



**DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS  
250<sup>th</sup> MEETING  
THURSDAY, FEBRUARY 7, 2019**

**MINUTES**

**Present Directors**

Bonnie Kirkland, Acting Chair, Montgomery County  
Ellen Boardman, District of Columbia  
Fariba Kassiri, Alternate for Vacant Principal, Montgomery County  
Rev. Kendrick Curry, Alternate for Rachna Bhatt, District of Columbia  
Randy Bartlett, Fairfax County  
Emile Thompson, District of Columbia  
Joseph Gill, Prince George's County  
Jed Ross, Alternate for Tommy Wells, District of Columbia  
Floyd Holt, Prince George's County  
Howard Gibbs, Alternate for David Franco, District of Columbia

**Present Alternate Directors**

Anthony Giancola, District of Columbia  
Sarah Motsch, Fairfax County  
Ivan Frishberg, District of Columbia  
Lavinia A. Baxter, Prince George's County

**DC Water Staff**

David L. Gadis, CEO and General Manager  
Matthew Brown, Executive Vice President, Finance and Procurement  
Gregory Hope, Acting EVP for Legal Affairs  
Linda R. Manley, Board Secretary

Acting Chair Kirkland called the 250<sup>th</sup> meeting of the District of Columbia Water and Sewer Authority's Board of Directors to order at 9:30 a.m. Ms. Manley called the roll, and a quorum was established. Acting Chair Kirkland welcomed on board the following three new Board members: Floyd Holt, Prince George's County, Joseph Gill, Prince George's County, and Randy Bartlett, Fairfax County.

## **Approval of the January 3, 2019 Meeting Minutes**

Acting Chairperson Kirkland asked for a motion to approve the January 3, 2019 meeting minutes. The motion to approve the January 3, 2019 meeting minutes was moved, seconded, and unanimously approved by the Board of Directors.

## **Chairman's Overview**

Acting Chairperson Kirkland reminded everyone that this was the last Board meeting at the Blue Plains Plant location. The next meeting in March will be held at the new location. She noted that it is an absolutely beautiful building with lots of terrific environmental elements.

The new Board members were then sworn in by the District Government staff and welcomed with applause by everyone.

## **Environmental Quality and Operations Committee**

Reported by: Howard Gibbs, Vice Chair

Mr. Gibbs stated that the Committee met on Thursday, January 17, 2019. First on the agenda was the report on performance of the Blue Plains Advanced Wastewater Treatment Plant. Aklile Tesfaye, Vice President of Wastewater Operations reported that all effluent parameters were well within the National Pollution Discharge Elimination System Permit. The Committee asked whether or not the Combined Heating and Power Facility was capable of ultimately generating enough energy to reduce the amount used now at Blue Plains. Mr. Tesfaye stated that the Facility was designed to generate a maximum of 13.8 kilowatts, but because of a variety of factors, it is only generating 6.6 megawatts of new power. This is because it is dependent on the ambient temperature, the parasitic load, the quality of solids produced at the Plant and the quality and Quantity of the digester gas.

Mr. Gibbs reported that the Committee also asked about the Bloom value dollar amount which was used in the Bloom Reuse and Value Map. The Map shows where the biosolids are being used. The dollar amounts shown are the dollars that the farmers are avoiding spending because D.C. Water is giving them the product. The Committee asked for a report on the overall assessment of the Combined Heating and Power Plant Program with respect to the operating costs versus cost savings and revenue generated.

The Committee received a report from Jason Hughes, Senior Director of Water Operations, and Maureen Schmelling, Director of Water Quality, concerning winter preparedness, fire hydrant maintenance, and water quality. Mr. Gibbs stated that the Committee wanted to know if a correlation assessment was done between pipeline age and number and location of water main breaks. Mr. Hughes reported that annually through the Small Diameter Main Replacement Program a water main break analysis is conducted that considers system age among other factors.

Mr. Hughes stated that of the 9,996 public fire hydrants, 77 were out of service as of January 2. Of the 77 non-operational, 46 were operationally deficient and 31 were out of service because of either nearby water main repairs, non-water D.C. Water construction activities, or other hydrant obstructions. He noted that their goal is that no more than one percent of hydrants can be out of service.

Ms. Schmelling briefed the Committee on water quality monitoring activities, specifically the Total Coliform Testing and Lead and Copper Rule Testing. She stated that the water distribution system continued performing exceptionally well.

Mr. Gibbs reported that the Committee received a presentation from Thomas Kuczynski, Vice President of Information Technology (IT) on the D.C. Water information technology strategy. The Committee asked if there is mandatory cybersecurity training for D.C. Water employees and Mr. Kuczynski replied that there is.

Mr. Kuczynski mentioned the importance of transforming into a digital utility which is characterized by enabling capabilities that allow for proactive management of all aspects of the business. The existence of digital silos coupled with the absence of an enterprise data model and standard definition for core information assets prevents the organization from transitioning to a digital utility. D.C. Water has a cloud-first approach which allows IT to adapt quickly to changing organizational needs. Instead of customizing applications, IT is taking applications right out of the box and using them across the Authority. Mr. Kuczynski stated that for D.C. Water to become a world-class utility it must achieve objectives across a wide range of strategies that are independent.

The Committee asked for a list of the members on the Steering Committee and the IT Committee's functions.

#### **D.C. Water and Sewer Retail Rates Committee**

Reported by: Ivan Frishberg

Mr. Frishberg indicated that the Committee met on Tuesday, January 22, 2019. The main agenda item was the review of the Final Rulemaking for Miscellaneous Fees and Service Charges.

Matthew Brown, Executive Vice President for Finance and Procurement, updated the Committee on the Fees and Charges Cost of Service Study and the proposed action item. In November the Board approved the Notice of Proposed Rulemaking of the Miscellaneous Fees and Charges changes. In addition to the public meeting and comment period, he conducted meetings with the D.C. real estate and business communities to further discuss the proposed rule and get their feedback. Based on those meetings and comments from the public, D.C. Water is proposing to extend implementation of the new and adjusted charges from February 22 to June 3, 2019. Mr. Brown stated that this will allow D.C. Water to publicize the changes and ensure that those impacted are informed and can prepare for the changes. This also responds to concerns raised by the D.C. Business and Industry Association about projects already in the pipeline. Mr. Brown indicated that the time change would not affect the revenue assumptions for D.C. Water and will be reflected in the proposed budget. He stated that they were taking a more uniform approach to implementation and aligning the proposed timeline change with the fiscal year.

Mr. Brown reiterated that Management is seeking the Committee's recommendation for the full Board's approval for implementation on June 3, 2019 of the miscellaneous fees and charges. This is the first proposed change in the fees and charges schedule since 2011. The Service Study was related to two new fees—the Cross-Connection Fee and the Fat, Oil, and Grease Fee which applies primarily to restaurants—and to updating other existing fees to better align with the costs of providing the services.

Mr. Frishberg reported that after additional discussion of the two new fees and changes in other fees, the discussion was concluded and the Committee recommended approval to the full Board.

Mr. Brown then outlined the Work Plan for the Committee which includes the budget workshop presentation that followed the Board meeting and the submission to the Committee of reports on cash in hand and investment management performance.

### **Audit Committee**

Reported by: Anthony Giancola

Mr. Giancola stated that the Committee met on January 24, 2019.

The Committee received from Mr. Brown and Controller Madrid the financial results for FY 2018 that showed a total net increase of \$187.4 million on the balance sheet over last year. Mr. Giancola reported that the Committee was informed that Fitch upgraded D.C. Water's rating for senior lien revenue bonds from stable to positive outlooks. The External Auditor KPMG gave D.C. Water an unmodified or clean opinion which is the highest level assurance an entity can receive on its financial reports. He stated that no significant deficiencies or material weaknesses were identified in internal controls. Mr. Giancola indicated that KPMG will issue in April a single audit on combined sewer overflows which reports on grants compliance.

RSM, the Internal Auditor, provided an update on the status of the internal audit. Mr. Giancola reported that there are 13 projects in this year's plan. One audit has been completed and four are in progress for reporting results at the April meeting. Mr. Giancola noted that the Committee members raised a collective cheer because they received a report that FY 2015 and all prior years findings have been officially closed.

Mr. Giancola indicated that they were informed about 13 additional risk assessment interviews that were conducted in December and early January to ensure that the Internal Audit Plan was still relevant following changes within the Authority. The Plan was updated, mostly in the Information Technology area. The changes were accepted by the Committee.

The results of the integrated Work Order Management Report were presented and included 10 high risk observations centered generally on 4 themes and the inconsistent use of Maximo Systems across multiple departments. The actions and follow-up will be tracked by department. A broader scope assessment management project is planned for later in 2019 based on the Work Order Management Project and previous reports from Maintenance Services and Permit Operations. This will be done to evaluate the overall use of Maximo as an Asset Management System in support of the Capital Improvement Program delivery model.

Mr. Giancola reported that the Committee also received from the Internal Auditor a report on the Mail Room Procedures review and the semi-annual review of Hotline activities. Approximately 10 percent of the calls over the last 3 years resulted in corrective action. The case types vary but focus largely on labor and policy issues and are not fraud related. Because the Hotline was intended to be a vehicle for reporting fraud, waste, and abuse, and its focus has broadened, the standard operating procedures for routing investigation calls is under review. It will be reported on in future Committee meetings.

The Management Report from the External Auditor showed three items for corrective action that were agreed to by Management. Mr. Giancola reported that this will be discussed in more detail at the next Audit Committee meeting.

### **Finance and Budget Committee**

Reported by: Sarah Motsch

Ms. Motsch stated that the Committee met on January 24, 2019 and received a presentation on the monthly Financial Report. With approximately a quarter of the fiscal year completed, total operating revenues were at \$174.8 million, or approximately 26.9 percent of the budget. Operating expenditures were at \$132.7 million, or approximately 22.8 percent of the budget. Capital disbursements were \$130 million or 29.6 percent of the budget.

Mr. Brown informed the Committee that the Financial Statement Audit is complete and it received a clean opinion with no significant deficiencies or material weaknesses. Mr. Motsch stated that the FY 2020 Proposed Budget would be presented at the workshop which follows the Board meeting. The Budget will be reviewed by the various committees during February and March, and full Board approval is anticipated in April. Mr. Brown reported that if rate changes are recommended, the two town halls and public hearings process would be initiated. The District Government has enacted the Consumer Protection Amendment Act of 2018 that requires a 45-day notice before public hearings related to rates can be scheduled.

Mr. Brown reported that the operating and maintenance (O&M) expenditures were \$79.6 million based on the year-to-date O&M budget of \$837 million and had a favorable variance of \$4.1 million. He indicated that the favorable variance in personnel service expenditures included wage increases and was due to the hiring freeze instituted by Mr. Gadis.

Capital disbursements had a favorable variance of \$29.4 million compared to the planned disbursements for the reporting period. Engineering will report on this at the February meeting.

Mr. Brown provided an overview of the current Board-adopted financial policies that have been reviewed. The policies include maintaining financial practices and policies that will result in high-quality bond ratings; maintaining cash of 120 days or \$140 million revised and Board approved; using operating cash in excess of the Board approved policy amount of capital financing; repayment of higher-cost debt; securing and using the least costly type of financing for capital projects; matching the period of debt repayment with the lives of the assets financed, such as the Century Bonds; and maintaining senior debt service coverage of 140 percent.

According to Ms. Motsch, the Committee was reminded by Mr. Brown about the recommendation presented to increase the operating reserves from \$125 million to \$140 million, now Management's target. D.C. Water's ability to maintain over 250 days of cash on hand is seen favorably by the credit rating agencies. Although D.C. Water reflects 259 days, it is on the lower end when compared to its peers with similar credit ratings. Mr. Brown stated that this was of concern and he would like to increase the days of cash on hand.

Board member Ross asked if there are any forecasts on contribution to the Affordability Program since there was no mention of further contributions to the Rate Stabilization Fund after the \$6 million used in Fiscal Year 2019. Mr. Brown indicated that the Board had previously included a contribution to the Fund in the budget and collected ratepayer funds for that purpose apart from the year-end allocations. Last year as part of the budget process the Board voted to

remove those contributions from the financial plan so that future action to allocate funds to the Rate Stabilization Fund would require Board action.

Mr. Busch and Ms. Bove of Public Financial Management Asset Managers (PFMAM) provided an update on the investment market and performance of D.C. Water's investment portfolio. Their report can be found on D.C. Water's website.

Ivan Boykin, Director of Finance, addressed the Water Infrastructure Finance and Innovation Act (WIFIA), a loan program established by the EPA to provide low-cost funding at the U.S. Treasury rate. He indicated that the WIFIA yield-weighted average life debt versus the normal tax-exempt issuance could save D.C. Water significantly. Mr. Boykin stated that D.C. Water's Letter of Intent included 20 projects called the D.C. Water Infrastructure Repair, Rehabilitation, and Replacement Project and that some of the projects can be swapped with CIP projects as needed. D.C. Water anticipates settlement on the WIFIA loan in late fall. The Board was asked to adopt a reimbursement resolution confirming that D.C. Water intends to use proceeds of the WIFIA loan to reimburse itself for capital expenditures incurred between FY 2019 and FY 2024. Mr. Boykins assured Mr. Ross that the projects were the original capital projects and did not include any new projects. Mr. Boykins also indicated that there are significant reporting requirements needed to meet the EPA compliance for the loan. D.C. Water's Treasury Office will work closely with the Engineering Department to ensure compliance. Mr. Ross applauded the Authority for diversifying the risk.

Ms. Motsch reported that the Committee then received a briefing from Carolyn Mackool, Director of Customer Service, on credit balance write-off. Ms. Mackool stated that currently there are approximately 40,000 inactive D.C. Water accounts which cost the Authority an additional \$235,000 to \$375,000 annually. There are currently a little over 15,000 accounts with credit balances totaling \$2.9 million for more than two years. She indicated that the accounts requested for immediate write-off are 15,282 with credit balances of approximately \$1.5 million. Mr. Ross asked for clarification of the two-year statute of limitations of the D.C. Law Code for customer refunds and timing for activities on inactive accounts. Ms. Mackool stated that this effort only affects accounts that have had no activities for the past two years. A request for credit refund must be made within two years after the account overpayment occurred. She indicated that the Authority's website will be updated to communicate the new process to customers.

### **Governance Committee**

Reported by: Ellen Boardman, Chair

Ms. Boardman indicated that the Committee met on January 29, 2019 and had a full agenda. Corey Gray, Director of Enterprise Programs, provided an overview of the annual report on D.C. Water Works. He stated that 51 percent of D.C. Water's total contractor workforce is intended to be local residents, and 60 percent of the new work opportunities created through procurements and contracts are to be filled by local residents. Between October 1, 2017 and September 30, 2018, 99 new D.C. Water contractor positions were filled, with 92 filled by residents of the user jurisdictions, and of those, 67 by residents of D.C. They spoke about the sourcing of referrals and Mr. Gray agreed to provide more information at a future meeting.

Mr. Gray reported that 13 participants had enrolled in the second session of the Commercial Driver's License Training Program and that 11 had completed the program.

Ms. Boardman indicated that the Committee received an update on the Department of Facility Summer Training Program which is subsidized by the District through Elite and Project Empowerment. It provides D.C. residents with training in various facilities trades. There were 9 participants and 7 are still actively participating.

Mr. Gray informed the Committee that a new program, the Senior Community Service Program, recommends seniors for positions who are looking to reenter the workforce and on a part-time basis. D.C. Water now has one participant who works 20 hours per week as a data analyst in the Materials Management Department. Ms. Boardman stated that the Committee is interested in hearing more about that program.

The Green Infrastructure Initiative had a total of 46 participants, 21 of whom graduated and 18 were employed, 9 on green infrastructure projects.

Ms. Boardman reported that Mr. Gray concluded his presentation by providing information on the non-major and major construction projects. Seventy-two percent of the jobs for non-major construction projects are filled by residents of the user jurisdictions, and for major construction projects 47 percent are filled by residents of the user jurisdictions. These are within the parameters defined as success for the program.

Alan Heymann, D.C. Water's Chief Marketing Officer and President of Blue Drop, provided an update on Blue Drop. Currently there are two employees, Ms. Valente and Ms. Marshal. Chris Peot, D.C. Water's Director of Resource Recovery, is assisting with Bloom and Blue Drop. Due to Bloom marketing efforts, a substantial increase in revenue is expected for the following fiscal year. Mr. Heymann indicated that CEO Gadis confirmed that he has been looking at opportunities for Bloom in this city and with others.

The Strategic Plan was updated by Mr. Heymann who reminded everyone that Blue Drop is a three-year startup. He keyed in on six of the priorities that will continue to be addressed in the coming year on the new D.C. Water Blueprint, the updated and revised Strategic Plan. They include generating revenue for marketing and sale of excess capacity and energy generated at D.C. Water. They also had discussions about ways to market D.C. Water's innovations and technologies. Through Blue Drop they are working on consulting and coaching services, peer-to-peer consulting and coaching, and optimizing staff for revenue generation. Mr. Heymann reported that they are also looking at utilizing the product and creating Bloom so that they can create cost savings for D.C. Water because of less costs with landfill applications.

Ms. Boardman reported that the Committee then received a report from Mustaafa Dozier, Chief of Staff, on D.C. Water's progress with conflict of interest policies. George Spears, Labor and Compliance Manager, provided information on the protocol that D.C. Water has established for employees which includes a process, a confidentiality and a disclosure form predicated on the District's BEGA requirements which apply to the D.C. Water Board members. Ms. Boardman stated that they are looking to model best practices from other governmental agencies on how best to ensure the highest standards of conduct reflected in D.C. Water's operations.

The discussion continued with external conflicts which were reviewed by Dan Bae, Department of Procurement. Checks work when there is an internal process focused on ensuring that vendors do not have conflicts with either external entities or conflicts with anybody who works at D.C. Water. There was extensive discussion about whether procurements under \$100,000 would be excluded from this and Mr. Bae committed to doing more research and returning at a later meeting.

## **Human Resources and Labor Relations**

Reported by: Ellen Boardman, Vice Chair

Ms. Boardman reported that the Committee met following the Governance Committee meeting and welcomed the union presidents. Periodically through the year the union presidents are encouraged to present any issues of concern. She welcomed Barry Carey, AFSCME 2091, Barbara Milton, AFGE 631, Jonathan Shanks, AFGE 872, and Calvert Wilson, AFGE 2553. Mr. Shanks expressed his concern regarding the rollover contracts and whether a commitment had been made by D.C. Water to rollover all of the local union contracts pending satisfaction of three specific conditions. After some discussion, it was agreed that the discussions would continue with the Labor Relations staff under the watchful eye of CEO Gadis. Mr. Shanks commended CEO Gadis for making really tremendous efforts to reach out to union presidents frequently and in a meaningful way to elicit their concerns to truly address them.

Ms. Boardman stated that at the committee level they have the protocol to invite union presidents to speak to the Committee. She indicated that she appreciates Mr. Gadis' great strides in addressing the concerns and the fact that when they meet with the union presidents they can be confident that issues are being received in a timely manner. Mr. Carey and Mr. Wilson stated that they had no issues and Ms. Milton indicated that her issue was related to the pension changes that would be discussed later in the Committee meeting.

Roger Brown, Executive Vice President of People and Talent, then briefed on the adoption of certain changes to two pension plans, the 457(b) and the 401(a) plans. They reported that many of the changes were simply updates that were required by applicable law. But there were changes on deadlines for making contributions, claims, and appeal procedures. They had a very productive discussion, including Ms. Milton, about the 45-day requirement, and agreed to reconsider it. They thanked Ms. Milton for her comments. A number of additional issues were still outstanding, and were referred to Mr. Gadis and his team for review prior to the March Committee meeting.

An Executive Session was held to discuss other outstanding issues.

Ms. Kassiri asked that the record be changed to reflect her participation in the Committee meeting by phone.

## **Issues of General Interest**

### **Stakeholders Alliance**

Vince Morris, Manager of Community and Government Relations, provided an overview of the Stakeholders Alliance. He indicated that Mr. Gadis introduced the idea last summer to create a group of citizens who would both provide advice to D.C. Water and improve communication with its customers. To get a variety of opinions and backgrounds, Council members from each ward were asked to nominate someone to the Alliance. Individuals also came from the universities, large real estate organizations, the religious community, and from Business Improvement Districts around the city.

Korey Gray who manages the day-to-day operations of the Alliance spoke about its operations and structure. There is a Committee of the Whole and three subcommittees—Customer Service, Finance and Operations, and Infrastructure. The participants provide different



perspectives. The Alliance is supported by D.C. Water staff on a volunteer basis. It meets quarterly and the subcommittees set their own schedules. The last Alliance meeting was on January 10, 2019, and its next meetings are scheduled for April 11 and in July and October.

Monte Monash briefed on some of the issues the Alliance has covered. They include the day-to-day operations of D.C. Water, the infrastructure and its challenges, customer service, the Customer Assistance Program, and the Clean Rivers Impervious Area Charge (CRIAC). A presentation was made by Dr. Molod, an Alliance member and NASA scientist, on the science behind the CRIAC math. The Alliance also worked effectively on the Advocacy Plan to assist D.C. Water with the Council, community, and public.

Mr. Giancola asked Ms. Monash when the Board would receive a report. He wanted to know if they could get a sense of the Alliance's comfort with recommendations made by D.C. Water. She indicated that they have not yet reached a point for a report to be issued. Ms. Monash stated that there was a lot of energy within the Alliance and that they looked forward to working with the Alliance on their ideas.

Mr. Gadis thanked the staff for their efforts. He noted that the group was effective because many of the members had been on the other side of the table at D.C. Water hearings, against what was proposed. He thought the Alliance was an excellent idea because it gives people an opportunity to be brought into the glass house and learn what is happening. Many now are in support and want to move forward on legislation and work with D.C. Water from an advocacy standpoint.

### **General Manager's Report**

Reported by: David Gadis, Chief Executive Officer

Mr. Gadis first provided a leadership update. Brent Christ has been promoted to Director of Facilities Management and he previously worked in the Engineering group on the Construction Management side as a supervisor.

Mr. Gadis recognized a group of employees who worked with the community during the Christmas holidays and assisted 100 families that had children living with HIV with coats, toys, books, gift cards, and more than \$900 cash through Bread for Soul.

Mr. Gadis reported that he wanted to show a video which he discovered was out on the internet on Christmas Day. It is about the People, having a lot of fun and enjoying what they do when serving D.C. Water's customers. The video was written, produced, and edited by D.C. Water employees.

Before going into the General Manager's Report Mr. Gadis thanked Maureen Holman's group on a number of fronts. First was moving into a new building. Great security was provided to everyone. During the snow the Emergency Management group was excellent. Mr. Gadis stated that he has worked with different utilities but this utility prepares better than them all. This snow preparedness includes the number of calls, efforts getting ready, coordination to make sure that walkways and roadways coming into the utility are clear and safe, and it takes a lot of time and effort. So, he thanked the Safety group, the Security group, and Facilities.

The Financial group under Matthew Brown was also congratulated for audited financial statements and a clean report. Fitch upgraded D.C. Water's credit rating on senior lien revenue bonds from stable outlook to positive outlook.

Mr. Gadis continued by declaring that the Fleet Management group had done a fantastic job keeping the fleet ready for operations by collaborating with all of the departments in preparation for the winter season.

In 2018 D.C. Water had approximately 293 water main breaks. Thus far in the same period in 2019 there have been 106. That says a lot about Mother Nature but also for about the installation of pressure sensors in all of the pressure zones.

Ms. Boardman commended the employees in the Talent group for working very, very hard on the conflict of interest and standard of conduct policy. Training is occurring.

Information Technology has introduced mobility at Blue Plains which will enable plant crews to work in the field in a disconnected fashion, eliminating paperwork for things such as work orders.

Mr. Gadis continued by reporting that interactive maps are completed. He mentioned the boil water which was a horrible experience but he indicated it was a learning experience. They learned that they could have gotten the interactive maps up better. The project is now complete. They can identify impacted areas by main breaks or by out of water, low pressure, etc., which provides an opportunity to give better customer service to ratepayers.

In the Customer Service Department he highlighted the AMR project and reported that it is coming to a close. They have been able to reduce the temporary meter readers from 15 to 7, as planned. AMR is moving ahead quite well.

Mr. Gadis pointed to the Annual Report produced by John Lisle's group and commended them for a fantastic job. He encouraged everyone to take a look at it because it contains a lot of fantastic information.

Mr. Gadis stated that the year is starting in a great direction. Today's budget workshop will show some of the things D.C. Water is able to do from a budget standpoint. He looking forward to a fantastic 2019.

Mr. Gaincola asked if the Annual Report will be put on the website in an electronic version. Mr. Gadis stated that past reports were put on the website and this one would be soon.

Mr. Giancola also asked when they would see the revised Strategic Plan before it is issued. Mr. Gadis stated that the Plan was changed from the Strategic Plan Committee to a Committee of the Whole. He thinks it will be in March. All Board members will be contacted before it rolls out.

Ms. Motsch asked about the lost time incident rate. On Page 78 it states that the target is 2.0. She wanted to know if it was the national target rate. Mr. Gadia stated that it was the industry standard. Ms. Motsch indicated that it appears D.C. Water has not typically met it in the last couple of years. She wanted to know why. Mr. Gadis replied that he did not have the answer right now. D.C. Water will be bringing in a new director in February and will be looking to make improvements.

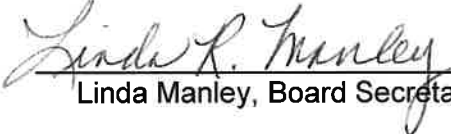
**Consent Items (Joint Use)**

Acting Chair Kirkland asked for a motion to approve joint use contract action items. Ms. Boardman moved to approve Resolution Nos. 19-03 through 19-06, and it was seconded. The motion to approve Resolution Nos. 19-03 through 19-06 was unanimously approved by the members of the Board.

**Consent Item (Non-Joint Use)**

Acting Chair Kirkland asked for a motion to approve a non-joint use action item. Mr. Gibbs moved to approve Resolution No. 19-07, and it was seconded. The motion to approve Resolution No. 19-07 was unanimously approved by the District members of the Board.

There being no need for an Executive Session or no additional business, Acting Chairperson Kirkland adjourned the meeting at 11:04 a.m.

  
Linda Manley, Board Secretary