identify potential issues when their water is running continuously. When our system detects uninterrupted usage over several hours—often a sign of leaks, malfunctioning fixtures, or other problems—we automatically issue an alert (Email, Text, Phone) to the customer. These real-time notifications provide an early warning so customers can address issues promptly and prevent unexpectedly high bills.

42. Please describe the billing dispute resolution process, including:
    a. How are customers instructed to dispute their bills;

DC Water Response:
Customers receive instructions on how to dispute charges on the back of their bill, on DC Water's website, through the IVR system, and from our Call Center Agents.

b. How many customers disputed a bill in FY25 and FY26, to date; and

DC Water Response:
In FY25, the number of disputes was 2,543. As of January 31, 2026, in FY26, there have been 798 disputes.

c. How many of the disputes initiated by customers resulted in DC Water revising the customer's bill.

DC Water Response:
FY 25: 117
FY26: 13 bills.

43. 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 FY25 and FY26, to date, outside of interactions responsive to specific customer concerns or complaints? If so, please provide a list of those meetings.

DC Water Response:

In FY 25, DC Water and OPC scheduled once-per month regular check-in meetings. These were held on an as-needed basis if either party had any issues to discuss. These meetings tapered off upon the departure of OPC's primary point-of-contact in August 2025. Additionally, from May 2025-August 2025 DC Water met weekly with a group of local legal organizations, including OPC, to discuss matters related to disconnection of multifamily properties.

For Finance and Budget related issues, during FY 2025 and to date in FY 2026, as part of the budget review process for FY 2027 and FY 2028, 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 Customer Assistance Programs.

b. How many issues or claims has OPC brought to DC Water on behalf of ratepayers in FY25 and FY26, to date?

DC Water Response:
In FY25, OPC contacted DC Water's Executive Office mailbox about 185 customer accounts. In FY26, OPC has contacted the mailbox about 71 accounts. Additionally, the

DC Water call center received interactions with OPC for 26 accounts in 2025 and 1 account in 2026.

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, capital investments, and look for ways to partner. The primary recommendation DC Water can provide is the re-establishment of a primary point-of-contact individual with OPC. Working through this method, DC Water and OPC were able to effectively manage numerous disputes in FY25.

Sustainability

44. Please provide an update on the **renewable natural gas project ("RNG") at Blue Plains,** including whether RNG production has yielded the results the agency anticipated.

DC Water Response:
The Renewable Natural Gas project was reevaluated in late 2025 based on changes in market and political conditions that year. That evaluation estimated that the RNG project would generate revenue after expenses of approximately $20 million annually. It also estimated a $100 million capital cost, of which approximately $40 million would be reimbursed by the Federal government as an Investment Tax Credit if certain conditions were met, most notably, completing the project by December 2028.

DC Water has not proceeded with this project. DC Water estimates that it will take at least 2.5 years to procure a contractor for the project, increasing the risk that the estimated return will not be realized, and increasing effective project cost by $40 million.

45. Please provide an update on DC Water's solar program, including a description of the status of DC Water's plan to install solar panels over its roofs, tanks, and on other properties.
    a. How much energy have solar panel installations at these sites generated, to date?

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 four active solar panel installations. Outside of Blue Plains, there is one active solar installation. These installations have produced just over 25,000 MWh since January 2016.

Facility	Location	Capacity	Date in Service	Production through Dec-25
COF Parking Lot Lights	Blue Plains	9 kW (original)	January 2016	17 MWh

Perimeter Security Cameras	Blue Plains	1 kW	January 2018	10 MWh
Gate A Guard Booth	Blue Plains	13 kW	September 2018	75 MWh
Blue Plains Phase 1	Blue Plains	3,460 kW	April 2021	25,000 MWh
Sewer Services Phase 1	3101 Ames Place NE	53 kW	January 2022	176 MWh

DC Water anticipates signing a contract to add solar panels to the Fort Reno Reservoir and Fort Reno Water Pump Station in FY26. No other solar projects are approved for development at this time.

b. As of last year, Phase 2 was approved to get to 60% design. What is the current status?

DC Water Response:
A study of necessary upgrades to the electrical system at Blue Plains remains in progress, as it was last year.

c. What is the timeline for design and installation for Phase 2?

DC Water Response:
At this time there is no timeline for design and installation of Phase 2.

46. Has DC Water been able to expand the renewable energy credits ("RECs") program?
    a. How much revenue did DC Water generate in RECs in FY25 and FY26, to date?

DC Water Response:
REC revenue for FY25 totaled $5.7M in FY25 and $3.3M to date in FY26. We registered three new small sources of renewable energy in our Combined Heat and Power System (CHP) at Blue Plains, making use of wastewater effluent for cooling this past year. This coming year we will turn on the curing pad solar panels, which will generate about 1/3 MW of power, $60K/yr in savings, and $150K/yr in SREC revenue. We are also in the early planning stages for a solar installation at the Ft Reno reservoir, scheduled for completion in FY27.

Blue Drop

47. Please provide an update on any new program, projects, or services that the agency has undertaken through the agency's Blue Drop affiliate nonprofit arm, including:
    a. How much revenue was raised in FY24, FY25 and FY26, to date? Please break down this revenue based on the programs and services offered.

DC Water Response:
FY24 - $5,303,711 net operating income
FY25 - $7,123,958 net operating income

FY26 (to date) - $2,900,475 net operating income
Average percentage by business line:
70% REC sales
7% Bloom sales
4% Cell Tower leases
4% Events
4% IP Royalties

b. How have these funds been spent in FY25 and FY26, to date?

DC Water Response:
Last year Blue Drop sent $10.5M back to DC Water so it could issues credits on the Blue Plains operating bill for all IMA partners, fulfilling the mission of reducing operating costs for all rate payers. This represented the accumulated net revenue from the first 8 years of Blue Drop's operation. In addition, Blue Drop spent revenue on equipment and professional services to help expand the Bloom program and the generation of RECs for DC Water.

c. How does DC Water envision Blue Drop evolving in FY26 and beyond?

DC Water Response:
Blue Drop will facilitate the generation of mare renewable energy projects for DC Water to affect more savings and generate more revenue from REC sales. Blue Drop will form strategic partnerships with innovators and tech firm start-ups to help serve the industry and generate licensing fees for DC Water.

48. 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 FY25 and FY26, to date?

DC Water Response:
FY25 – 96460 tons, FY26 to date – 24,492 tons

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

DC Water Response:
FY25 – 50,292 tons, FY26 to date – 19,177

c. Which vendors did DC Water use to sell Bloom?

DC Water Response:
Blue Drop markets and sells all Bloom for DC Water, and contracts for the land application of the remainder.

d. How much revenue did Bloom and other biosolid sales generate in FY25 and FY26, to date?

DC Water Response:
FY25 - $388K, FY26 to date - $106K

e. How has DC Water continued to address concerns about Per- and Polyfluorinated Substances ("PFAS") from the use of Bloom? Has DC Water conducted any tests of Bloom in response to concerns of PFAS, such as those that were identified by the Montgomery County Government in 2023?

DC Water Response:
We have been proactive in our testing and research to determine if the low levels of PFAS in in Bloom are acceptable. We have been testing since 2019, long before it was required. Bloom is the product of a municipal biosolids with little industrial flow, and therefore has societal, background levels of PFAS concentrations, similar to what is in the average American's bloodstream. We are collaborating with Va Tech and U of AZ on PFAS related research. We are working with regulators and legislators in VA and MD to ensure they implement workable, science based PFAS regulations. We have met several times and cooperated with MD officials over the past 9 month. Proposed draft limits would allow for Blue Drop to continue marketing Bloom in MD.

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

DC Water Response:
Bloom is currently marketed freely and without restriction to farmers, landscapers, soil blenders, and construction firms. Nearly all of what Blue Drop sells is sold into MD.

g. In previous 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 current status of the use of Bloom in Virginia?

DC Water Response:
This is not quite correct. VA DEQ recognizes our Bloom as Class A EQ biosolids, but when we attempt to market into VA, VA imposes all the same site restrictions on our product as if it were a Class B biosolids, making it impossible to market in the state. We have been working with VA DEQ to try to get a Class A EQ marketing and distribution (D&M) permit but they have been hesitant because of the PFAS issue. VA is closely monitoring the MD PFAS discussion and will likely follow suit with limits this year. Once these limits are set, we will again attempt to obtain a D&M permit for Bloom, which should open up VA for Bloom marketing.

h. Similarly, in previous 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 or other relevant agencies?

DC Water Response:

Restrictions on Boom use in DC have been lifted by DDOT, after long discussions and proactive outreach by the Bloom team.

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

DC Water Response:
We are actively engaged in efforts to set up systems so we can do inventory control. Every winter our customer base dwindles because of field access, and in the spring we have more customers than we have product – demand outstrips supply. We want to have winter storage for inventory control, so we sell more in the spring. We are investigating several sites for such activities, including a farm purchase in MD.

Personnel

49. Please provide an update on the **DC Water Works Initiative**, including:
    a. How many DC Water Works graduates were hired by DC Water in FY25 and FY26, to date?
    b. How many graduates have found other employment opportunities? What percentage of the total number of graduates does this amount to?

DC Water Response:
In FY 2025 and 2026 to date, the DC Water Works program conducted **six (6)** skills training programs. The participation for the programs is as follows:

Skills Training Program	# of Enrollees	# District Resident Enrollees	# of Graduates	# of Graduates Employed	% of Graduates Employed	# of Graduates Employed with DC Water
Completed Programs						
Lead Free DC Community Activators (Cohort 2)	Twelve (12)	Twelve (12)	Eleven (11)	Eleven (11)	100%	Ten (10)
DC Water Works 2025 Summer Youth Internship	Seven (7)	Seven (7)	Seven (7)	Four (4) Remining three are still in school	57% Employed	Two (2)
DC Water Local Engagement and Workforce High School Development Program	Four (4)	Four (4)	Four (4)	Three (3)	75% Employed	Three (3)
Ongoing Training Programs						
DC Water Apprenticeship Program (Cohort II)	Fifteen (15)	Fourteen (14)	Five (5)/ Five Apprentices	Five (5)	100%	Five (5)

			are remaining			
Lead Free DC Community Activators (Cohort 3)	Twelve (12)	Twelve (12)	N/A	N/A	N/A	N/A
DC Water Local Engagement and Workforce High School Development Program (Cohort 2)	Two (2)	Two (2)	N/A	N/A	N/A	N/A
Totals	Fifty Two (52)	Fifty One (51)	Twenty-Seven (27)	Twenty-Three (23)	Eighty-Five Percent (85%)	Twenty (20)

c. What percentage of DC Water contracts were awarded to certified business enterprises in FY25 and FY26, to date?

DC Water Response:
The District of Columbia Water and Sewer Authority (DC Water) is committed to promoting economic and business development in the District of Columbia and the region it serves. In carrying out its mission, DC Water shall not discriminate on the basis of race, color, national origin, or sex in the award and performance of any projects. DC Water remains fully committed to serving our community and ensuring fairness in contracting, in strict compliance with all applicable laws and regulations. As such, DC Water encourages the participation of certified business enterprises in its contracting and procurement activities.

In FY25, DC Water approved forty-three (43) large procurement actions, totaling $607.44 Million. Of this total, certified firms were awarded $220.66 million (36.33%) in prime and subcontracting opportunities.

50. Please describe any other efforts DC Water undertook to increase its **hiring of District residents** in FY25 and FY26, 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, 2024, and September 30, 2025, 102 labor positions were filled by contractors (construction and services). Of this amount, 89 positions were filled by local residents (87%), including 30 with District residents. Moreover, the recruitment of the participants for apprenticeship and skills training programs particularly focused on District residents.

In FY25, DC Water undertook additional targeted efforts to increase the hiring of District residents by strengthening early-career and talent pipeline initiatives. These efforts included the launch of the DC Water High School Engagement and Workforce Development Program designed to spark interest in the utility sector among District high school juniors and seniors.

By engaging District youth earlier and connecting them to structured career pathways, DC Water is expanding its long-term local hiring pipeline and advancing its commitment to increasing District resident participation.

51. 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 by which construction contractor or subcontractor they are working for or whether they are directly employed by DC Water.

DC Water Response:

As part of its continuing efforts to support local employment, DC Water continues to operate under its DC Water Works initiative, which sets specific local hiring requirements for all construction and service contracts which includes a goal that at least 75% of new jobs created by DC Water contracts or procurements must be filled by local residents. For the purposes of Dc Water Works, local residents are those who live within the user jurisdiction, consisting of the District of Columbia, Montgomery and Prince George's counties in Maryland, and Fairfax and Loudoun Counties in Virginia.

In FY25, DC Water construction contractors filled eighty-two (82) positions with local residents, including 25 positions with District residents. The following table summarizes the FY25 new hire activity by DC Water construction contractors.

Contract #	Prime Contractor	Total # of Project Contractors with New Hires in FY25	Total Number of New Hires in FY25	Total # of DC Resident New Hires	Total # of MD Resident New Hires (Montgomery and Prince Geroge's Counties)	Total # of VA Resident New Hires (Fairfax and Loudoun Counties)	Total # of New Hires from Outside the DC Water User Jurisdiction
140150	Salini Impregilo	1	2		1		1
150070	Spinello	2	3	1		1	1
160070	Insituform	1	2		2		
180030	Spinello	1	2		1	1	
180060	American Contracting and Environmental	1	2		2		
190040	Anchor	1	2	1			1
200020	Spinello	1	2		1	1	
200020.01	Spinello	1	2		1		1
200030	Capitol Paving	1	2		1	1	

200100	Capitol Paving	19	23	9	12	0	2
220040	Anchor	4	4	2	1	1	
220110	Capitol Paving	1	1		1		
220160	Spinello	2	2			1	1
230020.02	Sagres Construction	2	2		2		
230020.04	Capitol Paving	1	1				1
230030.03	Anchor	1	1	1			
230030.09	Capitol Paving	1	1		1		
230030.1	Spinello	3	3		2		1
230030.11	Murphy Pipeline	5	5	2	2	1	
230060	Spinello	2	4	2	2		
230080	Fort Myer	4	5	2	1	2	
230200	Spinello	1	2	1		1	
240040	Clark Construction	1	3	2	1		
210080A	Allan Myers	4	4	2	1		1
210080b	American Contracting and Environmental	2	2		1	1	
Totals		63	82	25	36	11	10

52. Please provide an update regarding how DC Water is working with contracting companies to ensure that, among other things, working conditions and wages fully comply with District and Federal law. Please provide specific examples of how the agency has worked to improve its contracting processes to ensure fair wages and safe working conditions across all its projects.

DC Water Response:

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

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

- Payments of prevailing wage rates and fringe benefits.
- Wage determinations are incorporated in bid solicitations and related contracts.
- Fringe Benefits are paid in cash or actual benefits (health, dental, retirement, etc.)
- are covered at employer's discretion.
    - Posting applicable prevailing wage rates.
- Employer/contractors must post WH-1321 "Employee Rights Under the Davis-Bacon Act" and wage determination at the project site:

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

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

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

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

The purpose of the visits is to:

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

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

53. At an October 29, 2025 special meeting of the Board of Directors, the Board ratified a resolution to approve a two-year contract extension for CEO and General Manager, David L. Gadis. Has the agency complied with the requirements of D.C. Official Code § 2–536 regarding the publication of information related to his contract extension?

DC Water Response:

On October 29, 2025, the DC Water Board of Directors ratified a resolution approving a two year extension of the Chief Executive Officer and General Manager contract for David L. Gadis, extending his term through September 30, 2028. DC Water publicly announced this action in a media release dated October 30, 2025, posted on the Authority's official website, which describes the board action and the rationale for the extension. -year extension of the Chief Executive Officer and General Manager contract for David L. Gadis, extending his term through September 30, 2028. DC Water publicly announced this action in a media release dated October 30, 2025, posted on the Authority's official website, which describes the board action and the rationale for the extension.

The announcement includes the name, title, and extended term of the CEO and situates the leadership action in the context of DC Water's organizational priorities and accomplishments. Public disclosure on the Authority's media page satisfies the core requirement of § 2-536 to make executive employment information publicly available without a special request.

Based on the publicly accessible official DC Water media announcement of the October 29, 2025 contract extension and the statutory transparency mandate in § 2-536, DC Water has complied with the requirements to publish key information about the contract extension of its CEO and General Manager.

All salaries are available here at the link:
https://www.dcwater.com/sites/default/files/hcm_docs/employee_database.pdf

Link: https://www.dcwater.com/about-dc-water/media/news/dc-water-board-directors-extends-contract-ceo-and-general-manager-david-l

Clean Rivers Project & CRIAC Relief Program

54. During FY25 and FY26, 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 was the final phase of the Anacostia River Tunnel system. This tunnel adds approximately 90 million gallons of storage capacity to the system and completes the CSO controls required for the Anacostia River

During FY2025, there was 1 CSO event to the Anacostia River, 48 CSO events to the Potomac River, and 29 CSO events to Rock Creek. A comparison of these totals to previous fiscal years is provided in the table that follows.

During FY2026, to date (October to December 2025), there were no CSO events to the Anacostia River, 11 CSO events to the Potomac River, and 2 CSO events to Rock Creek.

Fiscal Year	Rainfall (inches, DCA gauge)	Anacostia River				Potomac River		Rock Creek		Total Overflow Volume (MG)[1]
		Volume Captured By Tunnel (MG)[1]	Overflow Volume (MG)[2]	Percent Captured by Tunnel	# of CSOs[1]	Overflow Volume (MG)[2]	# of CSOs[1]	Overflow Volume (MG)[2]	# of CSOs[1]	
2016	37.41	N/A	875	N/A	54	430	48	40	30	1345
2017	35.35	N/A	1163	N/A	49	606	38	57	26	1826
2018	54.35	3190	615	N/A (partial year)	26	1240	59	182	36	2037
2019	47.48	3140	228	93%	14	754	64	101	41	1083
2020	52.21	2622	414	86%	10	1134	78	195	33	1743
2021	55.17	3211	107	97%	7	1095	67	131	34	1334
2022	38.43	2230	51	97%	5	684	59	53	32	788
2023[3]	34.96	1129[3]	212[3]	84%[3]	12[3]	431	62	46	31	689
2024	40.99	2089	125	94.3%	4	601	51	16	13	742
2025	37.15	1853	6	99.7%	1	246	48	5	29	257
2026 (Oct - Dec 2025)	4.58	111	0	100%	0	38	9	1	2	39

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. After March 20, 2018, flow meters were installed in specified outfalls along the Anacostia River as part of tunnel construction. 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 worker safety since personnel were inside the tunnel system making the connection between the tunnels. This temporary outage resulted in an increase in CSOs for this period.

55. 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 FY25 and FY26, to date;
    c. The amount of capital funds spent and the amount remaining in FY25 and FY26, to date;

d. Planned remaining spending each year until completion in 2032;
e. Annual maintenance costs for any completed projects; and
f. The anticipated maintenance costs per year once the projects are complete.

DC Water Response:

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

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

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

- Anacostia River Projects
    - March 23, 2018 - the Anacostia River Tunnel system from Blue Plains to RFK Stadium including a new Wet Weather Treatment System at Blue Plains was required to be placed in operation by this date. DC Water met this deadline by placing this portion of the tunnel system in service on March 20, 2018.
    - March 23, 2025 - the Northeast Boundary Tunnel which runs from Robert F. Kennedy (RFK) Stadium to 6th and R St NW was required to be placed in operation by this date. DC Water met this deadline by placing this portion of the tunnel system in service on September 15, 2023, more than 1.5 years ahead of schedule.
    - From March 20, 2018, through December 31, 2025, the system has performed exceptionally well, capturing over 19.5 billion gallons of CSO and removing more than 12,536 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 7 of the 9 construction sites, and is preparing to start tunneling in spring of 2026.

- 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 awarded the preliminary construction management at risk contract in July 2025, and the overall contract was awarded in January 2026. The contractor mobilized to the mining site adjacent to the CSO 049 outfall in November 2025 and construction is underway.
    - March 23, 2030 – green infrastructure managing 92 acres of impervious surface is required to be placed in operation by this deadline. This is being constructed via four principal projects, two of which are complete. Construction is underway on the 3rd project, 13 of the 43 green infrastructure sites have been completed. The 4th project is in planning.

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

Please refer to the "Clean Rivers Project Component Update" attachment which includes a status report on component of the Clean Rivers Project, the amount of capital funds spent and available, and the planned remaining spending.

Operation and Maintenance Costs

- Completed Projects

    - Estimated operation and maintenance costs for tunnels and appurtenances is approximately $600,000 per year, while the cost of the Tunnel Dewatering Pumping Station and Wet Weather Treatment Facilities at Blue Plains is approximately $5,400,000 per year.
    - The Potomac Project A and Rock Creek Projects A and B Green infrastructure projects and other green infrastructure work constructed under DC's stormwater regulations (ex. NEBT surface work) manage approximately 60 impervious acres at 1.2" of rain. Maintenance costs are approximately $1,240,000 per year.

- Future Projects

    - The estimated operation and maintenance costs for tunnels and appurtenances when the tunnel system is complete is approximately $1.65 million per year (2026 dollars),

while the cost of the Tunnel Dewatering Pumping Station and Wet Weather Treatment Facilities at Blue Plains is approximately $6,000,000 per year.

- For the green infrastructure, ultimate build out will comprise GI managing 92 impervious acres in Rock Creek and the GI demonstration project in the Potomac which manages approximately 8 impervious acres for a total of 100 acres. We estimate the annual operation and maintenance cost to be approximately $2.4M to $3.2M per year in 2026 dollars when all acres are complete.

Please refer to the pdf attachment: : Clean Rivers Project Component Update".

56. 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 the 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 FY26 the CRIAC is expected to generate $122.1 million and the sewer volumetric rate will generate $65.2 million for the Clean Rivers Program, for a total of about $187.3 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 $1.1 billion and have been issued to fund the project:

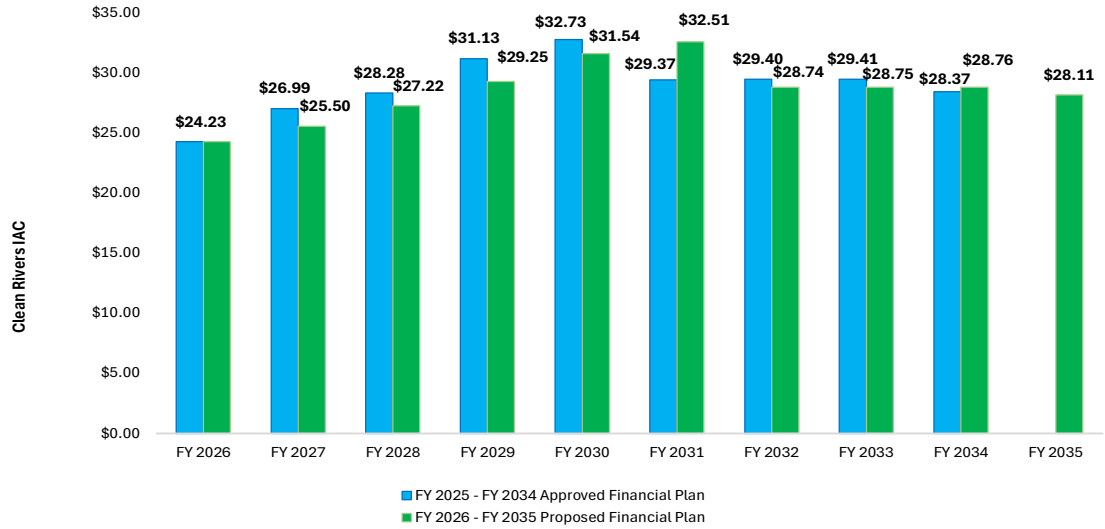
- Series 2014A = $350 million
- Series 2015A = $100 million
- Series 2017A = $100 million
- Series 2018A = $100 million
- Series 2019A = $125 million
- Series 2022B = $100 million
- Series 2025B = $150 million
- Series 2016B (Environmental Impact Bond) = $25 million
- Prior to 2013, Clean Rivers was funded as part of general debt issued for capital projects.

a. The project is also funded by Federal CSO Grants. In FY25, DC Water received $8.0 million. The Office of Management and Budget (OMB) has confirmed $2,673,600 in FY26 CSO funding available under Public Law 119-14 which has not been received as of this report. Life to date through FY25, DC Water has received $308.8 million (excluding $12.7 million in interest earned Life to Date on CSO funds) in Federal CSO Grants through direct congressional appropriation. However, it is not certain if DC Water will receive any Federal CSO Grants funding in the future.

b. 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.
c. 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.

57. Please provide the projected **CRIAC per equivalent residential unit ("ERU")** that ratepayers will be charged in the remainder of FY26 and beyond for which DC Water has projections.
    a. Please describe DC Water's efforts in FY25 and FY26, to date to decrease these rising charges for ratepayers.

DC Water Response:
The chart below shows the approved CRIAC charges for FY 2025 - FY 2034 and the proposed CRIAC charges for the FY 2026 - FY 2035 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. The approved FY26 monthly CRIAC charge is $24.23 per ERU.



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 February 2026. 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 FY20 rates included a shift of 18 percent of costs, and the FY21 rates moved 28 percent, and the FY22 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 operates on a cost-recovery model and does not generate profit. 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. Please see the link: https://www.dcwater.com/ratemaking-process.

We have also worked to brief the Office of People's Counsel on our budget to increase their understanding of our work in advance of this year's ratemaking process. This year, as part of the FY27 and FY28 budget process, DC Water met with the Office of People's Counsel to discuss the budget, proposed rates and CRIAC update.

Stormwater Best Management Practices

In FY19, 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 Robert F. Kennedy (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 $3.56 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.

Please see the link:
https://www.dcwater.com/sites/default/files/finance/Green%20Bond%20Framework.pdf

Impact and Resilience Report

For years, DC Water has been the leader in the municipal water sector on non-financial disclosure. Our most recent Impact & Resilience report discloses activities and risks related to our impact on the environment, in our community, and via our organizational governance. The report specifically outlines our resilience efforts including our Enterprise Risk Management (ERM) program and how we've prepared to respond to a variety of events. Our progress is tracked and reported using the Sustainability Accounting Standards Board (SASB) metrics for water utilities. Programs and activities in this report emerge from our strategic plan, Blueprint 2.0, and are integrated into our team's daily activities.

For the report please use the link: https://www.dcwater.com/impact-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, please use the link: https://www.dcwater.com/green-bonds

Clean Rivers Project Cost

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:

a. Participation from key project team members with experience relevant to the project.
b. Holding qualitative workshops on a regular basis to stay up to date with the issues.
c. 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.
d. 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.
e. Re-evaluating risks as the project progresses.
f. Assigning a risk manager to oversee the entire process and ensure its effective implementation. This continuous process of risk assessment and re-assent throughout the life cycle of a project offers DCCR the opportunity to identify and update individual risk items and manage their mitigation effectively, reducing exposure to potentially increased project costs.

58. Please provide an update on **DC Water's Customer Affordability Programs**, including the **CRIAC Relief Program** in FY25 and FY26, to date, including:

a. A description of the relief programs available (e.g., (CAP Plus, CAP, CAP2, CAP3, RAP, Non-Residential CRIAC Relief, Homeowners Assistance Fund);
b. The number of residential households enrolled in a program, broken down by the type of relief program;
c. The number of non-profit entities enrolled in a program, broken down by the type of relief program;
d. The cumulative value of the financial support provided through each program; and
e. How many customers received the 100% credit for the Water System Replacement Fee in FY25 and FY26, to date?

DC Water Response:

Programs	Defintion	Program Status
Customer Assistance Program Plus (CAP+)	provides a discount on the first 600 cubic feet (4500 gallons) of water and sewer services used each month. Eligible households will receive a 75 percent reduction in the monthly CRIAC fee and a Water Service Replacement Fee waiver.	Active
Customer Assistance Program (CAP1)	provides a discount on the first 400 cubic feet (3,000 gallons) of water and sewer services used each month. Eligible households will receive a 75 percent reduction in the monthly CRIAC fee and a Water Service Replacement Fee waiver.	Active
Customer Assistance Program II (CAP2)	provides a discount on the first 300 cubic feet (2,250 gallons) of water and sewer services used each month (with the exception of PILOT and ROW fees) and a 50 percent reduction in the monthly CRIAC fee.	Active
Customer Assistance Program III (CAP3)	provides a discount of 75 percent off of the monthly CRIAC.	Active
Non-Residential CRIAC Relief	The CRIAC Nonprofit Relief Program is in place to assist eligible nonprofit organizations facing financial hardship with the payment of their Clean Rivers Impervious Area Charge (CRIAC). Participants can receive credits of up to 90% of the CRIAC portion of their water bill.	Active
Residential Assistance Program (RAP)	provides on-going emergency assistance to cover past due, low-income residential balances, up to $2,000 per household	Program ended FY 2024
Homeowner's Assistance Fund	Pandemic Era federally funded program administered by DOEE provides homeowners with up to $5,000 in utility assitance towards areage. The assistance was to be allocated between water, gas and electric.	Program ended FY 2024

Programs	FY2025	FY2026 (Dec YTD)
Customer Assistance Program Plus (CAP+)	2,174	231
Customer Assistance Program (CAP1)	1,863	192
Customer Assistance Program II (CAP2)	238	51
Customer Assistance Program III (CAP3)	54	0
Non-Residential CRIAC Relief	174	0
Residential Assistance Program (RAP)	0	0
Homeowner's Assistance Fund	0	0

Programs	FY2025	FY2026 (Dec YTD)
Customer Assistance Program Plus (CAP+)	$1,537,636.00	$15,703.00
Customer Assistance Program (CAP1)	$1,225,594.00	$11,766.00
Customer Assistance Program II (CAP2)	$102,654.00	$2,809.00
Customer Assistance Program III (CAP3)	$5,749.00	$0.00
Non-Residential CRIAC Relief	$900,902.00	$0.00
Residential Assistance Program (RAP)		
Homeowner's Assistance Fund		

WSRf Wavier	FY2025	FY2026 (Dec YTD)
Customer Assistance Program Plus (CAP+)	1,863	231
Customer Assistance Program (CAP1)	2,174	192

59. Please explain the recent pause in the implementation of the **updated impervious area measurements for CRIAC billing**, including how long the pause is intended to remain in effect, and when the new measurements will be applied to CRIAC charges that are reflected on customer bill statements? Additionally, please provide an update on outreach and engagement efforts to ensure customers are notified and educated about the updated measurements and stormwater management options, and how they will affect their bills.

DC Water Response:
DC Water has decided not to implement the proposed CRIAC ERU measurement changes at this time. Instead, we are reassessing the process to ensure it is fair, accurate, and transparent. This pause will allow for better evaluation of implementation options, improved communication, and stronger coordination with partners and stakeholders. While annual CRIAC rate adjustments will continue through the budget process, no ERU measurement changes will occur before FY29 (October 1, 2028).

All customers previously contacted about the proposed CRIAC changes have since received updated communications notifying them of the pause and additional review. Customers were also informed about opportunities to reduce stormwater runoff by participating in DOEE's River Smart Rewards and DC Waters Impervious Area Charge Incentive programs. Both programs require eligibility determined by DOEE but offer percentage discounts towards the Clean Rivers Impervious Area Charge.

60. At last year's performance oversight hearing, the agency discussed a **pandemic-era Multifamily Assistance Program** that it discontinued. Please describe, in detail, the following:
    a. The purpose of this program (vs. other Customer Assistance Programs);
    b. The start and end date of the program;
    c. How the program was administered;
    d. How many customers were enrolled in the program, broken down by each year the program was in effect;
    e. How the program was funded, and the amount of funding allocated to the program; and
    f. Any challenges encountered when the program was in effect, and any recommendations for opportunities to revive the program.

DC Water Response:
The Multifamily Assistance Program (MAP) was established in 2021 using DC Water (Rate Stabilization) funds to provide additional financial relief to low-income customers in response to the COVID-19 pandemic. Unlike the traditional Customer Assistance Programs (CAP), which support individual residential customers who each have their own DC Water account, MAP is designed for multifamily properties—such as apartment buildings—that are master-metered and serve multiple tenants under a single account.

The program started February FY21 and ended September FY23.

Occupant eligibility was determined through property or agency records (AHU/DHCD, DOEE, DHS). DC Water partnered with DHCD, DOEE, and DHS agencies to share their affordable housing units (AHU) per address. Customers could also apply through DOEE to determine eligibility if they were not already qualified for an AHU. DC Water created a MAP (Multi-Family Assistance Program) database that managed the AHU data received from agency partnerships; customers approved assistance through DOEE, and the owner's approval. Additionally, we created an application site for owners and tenants. Program credits were determined by a 12-month account

review, the higher of the average bill over 6 months vs the total past due on the account. The calculation for the MAP credit was up to a max of $2k per unit. These credits were posted to the DC Water account. The property owners would offset the credit amount on their accounting records for participating units representing the tenant's portion of the water service.

Below is the breakdown of customer enrollments by fiscal year:

FY21 – 5,978
FY22 - 4,313
FY23 – 3,038

The MAP program was funded through the Rate Stabilization Fund. The budget originally allocated for the program was $6.28 million.

The challenge was that 86% of DC Water eligible multi-family properties did not participate in the MAP program. More target outreach could have increased the participation of enrollment numbers.

Water Rates and Customer Assistance Programs

61. Please provide a schedule of proposed and approved rates for DC Water's previous three ratemaking cycles.

DC Water Response:

	Units	Approved FY 2023	Approved FY 2024	Approved FY 2025	Current FY 2026	Proposed FY 2027	Proposed FY 2028
DC Water Retail Rates – Water:							
Residential – Lifeline (0- 4 Ccf)	Ccf	$4.28	$4.38	$5.21	$5.78	$6.49	$7.11
Residential – (> 4 Ccf)	Ccf	5.58	5.70	6.81	7.60	8.40	9.40
Multi-family	Ccf	4.90	5.00	5.82	6.47	7.21	7.98
Non-Residential	Ccf	5.78	5.89	7.03	7.84	8.66	9.71
DC Water Retail Rates – Sewer	Ccf	11.26	11.70	12.07	12.52	12.91	13.39
Groundwater	Ccf	3.42	3.50	3.50	3.76	3.90	3.90
High-Flow Filter Backwash	Ccf	3.21	3.30	3.32	3.54	3.54	3.54
DC Water Clean Rivers IAC	ERU	18.14	21.86	21.23	24.23	25.50	27.22
DC Water Customer Metering Fee	5/8"	7.75	7.75	7.75	7.75	7.75	7.75
DC Water System Replacement Fee	5/8"	6.30	6.30	6.30	6.30	6.30	6.30
District of Columbia PILOT Fee	Ccf	0.59	0.61	0.61	0.62	0.62	0.63
District of Columbia Right of Way Fee	Ccf	0.19	0.19	0.19	0.20	0.20	0.20
District of Columbia Public Inconvenience Fee (New)	Ccf	-	-	-	-	0.42	0.42
District of Columbia Stormwater Fee	ERU	2.67	2.67	2.67	2.67	2.67	2.67

62. On July 3, 2025, DC Water adopted a final rulemaking that took effect on October 1, 2025. Please explain how the adjusted fees in this final rulemaking will or will not affect the upcoming ratemaking process.

DC Water Response:
On July 3, 2025, the Board approved changes to the Miscellaneous Fees and Permit Fees, which became effective October 1, 2025 (FY26).

The upcoming proposed rulemaking is intended to establish multi-year rates for FY27 and FY28 for Water, Sewer, Clean Rivers Impervious Area Charge (CRIAC), Groundwater, and High Flow Filter Backwash Sewer. These are separate matters: one pertains to fees and charges, while the other relates to rates. The previously approved Miscellaneous and Permit Fees will have no impact on the proposed rulemaking for Water, Sewer, CRIAC, Groundwater, and High Flow Filter Backwash rates.

63. When will DC Water schedule public meetings in 2026 to discuss its upcoming ratemaking process? Will DC Water pursue another multi-year rate proposal that includes FY28, as it did in FY24 for FY25 and FY26?

DC Water Response:
The proposed multi-year rates for FY 2027 and FY 2028 are under review and consideration by the Board of Directors. DC Water will hold multiple Town hall meetings during Spring 2026 to inform customers about the proposed rates and promote existing customer assistance programs. The public hearing is scheduled for May 14, 2026. The Board meeting to review and consider approval of the proposed rates is scheduled for July 2, 2026.

a. How does DC Water inform residents about the dates and locations of these meetings?

DC Water Response:
DC Water will employ a comprehensive approach to inform residents about the dates and locations of its public meetings regarding the upcoming ratemaking process. These efforts include a combination of both traditional and digital communication channels:

- **Press Release/Media Advisory**: Official press releases and advisories are distributed to the media to reach a broad audience.
- **Design Flyers and Send to MOCRs, Councilmembers, and ANCs**: Flyers are designed and shared with Members of the Council, Advisory Neighborhood Commissions (ANCs), and the Mayor's Office of Community Relations and Services (MOCRs).
- **Public Service Announcements (PSA)**: PSAs are created and broadcast on Cable 16 to ensure maximum visibility.
- **Print and Digital Ads**: Ads appear in both print and digital platforms, expanding outreach to various community groups.
- **Social Media and Facebook Ads**: Social media postings, including targeted Facebook ads, help engage residents and direct them to the meeting details.
- **Robo Calls**: Automated calls are made to notify residents about the meetings.
- **Email Blast**: A mass email is sent to relevant stakeholders to ensure timely information delivery.

- **Initial Notification to MOCRs, Councilmembers, and ANCs**: A preliminary notification is sent to local government representatives to ensure they are aware of the upcoming meetings.
- **Team Blue Notifications**: Notifications are also sent to Team Blue, which is responsible for outreach and communication.
- **Calendar Invitations**: Digital calendar invites are sent to stakeholders to encourage attendance and engagement.
- **Flyers to Community Leaders, Centers, Businesses, and Organizations**: Flyers are distributed widely to community leaders, local centers, businesses, and various organizations. We also take promotional flyers to all outreach events and meetings attended to help spread the word.
- **Stakeholder Alliance Engagement**: DC Water collaborates with the Stakeholder Alliance to ensure that key partners and influencers help spread the word.
- **Coordination with District Agencies**: Collaboration with other District agencies such as the Department of Health and Human Services (HHS), DC Housing Authority (DCHA), and the Department of Aging and Community Living (DACL) further support the outreach.
- **Translation Services**: Translation services are offered to ensure information is accessible to non-English speaking residents.
- **List Serve Postings**: Updates are sent through listservs to reach specific community groups.
- **Town Hall Virtual and Tele-Town Halls**: Virtual town halls and tele-town hall meetings are held to engage a wider audience, ensuring public participation.
- **Web Banner**: A prominent web banner on the DC Water website announces the meeting dates.

b. Are any fees expected to be reduced or removed from the schedule for water or sewer service?

DC Water Response:

- The proposed water and sewer rates for FY 2027 and FY 2028 are not expected to be reduced. However, the Metering Fee, Water System Replacement Fee, Right-of-Way Fee, and High Flow Filter Backwash rate will remain the same.
- A new proposed DDOT Public Inconvenience Fee of $0.42 per CCF will be effective FY 2027 to recover the charges associated with occupancy permits when construction projects in public spaces extend beyond 30 days

64. Has DC Water created any new programs to help low-income consumers pay their water bills and prevent disconnection in FY25 and FY26, to date? If so, please describe the program's eligibility requirements and the amount of assistance it provided.

DC Water Response:

In FY25, DC Water launched the CAP+ 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

FY25: CAP+

Total Participants	2,174
Total Assistance Provided	$1,537,636

FY26: CAP+

Total Participants	231
Total Assistance Provided (Dec 2025)	$95,328

In FY25, DC Water launched the Residential Leak Assessment and Repair Programs in partnership with the District. The programs launched in December 2024. The programs are aimed at helping residents who are part of the Customer Assistance Program (CAP+, CAP, or CAP2) identify and repair leaks at their property. Thus increasing affordability by identifying and repairing leaks that attribute to high bills.

- The **Residential Leak Assessment Assistance Program (RLAAP)** provides a leak assessment by a licensed plumber for CAP+, CAP, and CAP2 approved customers when a leak is identified by DC Water's High Usage or Consecutive Usage alert systems. This program is funded by DC Water and is allocated $500,000 per year.

- The **Residential Leak Repair Assistance Program (RLRAP)** covers the repairs identified in the leak assessment and is funded by the DC Government and is allocated $125,000 for FY25. This portion of the program is allocated for a limited time until funds are depleted. DC Water hopes that the success of this program will encourage DC Government to continue funding this program.

Infrastructure and Drinking Water Improvements

65. 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:
The authority employs a comprehensive suite of cybersecurity measures designed to protect its infrastructure and systems in alignment with both the Defense-in-Depth layered security strategy and Mission-Critical resilience principles. Our approach begins from the "outside-in," starting with the external threat landscape and progressively layering controls inward across people, technology, and processes. At the user level, the agency prioritizes strong identity and access management by enforcing multifactor authentication (MFA), implementing Zscaler for secure web access, and maintaining robust password policies. Additionally, personnel receive continuous cyber awareness training to strengthen the human layer of defense against social engineering, phishing, and other user-targeted cyberattacks.

Email security is another major component of our protective strategy. The agency utilizes advanced email filtering tools that screen inbound messages for known malicious senders, indicators of

compromise, and suspicious attachments. Attachments are scanned for malware; embedded links are rewritten to route through secure gateways, and banner warnings are added to incoming external emails to help staff identify potentially unsafe communications. This multilayered approach significantly reduces the risk of phishing, spoofing, and other email-borne threats.

At the network layer, the authority employs multiple technical safeguards that prevent unauthorized access and lateral movement within the environment. This includes firewalls, demilitarized zones (DMZs) for isolating public-facing services, and stringent network segmentation between operational technology (OT) and office automation (OA) networks. These measures minimize exposure, protect sensitive systems, and ensure that critical infrastructure remains isolated from general network traffic.

Together, these controls form a robust Defense-in-Depth model that ensures no single point of failure can compromise the environment. In alignment with Mission-Critical resilience objectives, the authority layered strategy ensures that even during cyber incidents, essential systems remain operational; risk is contained, and recovery can occur swiftly. This holistic combination of people-centric controls, email protections, network hardening, and secure external-to-internal posture demonstrates the authority's commitment to maintaining a resilient and secure cybersecurity ecosystem.

66. Please describe the agency's **Pure Water DC program,** including any specific steps that the agency expects to take in FY26, any potential impacts on ratepayers, and how the agency will fund this program beyond its own initial $21 million investment.

DC Water Response:
In November 2025, DC Water launched the Pure Water DC program to diversify the District's water supply. This new strategy sets forth a bold vision for regional water supply resilience, building on regional collaboration and technological innovation in the water sector. Pure Water DC lays out a portfolio of solutions over various timeframes to fully address the needs of the whole region. To develop this portfolio, in late 2025, DC Water's Board of Directors approved $21 million in seed funding over three years to pilot solutions, educate the public, and accelerate near- and medium-term actions while longer-term regional storage projects mature. This commitment signals DC Water's leadership and intent to collaborate with neighboring utilities and federal partners.

Pure Water DC sets out interconnected strategic priorities: protecting our first source, developing a second source, optimizing distribution, and collaborating with regional partners on expanding storage and coordinating operations. The program will be guided by evidence-based decision making, regional collaboration, and fiscal responsibility, with milestones including the summer 2026 groundbreaking and 2027 opening of the Pure Water DC Discovery Center and ongoing engagement with regulators and stakeholders which will inform options and full-scale solutions to be implemented in future years.

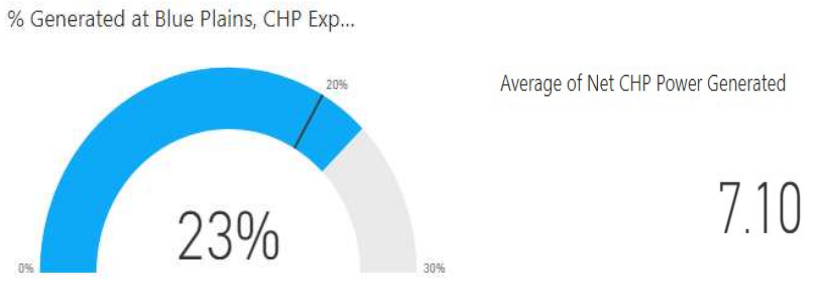
DC Water is currently going through a structured planning and screening process to determine the appropriate infrastructure/technical solution to meet DC Water's resilience challenges, which will

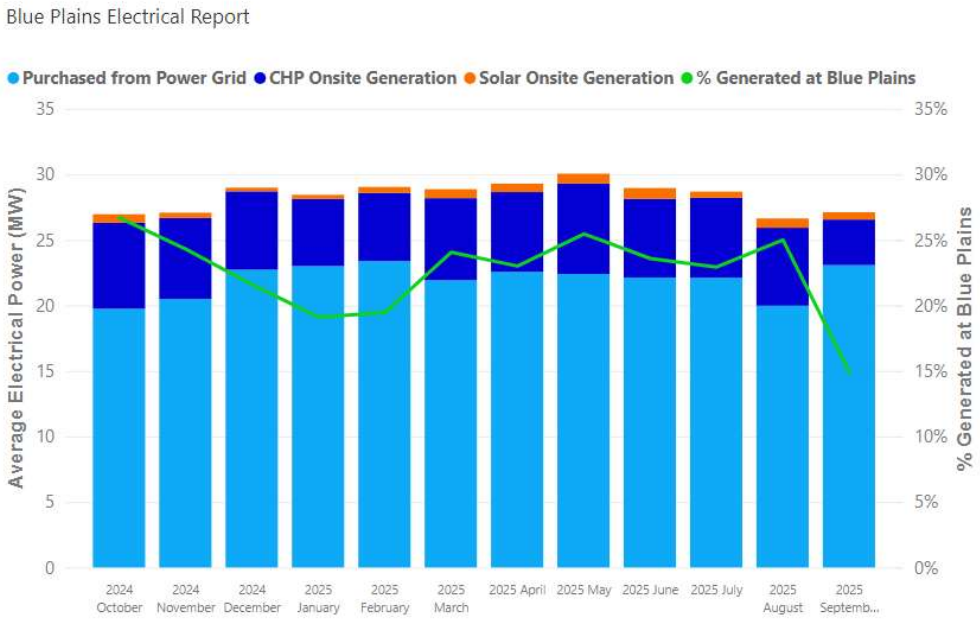
consider project cost and rate payer impact. At this current stage, the final technical solution and associated cost is unknown. Once preferred option(s) have been identified, detailed planning will commence to better understand technical, economic, and other key project factors, including the development of a Funding and Financing Strategy. At this stage, it is envisioned that the program will be funded through a blend of grants, federal credit programs, and private capital, with the objective to minimize the impact to rate payers. As part of the detailed planning phase, DC Water will undertake interim 'affordability' checkpoints to better understand the financial impact and whether value engineering, descoping, or alternate actions are necessary.

67. 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 currently generated by the digesters, and any plans to expand the Digester Project to create more energy in the future.

DC Water Response:





We have a feasibility study to consider feeding food waste into the digesters. Current capacity does not allow for this to occur. Significant upgrades needed in order to take more material.

b. The amount of revenue generated in FY25 and FY26, to date, by the sale of Class A biosolids produced by the digesters.

DC Water Response:

FY25 - $388K from Bloom sales
FY26 to date - $106K from Bloom sales

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

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

DC Water Response:
As of January 5, 2025, there were 9852 public fire hydrants, 14 hydrants were mechanically defective (0.14%).

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

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

c. The number of hydrants replaced in the District in FY25 and FY26, to date.

DC Water Response:
- FY 2025 – 192 hydrants
- FY 2026 – 51 as of 1/1/2026 reporting

69. 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 FY25 and FY26, to date, including expected costs and completion dates.

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

70. Please describe DC Water's progress with water system upgrades, including the status of the **Potomac River Tunnel Project**, during FY25 and FY26, to date.

DC Water Response:
The Potomac Tunnel contract was award in November 2023 and the tunnel is planned to be place in operation in 2030. The tunnel mining site is at West Potomac Park and the two shafts for mining have been excavated along with assembly and delivery of plant and equipment necessary to support tunneling. The tunnel will be constructed using 2 TBMs. The north TBM, primarily in rock, has been delivered to the site and is being assembled for mining. Tunneling is expected to begin in spring 2026. The south TBM, primarily in soft ground, will be delivered to the site in 2026. In addition, construction is underway at the following construction sites: West Potomac park, CSO 020, CSO 022, CSO 024, CSO 027, CSO 028 and CSO 029.

a. What drinking water pumping stations were upgraded in FY25 and FY26, to date, and what stations will be upgraded in the remainder of FY26?
DC Water Response:
DPSO operates and maintains multiple vertical facilities (pump stations and water storage reservoirs) to provide drinking water to customers in the region. These facilities are constantly being assessed, maintained, and improved under various capital improvement programs. This memorandum summarizes the upgrades implemented at each facility within the fiscal years of 2025 and 2026 (10/01/2024 to 09/30/2026). Note that there are many scheduled upgrades which will take place outside of this window.

Pumping Stations:

- Anacostia Pump Station had several pumps inspected, rehabilitated, and repaired during the period. 3 of the pumps were replaced, assigned to different service zones. Additional upgrades at this facility include processor and PLC updates, enhancing operations' capability via SCADA to remotely control and monitor the station.
- Bryant Street Pump Station has had multiple process valves replaced or reconfigured. A subcomponent of this work is the ongoing upgrade of the spill header system, which allows flexible operations by routing flows from one pressure zone to another via pressure control valves. Additional updates include replacement of several flow meters, software updates, processor upgrades, and PLC modifications.
- 16th & Alaska Pump Station has had its surge protection device upgraded to better protect against power distribution issues. Additional upgrades include processor and PLC upgrades.
- Ft. Reno Pump Station has received upgrades to its PLC, processor and programming systems. This work enhanced the reliability and versatility of the stations, ensuring long service life of the assets.

Water Storage Facilities:
The water storage facilities (elevated or underground storage tanks) are drawn down and cleaned on a rotating basis with a period of approximately 3 years. The work allows for full inspection and assessment of the structural, process-mechanical, and instrumentation components of the facilities and identifies issues to be included in rolling CIP projects.

The following facilities were inspected in this period:

- Anacostia Tank 1
- Ft. Reno Reservoir 1(FRR1)
- Soldiers Home Reservoir
- St. Elizabeth Tank

Additionally, valves at FRR1 are scheduled to be upgraded this spring, aiding in better water quality and operational flexibility.

71. How many **service interruptions** affecting 25 or more customers for a period of one day or longer occurred during FY24, FY25, and FY26, to date, broken down by Ward (and including the affected ANCs)?
    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 and notifies customers who have signed up to receive alerts about work in their area. (customers can sign up to receive alerts on our customer care webpage) 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. DC Water also uses several social media channels, including Facebook, Instagram, X, LinkedIn and YouTube as well as Nextdoor to inform the public about work as well as unexpected interruptions.

72. How many **boil water advisories** were issued in FY23, FY25 and FY26, to date, broken down by ward?

DC Water Response:
There were three BWA's in FY24:

- January, 2024 – Wards 1, 3, 4 and 5
- May, 2024 – Ward 3
- July, 2024 – Citywide

There were two BWA's in FY25:

- December 2024 – Ward 7
- June 2025 – Ward 3 and 4 (precautionary)

There have been no BWA's issued to date for FY26.

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, DC Water is working on a comprehensive valve and hydrant assessment/repair/replacement program that will 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.

73. How many **miles of water mains** did DC Water replace in FY25 and in FY26, to date?

a. Please provide a chart of how many small and large water mains were replaced or rehabilitated in FY25 and FY26, to date, and the projected number to be replaced or rehabilitated in FY26.

DC Water Response:

Actuals FY25: **6.72 miles**
Actuals FY 26: 1.83 miles (Jan 30)

Please refer to the PowerPoint presentation file:"SDWM".

b. 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:
Please refer to slide 22 of the PowerPoint presentation file: "SDWM".

c. 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:
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. 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.

d. Does DC Water plan to accelerate the replacement schedule to compensate for delays? If so, what is the current replacement schedule?

DC Water Response:

- 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 within15 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

- In the short term, the SDWMR Program Management team are working with DC Water Procurement to expedite the procurement of new SDWMR contracts in FY26.
  - This will allow construction on those projects to commence earlier, leading to a higher mileage achievement in FY26. 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 FY26 will track the efficiencies gained as much as possible.

- 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.

74. 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 FY25 and FY26, to date, broken down by public and private properties?

DC Water Response:

Fiscal Year	Public Full Replacement	Private Full Replacement	Full Replacement	Public Partial	Total
2025*	507	1413	1226	31	3,177
2026* as of 2/9/26	191	538	340	12	1,081
Total	**698**	**1,951**	**1,566**	**43**	**4,258**

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

DC Water Response:
For Public and/or Private properties both sides of the service line need material confirmation, this could result in replacement on the public side only, private side only, or both sides.

Replacement Type	Count
Full Replacement	5,690
Private Only	10,011
Public Only	143
Public and/or Private	13,945
Total	**29,789**

c. How many *partial* lead service lines were replaced in FY25 and FY26, to date, broken down by public and private properties?

DC Water Response:

Fiscal Year	Public Full Replacement	Private Full Replacement	Full Replacement	Public Partial	Total
2025*	507	1413	1226	31	3,177
2026* as of 2/9/26	191	538	340	12	1,081
Total	**698**	**1,951**	**1,566**	**43**	**4,258**

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

DC Water Response:
For Public and/or Private properties both sides of the service line need material confirmation, this could result in replacement on the public side only, private side only, or both sides.

Replacement Type	Count
Full Replacement	5,690
Private Only	10,011
Public Only	143
Public and/or Private	13,945
Total	**29,789**

e. How many claims has DC Water received in FY25 and FY26, 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 DC Water.

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 February 11, 2026, there are 10,340 premises categorized as "unknown" service line material.

i. How many filtration jugs did the agency provide to residents in FY25 and FY26, to date?

DC Water Response:
In FY25 DC Water provided at least 3,177 filter pitchers 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 FY26, through February 10, 2026, DC Water has provided 1,218 filter pitchers to premises where lead service lines have been replaced.

75. In May 2024, the federal government announced that the District would receive approximately $28.3 million annually through 2026 for lead water service line replacement work. Please provide an update on whether these funds were received in full or in part, a spending plan for how those funds were used in FY25 and FY26, to date, and what steps the agency took or will take to account for future costs associated with lead water service line replacement work.
DC Water Response:
The tables below show the allocations per fiscal year, spending plans, and amounts received for each.

Funding Source	Amount	Spending	Received (Drawdown)
FY22-23 BIL LSL Allocation	**$58,895,619.00**	FY24 - FY27 By Block Private Side LSLRs	$26,208,800.00
FY22-$28,245,619			
FY23 - $30,650,000			
FY24 BIL LSL Allocation	**$30,722,572.00**	FY25- FY29 By Block Private Side LSLRs	$2,893,300.00
FY24 - $28,527,472			
FY22 Reallocation $2,195,000			
FY25 BIL LSL Allocation	$40,693,000.00	FY25 - FY30 By Block Private Side LSLRs	Awaiting Grant Award
FY24 Reallocation	$5,861,000.00		
FY23 Reallocation	$5,459,000.00		
FY22 Reallocation	$723,000.00		

FY26 BIL LSL Allocation	TBD	FY29 -FY32 By Block Private Side LSLRs	$0.00
Total	**$142,354,191.00**		

Fiscal Year	**EPA Private Side LSLR Eligible Grants**
FY2026	$ 28,715,567.97
FY2027	$ 36,802,901.30
FY2028	$ 38,136,234.63
FY2029	$ 38,136,234.63
FY2030	$ 34,107,429.13
FY2031	$ 23,128,245.33
FY2032	$ 18,490,000.00
FY2033	$ 11,245,000.00
FY2034	$ 4,000,000.00
FY2035	$ 4,000,000.00
FY2036	$ 4,000,000.00
FY2037	$ 4,000,000.00

76. 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 the implementation of the new model changed DC Water's lead service line replacement practices? What, if any, changes have impacted how DC Water has identified new service lines for replacement through 2032?

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

To increase customer participation, in May 2023, we announced the launch of the Community Activators Program, a workforce development training program in partnership with the District's Department of Employment Services (DOES) Division of State Initiatives. We 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 third cohort of Activators who will participate until February 2027.

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%	
Water Quality	
Service Line Pipe Material	100%

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

Service Line Pipe Material Scoring

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

Blood Lead Level Scoring

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

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

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

DC Water plans to replace all lead service lines in accordance with the Lead and Copper Rule Improvements (LCRI), maximizing the currently available federal BIL funding to pay for private side replacements. EPA's LCRI, requires all utilities to replace lead within 10 years, starting as soon as 2027. Utilities are required to complete lead service line replacements by 2037. DC Water continues to make steady progress on program milestones, and all 42,000 lead service lines are projected to be removed by, or in advance of, the 2037 EPA deadline.

77. 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 yet to receive a response from the District regarding the Water Quality Advisory Panel. The March 2018 submission included individuals who are no longer in their respective roles. Furthermore, DC Water has not been asked to provide any recommendations

78. 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 FY25 and FY26, to date?

    DC Water Response:
    In October 2025, the project reached a significant milestone with the successful installation of Shot #10, the final segment of cured-in-place pipe (CIPP). Albemarle Street, NW was reopened in December, 2025. The Soapstone project is now complete and Soapstone Valley Park has also been reopened to the public. DC Water sincerely appreciates the patience and cooperation of Councilmember Frumin and his Office, Mayor's Office of Community Relations and Services, Advisory Neighborhood Commission 3F and other members representing the Forest Hills community as our team worked to upgrade this critical portion of sewer infrastructure while helping to restore the Park to its former beauty. Additionally, execution of this project could not have been possible without our wonderful agency partners including National Park Service, District Department of Transportation and District Department of Environment.

79. 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 has been actively engaged with District agencies to advance the implementation of the 27 specific action items identified in the *Flood Task Force Final Report* issued in August 2023. The Flood Task Force was established by the Office of the City Administrator and co-chaired by DC Water's CEO & General Manager alongside the Director of the District Department of Energy & Environment (DOEE), reflecting a strong multi-agency commitment to enhancing flood resilience across the District.

Of the 27 recommended actions, DC Water was directly responsible for leading three actions. Progress to date on these deliverables is as follows:

i. **Providing Additional Capacity via 311 to Respond to High Call Volumes for DC Water During Flood Events**
Recognizing that flooding events often generate elevated volumes of resident and property owner inquiries related to sewer backups, storm impacts, and service disruptions, DC Water partnered with the District's 311 customer service operation to enhance call handling capacity during flood events. This action plan was fully implemented and completed in **Fiscal Year 2025**, resulting in a dedicated operational protocol within 311 to manage and

triage storm related calls directed to DC Water. This improvement has increased responsiveness and reduced customer waiting times during peak demand periods. -handling capacity during flood events. This action plan was fully implemented and completed in -related calls directed to DC Water. This improvement has increased responsiveness and reduced customer wait times during peak demand periods.

ii. **Expansion of the Backwater Valve Installation Program**

As part of the Task Force's strategy to reduce interior flooding and sewer backups for private properties, DC Water advanced Action 4.1: *Expand Backwater Valve Installation Program*. This initiative builds upon the existing backwater valve program by broadening eligibility and support for residents to install backwater prevention devices on sewer laterals. DC Water has expanded rebate and reimbursement offerings beyond the originally limited combined sewer areas and updated program guidelines to support greater residential participation. While portions of this expansion have already been implemented, program activities remain **ongoing**, with continued outreach and installation support planned in alignment with broader flood mitigation efforts.

iii. **Incorporation of Backwater Valve Requirements into the DC Code**

The Flood Task Force recommended strengthening building code requirements by mandating backwater valve installation in new and substantially rehabilitated properties in specified areas prone to sewer surcharge and flood impacts. DC Water has worked collaboratively with the District's regulatory and permitting entities to integrate these requirements into the relevant construction and plumbing code updates. This incorporation into code has now been **completed**, institutionalizing a preventive flood resilience measure for future development and rehabilitation projects. -resilience measure for future development and rehabilitation projects.