



**DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY**  
**271st MEETING OF THE BOARD OF DIRECTORS**  
**Thursday, January 7, 2021**  
**9:30 a.m.**

The board meeting can be live-streamed at <https://dcwater.com/watch-board-meetings>

- I. **Call to Order (Chairman Tommy Wells)**
- II. **Roll Call (Linda Manley, Board Secretary)**
- III. **Approval of the December 3, 2020 Meeting Minutes**
- IV. **Chairman's Overview**
- V. **Committee Reports**
  1. [Finance and Budget Committee \(Sarah Motsch\)](#)
  2. [Environmental Quality and Operations Committee \(Adam Ortiz\)](#)
- VI. **Issues of General Interest**
- VII. **CEO/General Manager's Report (David Gadis)**
- VIII. **Contract Summary (FYI)**
- IX. **Consent Items (Joint Use)**
  1. [Approval to Execute Option Year One \(1\) of Contract No. 19-PR-DWT-21A, Colonial Chemicals – Resolution No. 21-00](#) (Recommended by the Environmental Quality and Operations Committee 12/17/20)
  2. [Approval to Execute Option Year One \(1\) of Contract No. 20-PR-DFM-18, KLSL Consulting, LLC – Resolution No. 21-01](#) (Recommended by the Environmental Quality and Operations Committee 12/17/20)
  3. [Approval to Execute Option Year One \(1\) of Contract No. 19-PR-DWT-0218, Mitsubishi International Corp. – Resolution No. 21-02](#) (Recommended by the Environmental Quality and Operations Committee 12/17/20)
  4. [Approval of Appointment of the Officers of the Board – Resolution No. 21-03](#) (Recommended by the Executive Committee 11/19/20)

**X. Consent Items (Non-Joint Use)**

1. [Approval to Execute the Brentwood Community Solar Project License Agreement – Resolution No. 21-04](#) (Recommended by the Finance and Budget Committee 12/15/20)
2. [Approval to Execute Contract No. 210010, Structural Preservation Systems, LLC. – Resolution No. 21-05](#) (Recommended by the Environmental Quality and Operations Committee 12/17/20)
3. [Approval to Execute Contract No. 200070, National Service Contractors, Inc. – Resolution No. 21-06](#) (Recommended by the Environmental Quality and Operations Committee 12/17/20)
4. [Approval to Execute Contract No. 200060, Anchor Constructon Corporation – Resolution No. 21-07](#) (Recommended by the Environmental Quality and Operations Committee 12/17/20)

**XI. Executive Session**

**XII. Adjournment (Chairman Tommy Wells)**

1 The DC Water Board of Directors may go into executive session at this meeting pursuant to the District of Columbia Open Meetings Act of 2010, if such action is approved by a majority vote of the Board members who constitute a quorum to discuss: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); contract negotiations under D.C. Official Code § 2-575(b)(2); legal, confidential or privileged matters under D.C. Official Code § 2-575(b)(4)(A); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security under D.C. Official Code § 2-575(b)(8); disciplinary matters under D.C. Official Code § 2-575(b)(9); personnel matters under D.C. Official Code § 2-575(b)(10); proprietary matters under D.C. Official Code § 2-575(b)(11); train and develop members of a public body and staff under D.C. Official Codes § 2-575(b)(12); decision in an adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14), and other matters provided in the Act.

**Upcoming Committee Meetings and Public Hearing – (via Microsoft Teams)**

- Governance Committee, Wednesday, January 13, 2021 @ 9:00 a.m.
- Human Resource and Labor Relations Committee w/Union Presidents, Wednesday, January 13, 2021 @ 11:00 a.m.
- Public Hearing to Amend CAP Regulations to Establish DC Water Cares and Emergency Residential Relief Program, Wednesday, January 13, 2021 @ 6:30 p.m.
- Environmental Quality and Operations Committee – Thursday, January 21, 2021 @ 9:30 a.m.
- DC Retail Water and Sewer Rates Committee – Tuesday, January 26, 2021 @ 9:30 a.m.
- Audit Committee – Thursday, January 28, 2021 @ 9:30 a.m.
- Finance and Budget Committee – Thursday, January 28, 2021 @ 11:00 a.m.



**DISTRICT OF COLUMBIA  
WATER AND SEWER AUTHORITY**

**Board of Directors**

Finance and Budget Committee

Tuesday, December 15, 2020

11:00 a.m.

**MEETING MINUTES VIA MICROSOFT TEAMS**

**Committee Members**

Sarah Motsch, Acting Chairperson  
Krystal Brumfield  
Anthony Giancola  
Adriana Hochberg

**DC Water Staff**

David L. Gadis, CEO & General Manager  
Matthew T. Brown, CFO & EVP, Finance and Procurement  
Marc Battle, EVP, Legal Affairs  
Kishia L. Powell, COO & Executive Vice President  
Maureen Holman, EVP, Administration  
Lola Oyeyemi, Director, Budget  
Linda Manley, Secretary to the Board

**Other Presenters and Guests**

Eric Brown, Public Financial Management

**Call to Order**

Ms. Sarah Motsch, Acting Chairperson, called the meeting to order at 11:03 a.m.

**November 2020 Financial Report**

Ms. Lola Oyeyemi, Director, Budget, provided an overview of the monthly financial report through November 2020. She noted that revenues continue to have a cautionary outlook as management continues to monitor the impact of COVID-19 on consumption and customer payments. At the end of November 2020, operating revenues were below budget at \$130.8 million, or 17.8 percent of budget, operating expenditures were below budget at \$85.6 million, or 13.3 percent of budget, and capital disbursements were below budget at \$49.7 million, or 9.8 percent of budget.

Next, Ms. Oyeyemi announced that DC Water received its 20<sup>th</sup> consecutive Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA) for the Approved FY 2021 Budget. Mr. Matthew Brown, CFO and Executive Vice-President for Finance and Procurement, and Sarah Motsch, Acting Chairperson, both congratulated the Finance team for their professionalism and hard work in achieving this award while working remotely and while implementing a financial new system. The FY 2022 Proposed Budget will be presented during the Budget Workshop, after the February 4, 2021 Board meeting with various Committee reviews during the months of February, and Board approval anticipated in March/April. A Wholesale Customer briefing will be held on February 12, 2021. The FY 2020 year-end audits are underway

with anticipated completion by the end of December. Ms. Oyeyemi also informed the Committee that Fitch has affirmed DC Water's AA+ Senior Lien Bond rating for the 2020 Water Infrastructure Finance and Innovation Act (WIFIA) Loan. She also provided an update on Phases III & IV (HCM – Human Capital Management and EPBCS – Enterprise Planning and Budget Cloud Service) of the ERP (Enterprise Resource Planning) Project. These systems are anticipated to Go-Live in June & October 2021.

Ms. Oyeyemi explained that the total revenue receipts of \$130.8 million are below the year-to-date budget, with receipts at \$61.5 million for November compared to budget of \$69.4 million. The lower receipts are mainly due to decline in consumption in the Residential, Commercial and Multi-Family category on account of the impact of COVID-19. She noted that the full impact of the new rates will be reflected in November 2020 billing or December 2020 revenue receipts.

Mr. Brown explained that at the start of the fiscal year, staff had estimated a revenue decline in the range of \$30-\$60 million compared to budget. The preliminary financial plan, that will be the basis for the upcoming budget process in February, assumes a \$41 million decline in revenues. Mr. Brown stated that although the year-to-date revenue decline of \$6.8 million is slightly better than the initial forecast, staff continue to closely monitor leading indicators of water pumped from the Aqueduct, consumption, billing and receipts. He added that as an emerging issue, there has been a decline in the cash receipts during the first few days of December and management will work on proactive plans to respond if revenues will be worse than the forecast and provide updates to the Committee.

Total operating expenditures were \$85.6 million, or 13.3 percent of budget. Staff continues to monitor spending with curtailment measures in place to align spending with the reduced revenue forecast for this year. Capital disbursements were significantly below budget at \$49.7 million, or 9.8 percent of budget, and is subject to revision as part of the FY 2022 budget process. Ms. Oyeyemi explained that major drivers for the underspending were attributable to the lag in timing for invoice payments due to transition to the new Oracle system and the measures in place to prioritize capital projects to align with the revenue forecast. Revisions to the CIP budget would be performed as part of the FY 2022 budget process.

Next, Ms. Oyeyemi provided an overview of the breakdown of the cash balances, operating revenues detail and stated that the delinquencies or retail accounts receivables over 90 days from the billing date were at \$19.8 million at the end of November 2020.

### **Brentwood Solar Update**

Ms. Maureen Holman, Executive Vice President, Administration, provided an update on the Brentwood Reservoir Solar License Agreement. This opportunity is consistent with the Board's directives and offers DC Water an alternative source of revenue and solar renewable energy credits. This lease agreement requires no capital investment by DC Water and will be funded by the solar developer and enrolled in the DC Solar for All program funded by the Urban Ingenuity (IU), National Housing Trust (NHT), and the National Housing Trust Ingenuity Power (NHTIP). The project includes an installed capacity of 1.8 megawatts (MW) of solar panels, a 20-year license of surface area to the solar project developer, an anticipated net present value of \$2.9

million and estimated revenue of \$4.3 million to DC Water. She explained that the capacity might be up to 2.1MW as the team goes through the final design of the system.

The Solar for All program is a Department of Energy & Environment (DOEE) program, which seeks to provide solar electricity to 100 thousand low-income households. Through this program grant funding will be provided to solar developers such as the National Housing Trust Ingenuity Power (NHTIP) to install large community renewable energy facilities (CREFS) around the District. This would allow roughly 500 low income households in the District to realize about 50 percent reduction in their electric bill.

Next, Ms. Holman reviewed the timeline of the negotiation of the business and legal terms of the agreement with the District and investors, including due diligence on the operations and maintenance responsibilities to ensure the safety and security of our assets. She addressed the risks associated with this project such as: site ownership and control from the National Parks Service, interconnection, bankruptcy or insolvency of the project company and liability insurance on the developer for any damages to DC Water's property.

Ms. Holman went on to review the business terms and the various scenarios of the financial benefits. The anticipated revenues from the project is estimated at \$4.3 million, or net present value of \$2.9 million. This is based on the installed capacity of 1.8MW which includes an upfront payment of \$180,000, annual license fee of \$75 per kW (\$135,000), SREC transfer estimated at \$900,000 present value and cost savings sharing with NHTIP equal to 50 percent based on the originally budgeted EPC and Interconnection Costs. Ms. Holman explained potential benefits of the SRECs transfer to DC Water and the value of SRECs in the District. DC Water can either sell for top value in the market, or in the longer term and depending on DC Water's sustainability goals, retire the SRECs to reduce our climate footprint and further some of the District's energy goals.

Ms. Holman explained the limited financial risk exposure of the project noting that there are liquidated damages provisions in the agreement. The risks included are the termination values from DC Water requiring the solar developer to remove the entire system and cease production from the site. To mitigate this risk, she explained that DC Water recently completed the upgrade/rehabilitation at the reservoir in 2016 and has no planned work in the next ten years. She stated that the projected revenue is based on the guaranteed revenues from the lease and upfront payments for the 1.8MW installed capacity and do not include projected revenues from the sale of the SRECs. The project is expected to break even sooner than six years with the SRECs. She also reviewed the operational considerations required language in the agreement for any required work and participation in any design or sequencing plan.

Mr. Giancola asked for the difference between the \$4.3 million revenue and \$2.9 million net present value. Mr. Eric Brown from Public Financial Management, explained that \$4.3 million is the estimated revenue over 20 years, which is calculated by adding: \$180,000 (expected project size); \$135,000 annually (expected project size); and roughly \$95,000 annually (SREC's – Solar Renewable Energy Credits - based on the project size). Mr. Giancola asked about additional revenue from the potential site at the same location. Ms. Holman explained that the additional

space could increase the capacity up to 2.1MW depending on the design and generate additional revenue. She also noted there are other benefits of the project such as electricity bill reduction by 50% for low income households in the District depending on how much funding comes from the grants for Solar for All program.

Ms. Brumfield requested an explanation for the increase from \$40 per kilowatts versus \$75 per kilowatts for the annual license fee, and if the financial advisors were compensated in advance. Ms. Holman explained that the rate was lowered through negotiations, and that the financial and legal advisors used for this project were existing DC Water Consultants.

Ms. Hochberg congratulated the DC Water Team for their work on this project as this research is a win-win for DC Water, the Community, and the planet. Ms. Holman stated that the same presentation will be reviewed with the Environmental Quality and Operations Committee on December 17, 2020 and thanked all staff and advisors that worked on the project.

### **Action Items**

The Committee members agreed to move the following action item to the full Board:

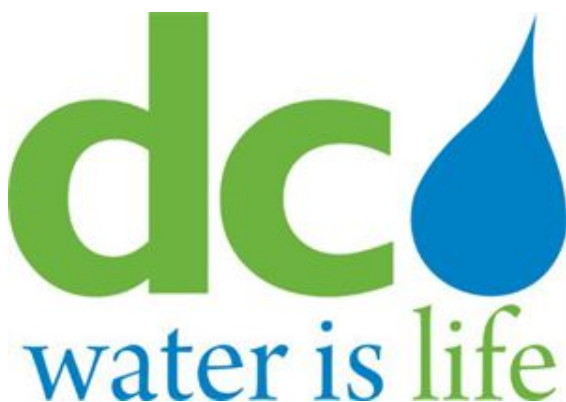
- A. Recommendation for Approval to Execute the Brentwood Community Solar Project License Agreement

### **Executive Session**

Chairperson Sarah Motsch called the Committee into Executive Session at 11:48 a.m. Ms. Manley called the roll to enter into the Executive Session. The Committee reconvened into public session at 12:20 p.m.

### **Adjournment**

Hearing no further business, Chairperson Sarah Motsch adjourned the meeting at 12:20 p.m.



**District of Columbia  
Water and Sewer Authority**

**Board of Directors**

**Environmental Quality and Operations  
Meeting**

Thursday, December 17, 2020

9:30 a.m.

**MEETING SUMMARY**

**Committee Members**

Adam Ortiz, Chairperson  
Steven Shofar  
Howard Gibbs  
Ivan Frishberg  
Randy Bartlett

**DC Water Staff Present**

David Gadis, CEO & General Manager  
Kishia Powell, Chief Operating Officer & EVP  
Marc Battle, Chief Legal Officer & EVP  
Linda Manley, Secretary to the Board  
Leonard Benson, SVP, CIP Project Delivery

**CALL TO ORDER**

Mr. Ortiz called the meeting to order at 9:30 a.m. The meeting was conducted via Microsoft teams.

**II. ROLL CALL**

Linda Manley, Board Secretary, DC Water, conducted a roll-call of the Committee members present for the meeting.

**III. AWTP STATUS UPDATE**

**1. BPAWTP PERFORMANCE**

Aklile Tesfaye, VP, Wastewater Operations, DC Water, briefed the Committee on the performance of the Blue Plains Advanced Wastewater Treatment Plant (AWWTP). Mr. Tesfaye stated that all performance parameters were excellent, and all permit requirements were met.

Mr. Tesfaye highlighted some accomplishments of the AWWTP team, specifically, the successful completion of a Root Cause Analysis (RCA) regarding vibration related stoppages of the six, 400 Horsepower, rotary field displacement blowers that supply 6,040 standard cubic feet per minute of scour air, as part of a complex system to backwash sand and anthracite coal media in 80 filter cells of the Multimedia Filtration Facility at the Treatment Plant. This analysis included field investigations, failure analysis, implementation of corrective actions to prevent recurrence of failure and improvement of systems availability and reliability. All six blowers are

now fully functional and reliable scour air supply system availability of 100% was achieved in November 2020.

Mr. Tesfaye also mentioned the quality of the plant effluent remained excellent as demonstrated by the total pounds of nitrogen in the effluent. All effluent parameters were well below the seven-day and monthly NPDES permit requirements.

In November 2020, a total of 435 million gallons (MG) of combined wet weather flows, captured in the tunnel system, were treated through the Wet Weather Treatment Facility (WWTF). Based on preliminary data, the measured overflow was 7 MG. The treated discharge of captured combined flows to the wet weather treatment outfall was 245 MG.

Biosolids hauling during November 2020 averaged 381 wet tons per day and all biosolids produced during the month met Class A Exceptional Quality (EQ) requirements required by the EPA. Mr. Tesfaye also stated Blue Drop sold 2,381 wet tons of Bloom during November 2020, including tonnage for a project in DC – the South Capitol Street Bridge, just downstream of DC Water headquarters. This project, when completed, will have purchased 8,000 cubic yards of Bloom over the course of the next 18 months for use in landscaping.

The Committee mentioned they would like to see some pictures of the project site when completed sometime during the Spring of next year. Mr. Tesfaye replied DC Water will provide them to the Committee.

#### **IV. CIP QUARTERLY UPDATE**

Paul Guttridge, Director, CIP Infrastructure Management, DC Water, presented to the Committee the fourth quarter report for fiscal year (FY) 2020 regarding DC Water's Capital Improvement Program (CIP).

Mr. Guttridge stated that in FY 2020, CIP disbursements were \$308,552,000, which is below the proposed baseline disbursement ceiling of \$405,004,000. He also noted that a target was established at 15% below the not to exceed ceiling and disbursements were 89% of this target at year end. In addition, the capital project deferrals made during April 2020 to comply with revenue projections impacted by COVID 19, reduced the target by a further \$10 million and actual disbursements were 93% of this revised target. He also highlighted baseline vs. actual disbursement figures for the 6 DC Water service areas and provided explanations where there were significant variances in the projections. Mr. Guttridge stated of the thirty (30) schedule Key Performance Indicators (KPIs) due in FY2020, sixteen (16) have been completed within the 90-day threshold while three (3) have or will be completed in FY2020 but outside the threshold, the remaining 11 KPIs, are projected to be completed outside the 90 day threshold. Mr. Guttridge stated of the 11 missed KPIs, 7 were due to project deferrals to meet the COVID 19 impacted revenue projection. He noted there were no commonalities between the remaining missed KPIs. Mr. Guttridge also provided an historical achievement summary from FY17 to FY19.

The Committee inquired if DC Water anticipates the above deferrals to be a one-time occurrence. Mr. Guttridge replied in the affirmative, provided the revenue projections do not change. The Committee suggested DC Water keep a close eye on important/consent decree projects, so these deferrals do not affect them.

In anticipation of the upcoming Solar Project update topic the Committee requested an update



on the progress of the project to install solar panels on Blue Plains roof tops. Ms. Kishia Powell responded that such an update can be provided.

## V. BRENTWOOD RESERVOIR SOLAR PROJECT

Maureen Holman, EVP, Administration, DC Water, presented to the Committee the proposed Brentwood Reservoir Solar Project. Ms. Holman summarized the project as follows:

- 1.8 MW of solar panels constructed over Brentwood Reservoir
- 20-yr license of surface area to project developer
- No DC Water capital investment
- Anticipated Net Present Value (NPV) of \$2.9 million for DC Water
- Enrollment in DC Solar for All program (a DOEE program that seeks to provide benefits of solar electricity to 100,000 low-income households and reduce their energy bills by 50% by 2032):
  - 500 low-income District households will see 50% reduction in their electric bill
  - Total expected electric ratepayer savings of \$4-5 million
- DC Water external advisors: Beveridge & Diamond (Legal) & PFM Financial Advisors LLC (Financing and Market Analysis)

Some of the Project Partners include:

- Urban Ingenuity (UI) – local small business in DC that promotes clean energy projects that benefit the economics of the local community
- National Housing Trust (NHT) – national non-profit and a leading expert in preserving and improving affordable housing, including installation of sustainable solar power at affordable housing sites across the country
- NHT Ingenuity Power (NHTIP) – a development partnership with Urban Ingenuity (UI) and the National Housing Trust (NHT) that will execute the License Agreement.

Ms. Holman also mentioned that multiple risk scenarios and possibilities were considered and successfully addressed/mitigated by the project team including, issues related to site ownership and control; potential issues with interconnection of the multiple solar panel sites; potential issues in the event of bankruptcy or insolvency of project company and potential damages to DC Water property.

Some of the details of the business terms include:

- Upfront Completion Payment – lump sum payment equal to \$100 per KW of installed nameplate capacity
- Annual license fee - \$75 per KW of installed nameplate capacity
- SREC Transfer – DC Water will receive 10% of the total SRECs in Contract Years 1 to 5, 15% in Contract Years 6 to 10 and 20% in Contract Years 10 to 20
- Cost Savings Sharing – NHTIP will pay DC Water an additional amount equal to 50% of any cost savings based on originally budgeted EPC Costs and Interconnection Costs
- As a result, the anticipated revenue for DC Water is \$4.3 million with a projected net present value of \$2.9 million

Ms. Holman also stated the financial terms include significant guaranteed value (from the license fee) and allow DC Water to share in the upside if SREC prices increase. In addition, there are liquidated damage provisions within the Agreement for certain events of default that are under DC Water's control, including a breach of the covenant that DC Water will make the licensed area available for use by NHTIP within the 20-year license period.

In conclusion, Ms. Holman outlined to the Committee DC Water's recommendation to approve the resolution to execute the Brentwood Community Solar Project License Agreement because the project meets several DC Water objectives and represents a win-win for low-income ratepayers by:

- Providing a new source of guaranteed non-ratepayer revenue over 20 years
- Improving sustainability and resiliency for DC Water operations and the community
- Aligning with District and regional goals to combat climate change and reduce carbon footprint, while supporting vulnerable communities

## **VI. ACTION ITEMS**

### **JOINT USE**

1. Contract No: 20-PR-DFM-18 – Temporary Staffing Services, KLSL Consulting
2. Contract No: 19-PR-DWT-21A – Supply and Delivery of Methanol, Colonial Chemicals
3. Contract No: 19-PR-DWT-21B – Supply and Delivery of Methanol, Mitsubishi International

### **NON-JOINT USE**

1. Contract No: 200060 – Green Infrastructure Maintenance Contract A, Anchor Construction Corporation
2. Contract No: 200070 – Green Infrastructure Maintenance Contract B, National Service Contractors, Inc.,
3. Contract No: 210010 – National Arboretum Sewer Rehabilitation Construction Contract 2, Structural Preservation Systems, LLC

Mr. Joel Grosser, Director, Procurement, Goods & Services, DC Water, presented joint use action items 1 through 3. Mr. Len Benson, Chief Engineer & Sr. VP, DC Water, and Mr. Seth Charde, Green Infrastructure Manager, DC Water, presented non-joint use action items 1 and 2. Mr. Benson then presented non-joint use action item 3.

The Committee recommended all Joint Use and Non-Joint Use Action Items to the full Board.

## **VII. FURTHER DISCUSSION: EFFECTS OF INCREASED WET WEATHER EVENTS IN THE DISTRICT**

Mr. Carlton Ray, VP, DC Clean Rivers Project, DC Water, gave a follow-up briefing to the Committee on the effects of increased wet weather events in the District. Mr. Ray began by stating that the recent September 10, 2020 flood event in the District was equivalent to a 10 and 25-year storm, which exceeded the capacity of the system. Much of the September 10 flooding occurred in areas that had been identified as problematic in many prior DC Water evaluations. Mr. Ray added that the federal government was responsible for the planning, design and construction of sewers prior to 1973 which were constructed with different capacities and design standards and

that DC Water inherited this system and is now dealing with the implications without dedicated federal funding.

Mr. Ray stated that DC Water's current design standard is a 15-year, 24-hour storm. He added that because reconstruction of the entire system is fiscally and practically infeasible, DC Water is focused on addressing chronic problem areas as have been identified in various past studies and reports.

Mr. Ray also briefly mentioned the impact climate change has on the system:

- Result in more intense rainfall events that may occur more frequently
- Result in higher sea levels resulting in higher river tides and floods
- Sewers currently inadequate will experience more frequent flooding
- Sewers that are currently adequate may become inadequate with new areas flooding as rains become more intense
- Mitigation measures could have major impact on CIP and rates, however, these can be phased as climate change occurs and mitigation measures are developed

#### **VIII. EXECUTIVE SESSION**

The Committee decided to postpone this discussion to a later meeting due to time constraints.

#### **IX. ADJOURNMENT**

Meeting was adjourned at 11:03 AM.

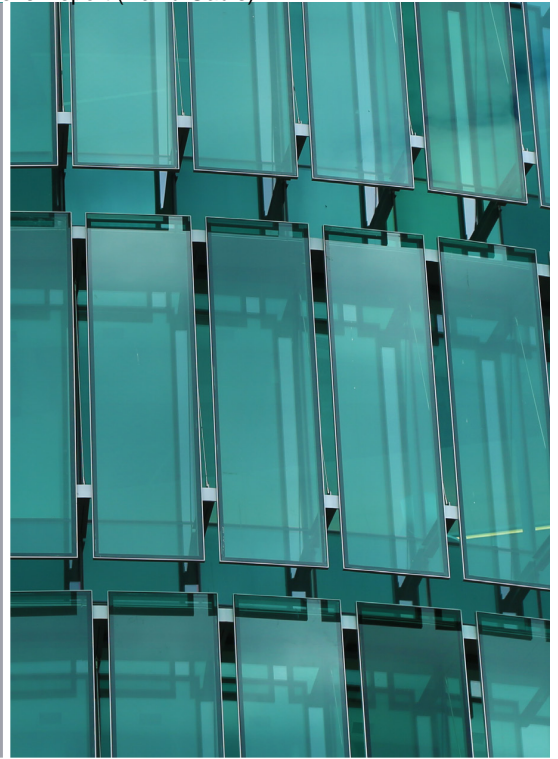
#### **Follow-up Items**

1. VP, Wastewater Operations, DC Water – provide the Committee with pictures of landscaping project that utilized Bloom product on DC – the South Capitol Street Bridge, downstream of DC Water headquarters.
2. SVP, CIP Project Delivery, DC Water – Provide update on the progress of the project to install solar panels on Blue Plains roof tops.



# CEO's Report

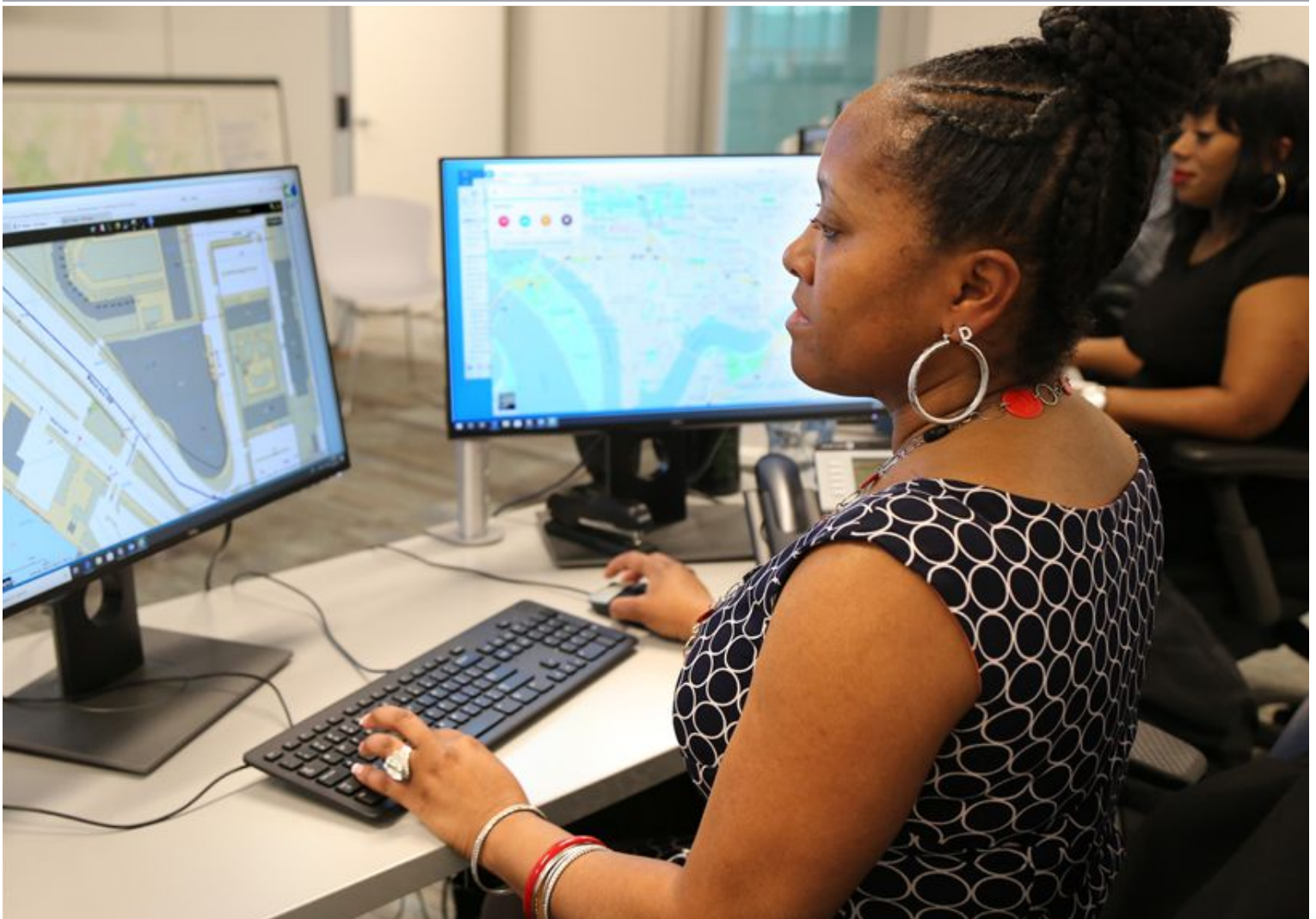
JANUARY  
2021



**ACCOUNTABILITY TRUST TEAMWORK CUSTOMER FOCUS SAFETY WELL-BEING**

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# dc January Highlights

First, I want to wish every member of the Board a very Happy New Year. It is a relief to finally close the books on 2020. By all accounts, it was an incredibly challenging year for everyone and certainly for DC Water as we navigated the financial impacts of the pandemic while trying to keep our employees and customers safe. On the positive side though, we were able to strengthen the working relationship between the Board and the Senior Leadership Team, and I look forward to building on that progress in 2021.

## What's New in This Report

As you know, one key area of focus has been improving our communications with the Board. The evolution of this report is a direct result of that initiative and this month we introduce another new component. The report includes a quarterly update on the progress of our strategic programs. As always, we welcome your feedback on the format of the report and its contents.



## High Performing Team

### Stars of Water 2020 Goes Virtual

The Stars of Water awards gala is something our employees look forward to every year, as it gives them a chance to spend time together in a more relaxed setting while celebrating the great work of their peers. This year though, like so many other activities, we were not able to gather in person for this event. Despite that, the show went on – virtually – and it was a huge success!

Ellen Bryant of WUSA-TV (Channel 9) was our host and Board Chair Tommy Wells joined us to announce the winners of the union and non-union Employees of the Year awards. Thank you, Chairman Wells!

A working group of staff from across the Authority, led by **Toymeika Dingle** (Program Manager, People and Talent), planned every detail of the event. I want to thank them for their great work and energy. The employee engagement and enthusiasm during the evening was great, even within the constraints of a remote gathering, and we had a tremendous response to the call for nominations.

- 15** – Categories (7 union, 7 non-union, CEO GM award)
- 129** – Submissions
- 48** – Union submissions
- 81** – Non-union submissions
- 300** – People nominated in total for individual and group awards
- 53** – Men and 23 women nominated for individual awards
- 43** – Teams nominated

## THE FOURTH ANNUAL STARS OF WATER

Please join me in congratulating all of the nominees, finalists and winners!

### Admin of the Year

Nonunion: **Lovesha Graham**, Executive Assistant II, IT  
Union: **Sandy Davis**, Secretary Typing 06, Maintenance

### Ambassador of the Year

Nonunion: **Jayson Poland**, Foreman, Utility Services  
Union: **Michell Butts**, Technician I, Instrumentation

### Community Service

Nonunion: **Kevin D. Jhingory**, General Foreman, Utility Services - NCDL  
Union: **Diran A. Adalian**, Process Engineer I

### Employee of the Year

Nonunion: **Linley Mancilla**, Program Manager, ERP Systems  
Union: **Jamal M. Jones**, Contract Compliance Specialist I

### CEO/GM Award

**David E. Peeler**, General Foreman, Maintenance  
**Kevin D. Jhingory**, General Foreman, Utility Services - NCDL

### Leader of the Year

Nonunion: **Deidre A Saunders**, Sr. Manager, Construction  
Union: **Reginald Howell**, Utility Services Worker Leader/CDL

### Team Blue Creativity and Innovations Award

Non-Union: **Chanda Albrittain**, Grit and Residuals, Resource NOT Waste  
Union: Maintenance Services, Maintenance Team (**Edward Blankenship, Carlos Vilorio, Bill Adams, David Gisborn and Saul Cizek**)

### Teamwork

Non-Union: Information Technology Team (**Ron Sharp, Dionte Williams, Rial Coleman, Damon Littlejohn, Mark Stewart, Antonio Abney, Joe Edwards, Dotun Olawunmi, Joe Taylor**)  
Union: Sewer Investigation Branch (**Rickie P. Banks, Kenneth M. Bass, Marvin L. Chaney, Jeffrey R. Coleman, Earl C. Crews, James M. Dawson, Kevin L. Glover, Leonard Morton, Marquelle Owens, Vera Philson, Frank Stewart, and James Taylor**)

# dc January Highlights



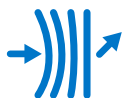
## High Performing Team

### Compensation Study



Mercer Consulting has been recommended and selected, through an emergency procurement, to assist DC Water with meeting the DCRA Compliance issues regarding Engineers and the practice of Engineering at DC Water. In early

December, DC Water held an introductory meeting between the People and Talent project team and the Mercer project team members. A project kick-off meeting was then held on December 9 with members of the Mercer Consulting project team and DC Water key stakeholders (Senior leadership team and others from Operations & Engineering).

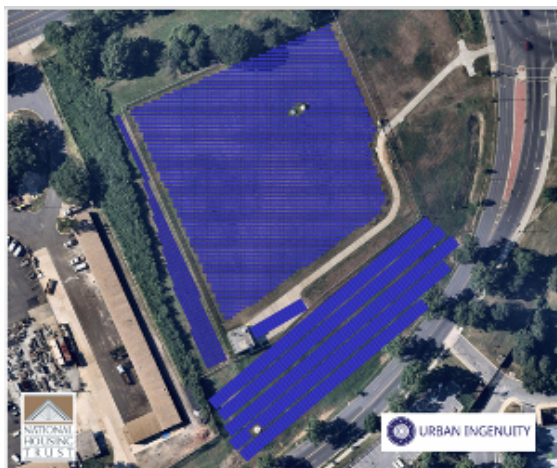


## Resilience and Readiness

### Solar Power Projects

The **Brentwood Reservoir Community Solar Project** is a unique collaboration that positions DC Water as a champion for our low-income ratepayers. The business terms provide significant guaranteed value, with upside related to future Solar Renewable Energy Credits (SRECs), with no capital investment required, and limited risks. This project meets several DC Water objectives, and represents a win-win for our low-income customers:

- A new source of guaranteed non-ratepayer revenue over 20 years, estimated at over \$2.9M
- Improving sustainability and resiliency for DC Water operations and the community in which we serve
- Aligning with District and regional goals to combat climate change and reduce the carbon footprint, while supporting vulnerable communities



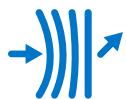
This project is part of a larger DC Water effort to install and increase alternative energy production at DC Water facilities to provide power for our own operations, leverage non-ratepayer revenue, while improving redundancy and resiliency.

To that end, the installation of solar panels at **Blue Plains** is progressing on schedule. Phase I of the project began in spring 2020 and installation is 85% complete. The first connections are scheduled to be commissioned by the end of January with the final commercial operations date expected by the end of March 2021. It included the installation of panels over parking lots, rooftops, a few ground mounts and a canopy structure on the DC Water pier that sits on the Potomac. In total, it includes 12,343 panels and 264,016 square feet of solar surfaces. We anticipate the array will begin producing electricity in early 2021, and the guaranteed power output in year one is 5,202,000 kilowatt-hours.

Marbury Point, a division of Ameresco, installed the solar panels, under an agreement whereby they paid for design and construction and DC Water pays two and a half cents per kilowatt hour for the electricity. The arrangement should save the Authority \$4 million in operating costs over 20 years. But just as compelling—this electricity doesn't come from the grid, making Blue Plains more resilient in the event of a widespread power outage and less reliant on fossil fuels.

This more ambitious solar project, called Phase II, aspires to place solar panels over top of treatment process facilities and in other spaces that require more adaptation. As part of the Phase I contract, DC Water received—and owns—the designs for this next, more complex, plan which can be implemented when it becomes cost-effective.

# dc January Highlights



## Resilience and Readiness

### Wastewater Surveillance Project

In December, DC Water was accepted into Phase 1 of the U.S. Department of Health and Human Services Wastewater Surveillance Project to monitor and provide early warning of COVID outbreaks. We have executed a material transfer agreement and anticipate receiving sampling kits in the weeks ahead. I am pleased the Authority will be able to contribute to the national fight against this disease and help prevent it from taking more lives.



I am also grateful for the work of **Christine DeBarbadillo** (Director, Clean Water Technology / WWT) and **Haydee DeClippeleir** (Program Manager / WWT) in organizing and leading our application to participate in the project.



## Stakeholder Engagement

### Clean Rivers Project Meets with Georgetown Stakeholders

On Thursday, December 17, a staff contingent from the Clean Rivers Project met with numerous Georgetown stakeholders, including the Georgetown BID, Friends of Georgetown Waterfront Park, Citizens Association of Georgetown, Washington Canoe Club, C&O Canal Association and the National Park Service to offer updates on design progress and work relating to the Potomac River Tunnel.

The meeting went well, with attendees expressing appreciation of the design improvements made in response to previous feedback from the community. The team also separately briefed the ANC 2E on the same materials.

### Outreach to Customers Impacted by Flooding

We continue to engage with customers impacted by the storm and flooding on September 10. Staff from multiple departments participated in a special virtual single-member district meeting for ANC 4B-09 on December 3. This neighborhood includes Nicholson Street NE where several homes flooded.

**Salil Kharkar** (Senior Vice President / Operations and Engineering) reviewed the rainfall data, explained how the separated sewer system is designed to function, and walked residents through the process for applying for backwater valves. He also detailed steps engineers plan to take to further evaluate the sewer system in Lamond Riggs. **Craig Fricke** (Director, Engineering and Technical Services / Operations and Engineering) presented maps of the water lines in 4B-09 and discussed pipe materials and the age of their system. He also talked about the satisfactory water flows and pressure tests at hydrants in the neighborhood. **Tanya DeLeon** (Risk Manager / Finance and Procurement) offered an outline of what customers can expect if they have submitted a claim to DC Water related to the flooding, and then the team fielded questions. The Commissioner and residents on the call were appreciative of the information and we pledged to continue to work with them to address their concerns.








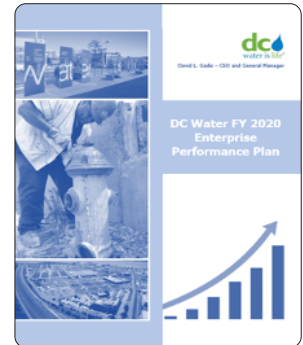
# The Blueprint Quarterly Update

**Driving Performance**

**Objective:** To operate a high-performing utility that delivers exceptional service to our customers.

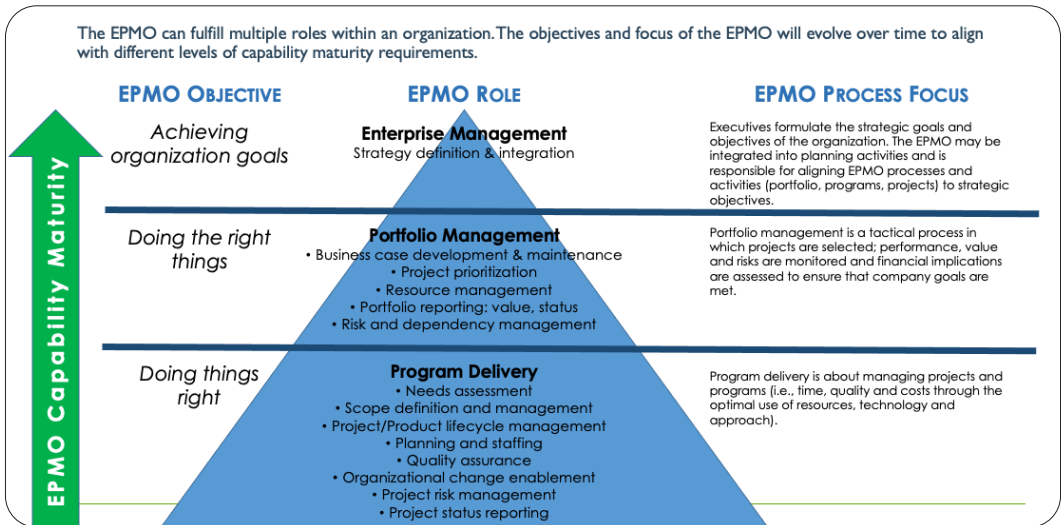
 **Initiative 1:** Create and implement an enterprise-level performance program geared towards execution of the strategic plan and improving line of sight for our employees.

a. Advanced the [DC Water FY 2020 Enterprise Performance Plan](#) and, in doing so, established a process for data-collection, analysis and reporting. The FY2020 plan included 40 enterprise-level initiatives aligned to [The Blueprint](#), and 138 key performance indicators measuring progress against the strategic objectives. The [DC Water FY 2021 Enterprise Performance Plan](#) is 70% complete. The final document is expected to be complete January 2021. Due to the pandemic environment and resource constraints completion of this plan is delayed.



b. The Enterprise Program Management Office (EPMO) has advanced several key initiatives.

**EPMO Role and Objectives**



– The EPMO has provided governance and leadership to DC Water’s Project Zeus (Oracle ERP Implementation Project) which went live in October 2020 marking the successful on-time and under budget completion of its Phases I & II (Financials and Procurement). Beginning in November 2020, DCW initiated Phase III & IV (Budget and Human Capital Management). Leveraging DCW’s EPMO governance, methodologies, and leadership, we anticipate replicating similar successes.


– December 2020, DC Water positioned the EPMO to provide guidance and leadership to the compliance remediation of the Authority’s DCRA Professional Engineer Representation statutory requirements. Partnering with Mercer Consulting, DCW intends to complete its compliance requirements by the required March 2021 due date.

 **Initiative 2:** Develop optimized model for repeated business processes improvement and socialize it throughout the enterprise.

a. Implemented a process to analyze prior programs and projects to understand best practices and develop optimized models. This initiative is delayed, however efforts to establish standardized program management and change management practices are prevailing through the Enterprise Program Management Office (EPMO).


**Employee Experience**

**Objective:** To support and engage a workforce that is aligned with our vision to provide superior service to our customers.

 **Initiative 1:** Create training profiles for all job categories (326) and establish a schedule for renewal.

- a. Completed a comprehensive review and evaluation of all Authority positions. Developed training profiles for job categories to deliver specific trainings that meet the needs of each job group and established schedule for refresher training.
- b. Advanced a Learning Organization by persistently focusing on building the core capabilities of our workforce through the following programs:
  - Redesigned **Leading Blue** – our in-house, 12 month leadership program to continue in a virtual format. 12-month program – participants are carefully chosen by Cluster leaders to attend.
  - Developed and implemented “Lead and Learn” monthly lunchtime sessions to drive and promote DC Water’s values in an interactive setting.
  - Developed 40 in-house training classes based on workforce needs and leading practices.



 **Initiative 2:** Utilize **The Blueprint** to create individual performance goals anchored to strategic planning and operational priorities.

- a. Leveraged **The Blueprint** to establish individual performance goals anchored to our strategy and operational priorities. Provided on-going support to all Clusters in the goal-setting process through regular communications and training.




 **Initiative 3:** Identify critical leadership and operational positions, then develop a comprehensive succession plan.

- a. Completed critical position assessment for each division in the Authority based on position impact, recruitment difficulty, and vacancy risk. As a result, we identified 53 critical positions.
- b. Leveraged 9-Box Leadership Potential assessment tool and, as a result we identified 69 potential successors to participate in a Succession Plan. Built a comprehensive development program for selected participants including individual development plans and mentoring. Continued progress on this initiative has been deferred due to COVID-19, and the focus on the health and wellness of our employees during these unprecedented times.

**Leveraging Technology**

**Objective:** To develop an integrated set of solutions that leverages people, process and technology to improve reliability, increase efficiency, reduce cost, drive innovation and improve the customer experience.

 **Initiative 1:** Create the Digital Utility Platform that will transform data into information and knowledge.

**a.** Led technology advances by migrating Authority systems to the cloud environment which has significantly enhanced the Authority's ability to pivot seamlessly to a telework posture. As a direct result, the Authority's applications and data are more secure, as well as more accessible to staff teleworking. The Authority also implemented a new Automated Call Distribution (ACD) system which added powerful tools for our customer service representatives as well as improve service for our customers.

**b.** Implemented a Work, Asset & Resource Management Platform – the new ArcGIS and Maximo viewer has been deployed allowing staff to use a single tool to view work, assets and other resources online.

- Upgrades to the hydrant, catch basin and green infrastructure inspection applications have been deployed.

- Deployed a new Water Quality tracking mobile app.


- Developing requirements for a Facilities mobile application.



 **Initiative 2:** Build analytics and model capabilities across the Authority.

**a.** Enhanced the use of analytics and modeling capabilities across the Authority. Power BI is fully deployed, and training provided to multiple individuals and groups on both beginner and advanced topics. Expanded our use of dashboards for monitoring main breaks, water consumption, billing and collections, and flood work-orders.

**b.** Completed and deployed predictive models for water quality, main breaks, revenue and receipts tracking and meter monitoring.


 **Initiative 3:** Build a comprehensive energy portfolio management capability.

**a.** Blue Plains Energy audit will evaluate each unit process for energy efficiency and identify opportunities for improvement. The second component of this effort is building out an energy management portfolio dashboard. This dashboard will include total energy consumed across DC Water, percentage grid electricity, percentage of renewable energy, and total reduction in electricity consumed (this will be adjusted for weather, heating and cooling, kwh). This initiative is delayed due to the global pandemic and shifting of priorities.

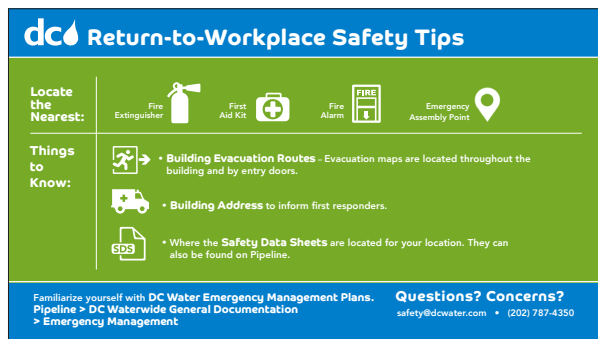



**Operational Safety**

**Objective:** To ensure a safe workplace that supports the continuity of operations and services to our customers.

 **Initiative 1:** Review and update all safety policies on a regular basis to ensure consistent safety practices across DC Water.

- a. Completed comprehensive review of DC Water’s safety policies. Due to COVID-19 this effort is delayed as resources have been diverted to enhancing health and safety protocols to keep DC Water staff safe.



 **Initiative 2:** Develop an environmental health and hygiene program for DC Water facilities and operations.

- a. Developed an environmental health and hygiene program for regularly occupied spaces.
  - Completed development of standards, procedures and schedules for inspecting all regularly occupied spaces.
  - There were 75 service request/work orders that were created based on the inspections. Approximately 80% of work orders have been completed. Due to resources being stretched by the pandemic closing the work orders has been delayed.

## Resilience, Readiness & Enterprise Risk Management

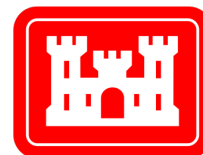
**Objective:** To protect and maintain the resources, systems and operations necessary to deliver safe and reliable services to our customers.


 **Initiative 1:** Establish an early warning notification system of contamination threat to drinking water.

- a. Partnered with the Metropolitan Washington Council of Governments (MWCOG) to establish source water monitoring for early warning contaminant detection of the Potomac. The MWCOG received federal funding to support this effort.

 **Initiative 2:** Identify secondary source water.

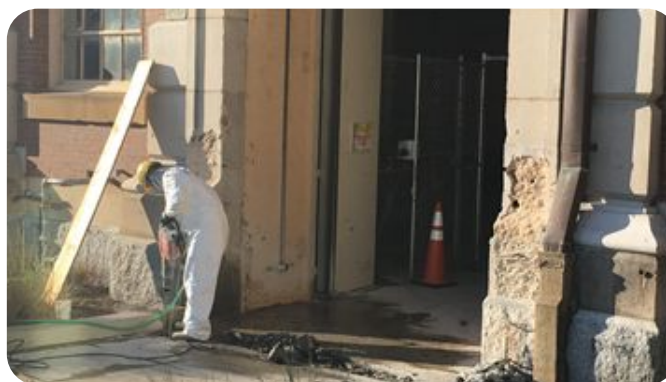
- a. Pursued identifying secondary source water for use during emergencies.
- Researched and evaluated nine options for direct and in-direct potable reuse based on emerging themes and integrated approaches.
  - Participated in regional efforts via Metropolitan Washington Council of Governments (MWCOG) and Army Corp of Engineers to identify options and opportunities. Engaged in secondary source discussions and risk evaluation workshops. Compilation of a well substantiated report and summary with the findings and recommendations is complete.



 **Initiative 3:** Harden DC Water facilities against climate change impacts.

- a. Implemented solutions to risks and vulnerabilities identified in the Pumping Station Flood Risk Assessment and the previously completed Blue Plains Flood Risk Assessment.

- Main Pumping Station Flood Hardening Project [Oct 2019] – Construction 100% completed.
- 14th Street Bridge Stormwater Pump Station Flood Hardening Upgrades project completed [Oct 2019] – Construction 100% completed.
- Blue Plains Floodwall Project [Aug 2021] - Contract awarded in December 2019. Permit effort is complete and project is on schedule for construction completion by August 2021.



 **Initiative 4:** Asset management for linear and vertical assets.

- a. Standardized asset management for linear and vertical assets through enhancements made to the asset classification table. Aligned the asset classification table with our work management system - Maximo. This change effort is complete and has transformed into a routine maintenance mode.




## Customer Engagement

**Objective:** To deliver an exceptional customer experience and communication plan that enhances the values of our services by listening to and engaging with our customers.

 **Initiative 1:** Design and execute a customer communication plan.

- a.** Designed and executed a Customer Communication Plan. This plan outlines customers' expectations, the messaging, tactics and timeline that will educate customers and increase brand awareness among our targeted audience.
- Launched a brand awareness and public education campaign to convey how DC Water touches every aspect of life in the District. The campaign ads were seen by more than 1 million people.
- b.** Implemented phase 1 of the Customer Continuous Feedback system and, in doing so we have established a method to collect feedback from customers at every meaningful touchpoint. As of December 2020, we completed 70% of the overall planning and design for the Voice of the Customer (VOC) survey.
- c.** Developed a multifaceted marketing and outreach plan to promote the expansion of the Customer Assistance Programs (CAP).
- To date, the effort has referred more than 4,000 customers and significantly increased CAP II and CAP III participation from 2019.
  - For FY 2020, \$1,784,508.03 in benefits have been provided to support the CAP programs.



 **Initiative 2:** Leverage strategic partnerships to voice DC Water priorities and messages.

- a.** Enhanced and expanded the way we connect with our community through our Stakeholder Alliance, our Town Hall Meetings and building strong relations with the Office of the People's Counsel.
- Held eight virtual Town Hall Meetings connecting with more than 4,100 customers to provide information about our rate proposals, customer assistance programs and our work in their communities.
  - Established partnerships with dozens of schools to provide lessons and activities for students in the District about water, wastewater, stormwater and environmental stewardship.
  - Published the Authority's first ever children's book, 'Wendy, Where Does Our Wastewater Go?' This brightly colored and easy to read book aims to take complex environmental and engineering themes and make them accessible to children, ages 6 - 12.
  - Created a Fats, Oils and Grease curriculum for all DCPS 6th Graders and partnered with non-profit Engineering Tomorrow on STEM workshops.





## Clusters

New to the CEO report are the addition of service level based key performance indicators for our operations clusters. These are indicators for which the teams have established or confirmed response and resolution times in which to perform the related work. This is assisting us in identifying productivity impacts related to COVID-19 and resource needs as well as benchmarking ourselves against other utilities. It is important to note that where teams may not meet the Service Level Targets set for a specific metric, it does not mean the work is not getting accomplished. The teams are doing a tremendous job despite the pandemic and continue to strive to meet a high bar of performance.





## Finance Highlights

### FY 2021 Financial Performance YTD

At this early stage in the fiscal year, operating expenditures and capital disbursements are below budget and on track with budgetary expectations and targeted performance metrics. The year-to-date operating revenue receipts are below budget mainly due to the decline in water consumption resulting from the impact of the COVID-19 pandemic. The Municipal receipt in November for October billing was short by \$1.15 million.

We continue to monitor revenue collections and implement cost curtailment measures to reduce spending and prioritize capital projects. Changes to this fiscal year's budget will be reflected in the ongoing FY 2022 budget process which will be presented to the Board and Wholesale Customers in February 2021.

### Government Finance Officer Association (GFOA) Budget Award

DC Water received its twentieth consecutive Distinguished Budget Presentation Award from GFOA for the Board-adopted FY 2021 Budget. This award is the highest form of recognition in governmental budgeting and represents a significant achievement for the Authority. We are excited to receive this award as members of the Budget, Rates and Revenue, and Treasury Teams worked collaboratively with departments while working remotely and implementing the new Enterprise Resource Planning System (ERP) System.

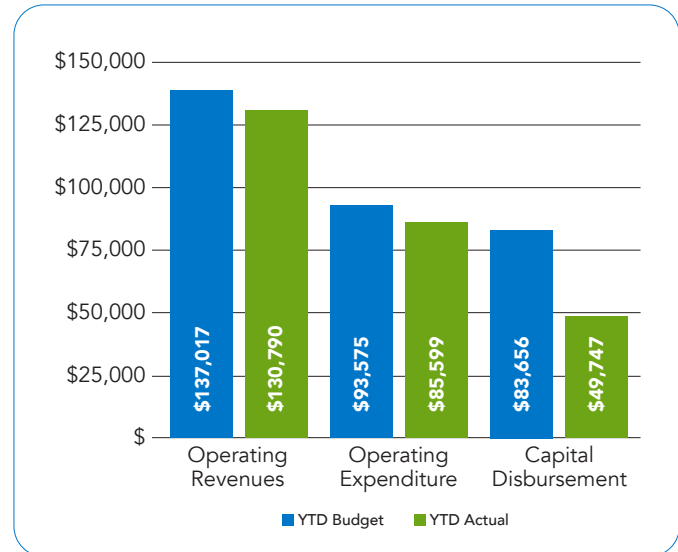
### FY 2020 Year-End Closeout and Audit

The activities for the FY 2020 year-end closeout process, financial statements, Comprehensive Annual Financial Report (CAFR), Office of Management and Budget (OMB) Uniform Guidance, and Green Bond Attestation are underway. DC Water's external auditors, KPMG have begun their field work associated with the FY 2020 audit. Financial statements and audit opinion are expected to be issued on time in December as consistent with previous years, with the Comprehensive Annual Financial Report to be issued in January 2021.

### Government Finance Officer Association (GFOA) CAFR Award

The Authority's 2019 CAFR received the Government Finance Officers Association's ("GFOA") Certificate of Achievement for Excellence in Financial Reporting. The CAFR was judged based on its conformity to GAAP and its compliance with other financial, legal and contractual provisions. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a

FY 2021 Year to Date Performance Budget vs. Actuals (\$000's)



significant accomplishment for any municipality or government agency. To date, DC Water has received the GFOA's CAFR award for every year of its existence as an independent Authority, for a total of 23 consecutive awards.

### Rating Agency Meetings

DC Water's senior lien bond ratings were affirmed by S&P Global Ratings (AAA) and Fitch Ratings (AA+) in December 2020, for the upcoming WIFIA loan expected to close later in the month. DC Water submitted 20 capital projects to receive approximately \$156 million in EPA funding at current U.S. Treasury rates for the Water Infrastructure Finance and Innovation Act ("WIFIA") program. WIFIA provides financial assistance for water infrastructure projects, including projects to build and upgrade wastewater and drinking water treatment systems. DC Water and WIFIA rating agency representatives met on November 18, 2020, to discuss our Water Infrastructure Finance and Innovation Act (WIFIA) application.

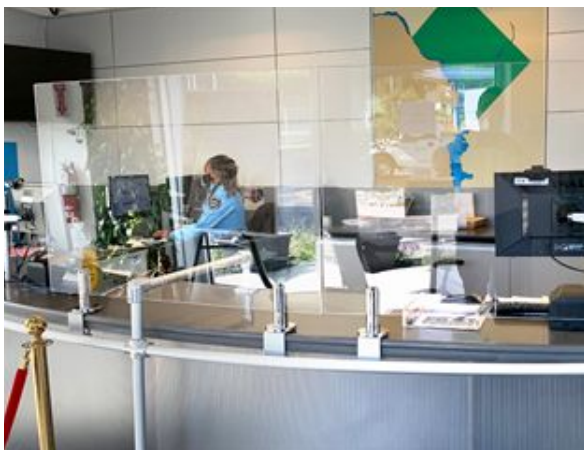
### Enterprise Resource Planning System

Oracle Cloud ERP Finance and Procurement modules successfully went live in October 2020. "Hypercare" by the System integrator, and user training and knowledge transfer are in place. HCM program (including Human Recourses, Self Service, Time & Labor, Benefits and Payroll) was kicked off in November and will Go-Live in October 2021. Enterprise Planning & Budgeting Cloud Service (EPBCS) was also kicked off in November and will Go-Live in June 2021.

## Fleet, Facilities, Safety, Security and Emergency Management

### COVID-19 Recovery

The Facilities Department installed 20 new automatic hand sanitizer dispensers across DC Water – including 13 new dispensers at the Bryant Street campus – and continues to make modifications and upgrades to ensure the safety and well-being of Team Blue. Security received and assembled the self-taking temperature kiosks and is currently working through programming and installation with IT and People & Talent.



Blue Plains Visitor Center Plexi-Shield fabricated and installed by Facilities Carpentry Shop

### Upcoming Priorities

Winter weather preparations are in full swing. The Office of Emergency Management is taking the lead to prepare all DC Water employees and contractors with winter weather planning and response training. Fleet Management is improving automatic notifications sent from WAVE to assist managers across the Authority in keeping up with preventative maintenance for all vehicles. The Facilities Department continues to prepare for winter weather by ensuring that we have the supplies and resources to keep all access points, walkways, parking areas, etc. as safe as possible, and will deploy the snow team to pretreat surfaces as necessary. The Department of Occupational Safety and Health (DOSH) will be distributing safety bulletins to remind DC Water teams how to prevent accidents and injuries during these cold winter months, whether you are working from home or at a DC Water site.

### Accomplishments

Ali Lampson (Emergency Planning Coordinator, Office of Emergency Management) presented on the "Importance of Professional Development and Mentorship in Emergency Management" at the 2020 International Association of Emergency Managers virtual conference.

### Facility and Security Projects

The Facilities Department completed several projects including installation of plexiglass COVID shields at 2 security locations, replacement of a 6" backflow preventer at the Blue Plains Chemical Building and upgraded roofing and lightning protection for the Watchman's Tower at Fort Reno campus.

A long-awaited Certificate of Occupancy (COO) for the new office trailer at Fort Reno was obtained and additional improvements are scheduled for the Water Quality staff at that campus. Facilities wants to specifically thank **Pierre Constant** (Manager, Compliance Programs WQ) for his support and amazing liaison work with DCRA which enabled DC Water to complete this project.



Carpenters Robert Stewart and Coy Jeffries installed custom Plex-Shield at the HQO Security Desk

### Administration Metrics

Metric	Target	Aug-20	Sep-20	Oct-20	Nov-20
Security: Camera operational uptime	90%	95%	95%	94%	96%
Security: Smart card readers operational uptime	90%	100%	100%	100%	99%
Security: Percent of security investigations completed within 21 days	95%	100%	83%	75%	80%
Facilities: Preventive Maintenance Completion Rate	90%	New for FY21		7%	21%
Facilities: Service Request Completion Rate	90%	10%	11%	30%	30%
Fleet: Preventive Maintenance (PM) on Schedule	96%	11%	23%	12%	22%
Fleet: Priority Vehicles/Equipment (In-Service)	96%	91%	91%	90%	89%
Safety: DC Water Employee Recordable Incident Rate (RIR) (CY)	< 5.3	2.9	3.3	3.1	3.5
Safety: DC Water Employee Lost Time Incident (LTI) (CY)	< 2.1	1.5	2	1.8	1.2
Safety: Contractor/ROCIP Recordable Incident Rate (RIR) (CY)	< 2.8	1.8	2	0	0
Safety: Contractor/ROCIP Lost Time Incident (LTI) (CY)	< 1.1	0	0	0	0

\* Employee and Contractor RIR and LTI benchmarks provided by the Bureau of Labor Statistics (BLS), updated Nov, 2020 based on the 2019 Survey of Occupational Injuries and Illnesses. The prior benchmarks are listed for reference, showing industry trends continue to improve.

Facilities (Non-process facilities) and Fleet continue to have challenges in meeting preventative maintenance (PM) and service request targets due to the deferral of services and activities as a result of COVID-19 as well as impacts to staffing levels. Facilities has shown a slight improvement in service request completion rates and will continue to build good data and improve the Maximo reporting process for the PM measure which is new for FY2021. Fleet continues to coordinate with operations to get vehicles and equipment in time for Preventive Maintenance and is working closely with all departments on getting the vehicles ready for the winter season, while still ensuring availability and safety of priority vehicles. It should also be noted that the Fleet Preventive Maintenance metric covers over 4000 vehicles, rolling stock and equipment in our fleet.



# dc Customer Experience Cluster

## Customer Care and Information Technology

Service level for our call answer rate improved this month due to a decrease in call volume. We will have 7 additional call center representatives answering calls on 2/1/21. This will provide us with an additional lift and stabilize our service level going forward. We anticipate and are preparing for an increase in call volume once the Public Health Emergency is lifted.

It takes 6-8 weeks of training to bring the candidates up to speed to take calls. We anticipate the service level to be stabilized by the end of March.

### Customer Assistance Programs

Program	FY2020 Enrolled	FY2020 Actual	Nov. # Enrolled	Nov. Dollars	# FY21 Enrolled	FY2021 Dollars	FY2021 Budget
CAP I	3,818	\$1,584,808	743	\$128,884	1,454	\$213,550	\$2,200,000
CAP II	624	\$173,837	162	\$21,108	349	\$31,202	\$200,000
CAP III	133	\$25,863	15	\$488	100	\$5,648	\$200,000
Non Residential CRIAC Relief	171	\$1,028,753	31	\$77,775	81	\$143,960	\$2,747,591
Emergency Relief Program	2,098	\$884,388	152	\$96,234	591	\$266,112	\$1,073,979



### IT Monthly Report

SR/WO Type	SL Target/SLA	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	July 2020	Aug 2020	Sept 2020	Oct 2020	Nov 2020
Number of tickets submitted	N/A	2,443	3,738	1,028	1,802	1,731	1,606	1,026	1,028	937	825
Number of open tickets	N/A	27	69	50	25	56	57	24	99	31	7
Helpdesk SLA	96%	95%	96%	93%	100%	98%	98%	96%	97%	95%	96%
Number of active projects	N/A	11	15	12	12	11	9	9	11	18	20
Number of completed projects	N/A	5	6	10	15	17	19	22	23	18	18
On schedule performance	90%	83%	83%	75%	74%	74%	74%	75%	94%	94%	91%
On budget performance	90%	96%	97%	97%	97%	100%	100%	96%	100%	100%	100%



# dc Customer Experience Cluster

## Customer Care and Information Technology

### Key Performance Indicators

Metric	Target/ Service Level	Aug-20	Sep-20	Oct-20	Nov-20
% of Bills issued on time (w/in 5 days)	95%	97%	98%	99%	98%
Estimated bills as a percent of meters read	3%	5%	5%	5%	6%
Number of High Bill Complaints	trend only	316	298	289	276
% of OPC inquiries resolved within 14 days	90%	93%	100%	100%	100%
Monthly Call Volume Served (Call Center)	trend only	8,147	8,284	7,943	6,042
Average Talk Time (minutes)	3:30	6:14	5:34	6:13	5:25
Average Wait Time (minutes)	1:30	3:13	2:05	3:25	1:10
Abandoned Calls (%)	6%	8%	6%	9%	3%
% of calls answered in 40 seconds (call center)	85%	68%	59%	51%	81%



# dc operations and Engineering Cluster

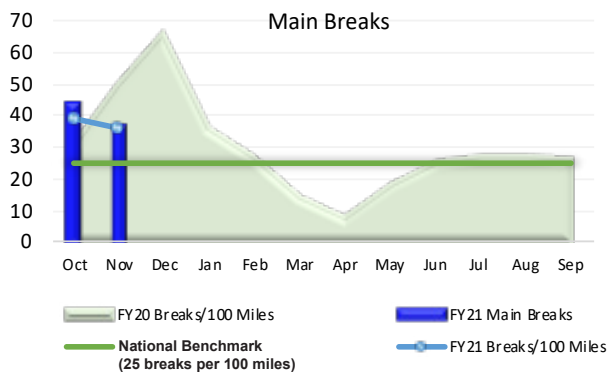
## Water Services, Sewer and Pumping Operations, Wastewater Treatment, Engineering, DC Clean Rivers

### Key Priorities

- Water Operations began winter preparedness activities including evaluating staff tour realignment for improved response to potential water distribution system issues.
- Pumping Operations is updating the Emergency Operations Plan as part their risk and resilience assessment. The Plan will assess the impact of failures of the Blue Plains Advanced Wastewater Treatment Plant, Sewer Pumping Stations, and select assets within the sewer system. In addition, the assessment will highlight operational procedures to mitigate the impact of potential failures and enhance

### Compliance

- Water Quality exceeded the RTCR standards for November. All tests were negative (0 percent) for coliform. The federal regulatory trigger for further system evaluation is 5 percent of routine and repeat samples positive for total coliform for each month.



### Accomplishments

- DCW successfully navigated through its first-ever virtual EPA Sanitary Survey. EPA's preliminary findings indicated that there were zero significant deficiencies and zero deficiencies identified. EPA highlighted some recommendations that the team will be reviewing and addressing promptly.

### Key Performance Indicators

Metric	Target/Service Level	Aug-20	Sep-20	Oct-20	Nov-20
<b>Wastewater Operations</b>					
NPDES Permit Compliance	100%	100%	100%	100%	100%
Air Permit Compliance	100%	100%	100%	100%	100%
Biosolids Class A	100%	100%	100%	100%	100%
Tunnel Dewatering	100%	100%	100%	100%	100%
Combined Heat and Power	>20%	18%	22%	24%	22%
Reactive Maintenance	<20%	34%	31%	34%	26%
Critical Asset Availability	>95%	97%	97%	96%	98%
<b>Sewer Operations</b>					
CSS Structures Inspection	100%	100%	100%	100%	100%
MS4 Area Catch Basins Cleaning/Inspections	100%	71%	82%	82%	86%
CSS Area Catch Basins to Anacostia – Cleaning/Inspections	100%	100%	100%	100%	100%
Non-Anacostia CSS Area Catch Basins – Cleaning/Inspections	85%	49%	54%	76%	87%
Sewer Backup (Investigation to Resolution) within 4 hours	>95%	100%	100%	100%	100%
Sanitary Sewer Overflow	1.4 per 100 Miles	0	0.38	0.62	0.62
Dry Weather Combined Sewer Overflows	0	0	0	1	1

# dc Operations and Engineering Cluster

Water Services, Sewer and Pumping Operations, Wastewater Treatment, Engineering, DC Clean Rivers

## Key Performance Indicators continued

Metric	Target/Service Level	Aug-20	Sep-20	Oct-20	Nov-20
<b>Pumping Operations</b>					
Firm Pumping Capacity Maintained	100%	100%	100%	100%	100%
Reactive Maintenance	<20%	29%	30%	29%	39%
Critical Asset Availability	95%	96%	97%	97%	97%

<b>Water Operations</b>					
Safe Drinking Water Compliance	100%	100%	100%	100%	100%
Replace Non-Standard Hydrants	>21/Month	14	6	3	9
Hydrant Flow Tests	>180	249%	145%	229%	233%
Fire Hydrants Operational	99%	99%	100%	100%	99%
Emergency Water Service Orders within 24 hours	>90%	NEW	NEW	0.923	88%
Water Quality Complaints resolved within 2 days	90%	100%	88%	71%	83%
Water Main Breaks	28	35	21	44	37
Hydrant Leaks	>90%	NEW	NEW	NEW	99.6

<b>Permit Operations</b>					
Overall On-time completion of Permit Reviews	90%	87%	89%	91%	86%





# dc DC Water Capital Improvement Program

Water, Sewer, Blue Plains, Lead Free DC and DC Clean Rivers

## Blue Plains

### Climate Change/Resiliency Projects

- Blue Plains Floodwall Segment C: DOEE permitting was completed, project is on schedule to begin construction in January. This project will extend protection for Blue Plains from a 500-year frequency flood event.
- Blue Plains Solar Project: Installation of ground mount, carport and roof array systems are nearing completion (85%) throughout Blue Plains in this Power Purchase Agreement project with Ameresco. Work on the dock is the most active area this month.



### Bringing work in-house, reduce reliance on consultants

- Available resources have been maximized, with successful collaboration between DWE branches, and the O&E cluster. This includes working with the COO and People & Talent to create new positions, recruit and transition the asset management and integration efforts previously performed by OMAP which will now be performed in-house between DWE and DCW O&M cluster.



Unforeseen DDOT permitting issues has led to significant delays in project execution under the DOEE-funded assistance program (LPRAP.) DC Water and DOEE are spearheading a Memorandum of Agreement (MOA) that will streamline the permit process and formalize application review protocols for all LSR programs.

- Lead-Free DC is re-tooling the strategy under the Chief Operating Officer's direction to expand DC Water's LSR program to emphasize equitable outcomes and maximized within available capital funds, while seeking other sources of funding.

Fiscal Year	LPRAP (Assistance Program)	Voluntary Full	CIP Full	CIP Partials	Emergency Full	Emergency Partials	Total LSRs	FY21 Goal	Partials	Partials %	Goal %
FY2021	6	55	11	4	21	1	98	500	5	5.10%	2.10%



4 projects remain underway. Critical updates include:

### Rock Creek Practicability Assessment

- USEPA approved the Rock Creek Green Infrastructure Practicability Assessment on November 23, 2020. This was the same approach that was approved by the DC Water Board of Directors on June 4, 2020.
- A non-material modification to the Consent Decree is anticipated to be submitted to Federal Court this month (December 2020). This was signed by DOJ/ EPA/District and DC Water.

### Sanitary Sewer Area Projects | 27 Projects remain underway. Critical updates include:

#### September 10th Flooding Update

- Backwater Valve program evaluation is completed.
- Evaluation of customer Calls is complete.
- Nicholson Street, NE Limited Sewer System Evaluation Study is being initiated.
- Negotiating with Ramboll on program scope for flood management services.

#### Rock Creek Stem Sewer Condition Assessment

- Phase 1 Desktop Analysis & Site Visits completed.
- Met with ANC 1C commissioners to explain about the purpose of the study.
- Phase 2 field assessment and recommendation for improvement is in progress.





# High Risk Audit Findings

## Open High Risk Prior Audit Findings

Audit FY	Issue Date	Audit Report	High Risk Open Finding	Original Target Date	New Target Date	
1	2016	7/28/2016	<b>Training, Licensing, and Certification</b>	<b>Identification and monitoring of training requirements by position</b> <i>Status notes: Two of three training buckets (safety and compliance) have been configured in LMS. Coordination underway with HRBPs to complete final training bucket (technical training).</i>	9/30/2017	10/1/2021
2	2017	4/27/2017	<b>Data Privacy Assessment</b>	<b>Finding Issued in Executive Session</b>	5/1/2017	3/31/2021
3	2017	10/26/2017	<b>Entity Level Assessment</b>	<b>Lack of a comprehensive risk management function to evaluate entity-wide risk</b>	10/1/2018	3/31/2022
4			<b>Lack of Authority-wide policy and procedure management function</b> <i>Status notes: EPMO is in the process of developing an Enterprise Risk Management (ERM) Policy to be institutionalized across the enterprise. EPMO is also developing a long-term enterprise-wide solution to address Authority-wide policy development, issuance, and maintenance.</i>	9/30/2018	2/28/2022	
5	2017	10/26/2017	<b>Materials Management Operations and Inventory</b>	<b>Inadequate documentation of variance review and root cause analysis for Lawson inventory data</b> <i>Status notes: New field for variance review and root cause detail to be incorporated into new Oracle ERP Inventory module.</i>	1/17/2018	3/31/2021
6	2018	1/24/2019	<b>Enterprise Work Order Management Assessment</b>	<b>DWO – Inadequate capture of labor and materials cost data in Maximo work orders</b>	9/30/2020	12/31/20 for pilot
7			<b>DWO – No formal process for monitoring of performance metrics</b>	9/30/2020	completion	
			<b>DWO – Inconsistent supervisory review of work orders within Maximo</b>	8/21/2019		
8			<i>Status notes: Pilot for hydrant program underway. If deemed a successful rollout at pilot completion (12/31/20), expanded rollout to occur throughout DWO.</i>			
9	2019	4/25/2019	<b>Legal Operations Assessment</b>	<b>Lack of definition of Office of Legal Affairs' role in matters across the Authority</b> <i>Status notes: Not started.</i>	9/30/2020	9/30/2021

## Open High Risk Prior Audit Findings

Audit FY	Issue Date	Audit Report	High Risk Open Finding	Original Target Date	New Target Date	
10	2019	4/25/2019	<b>Occupational Safety and Health Internal Audit</b>	<b>Outdated comprehensive safety plan for the Authority</b>	3/1/2020	1/20/21
11			<b>Inadequate review and enforcement of required safety training program by role</b> <i>Status notes: Safety policies are now going through the process of communicating to the Union Presidents for discussion &amp; feedback. Training profiles have been created, pending COO Authority-wide communication prior to employee course assignment.</i>	2/1/2020	Past Due	
12	2019	7/25/2019	<b>Purchasing Card Internal Audit</b>	<b>Non-compliance with documented PCard and TCard policies</b> <i>Status notes: PCard policy has been updated and updated training conducted for all cardholders. TCard policy updates are on-hold given other COVID-19 response priorities and limited TCard usage.</i>	5/25/2020	On hold
13	2019	1/23/2020	<b>Asset Management Assessment</b>	<b>Inaccurate data captured in GIS map and data table</b> <i>Status notes: GIS team has made progress identifying required fields and missing data. PowerBI dashboard created to monitor linear asset attributes. Delays caused by competing priorities for COVID-19 response and Engineering organization review.</i>	7/31/2020	7/31/2021
14	2020	4/15/2020	<b>Work Order Planning Assessment</b>	<b>Inconsistent and poorly defined roles and responsibilities for the planning function</b>	12/1/2020	3/31/21
15			<b>Missing and inconsistent job planning for equipment maintenance</b> <i>Status notes: Management requested extension due to COVID-19 response needs.</i>	12/1/2020	3/31/21	

Legend	
	Past due
	Original target date has not yet come due

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# CEO Report Dashboard

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**Interpretation of Charts ..... A**

**Color Key**

<b>Red</b>	<b>Did not meet Target</b>
<b>Yellow</b>	<b>Missed Target but within acceptable range</b>
<b>Green</b>	<b>Met/Exceeded Target</b>
<b>Gray</b>	<b>Budget/Target Value</b>
<b>&lt;transparent&gt;</b>	<b>Green/Yellow/Red based on comparison</b>

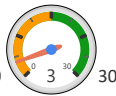


## ORGANIZATIONAL PERFORMANCE DASHBOARD (Nov 2020)

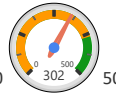
### Financial Highlights

Net Operating Cash (\$tho)		Operating Revenue (\$m)		Operating Expenses (\$m)		Capital Disbursement (\$m)		Operating Cash Bal (\$m)	
Actual	42,480.00	Actual	130.80	Actual	85.60	Actual	48.70	Actual	243.40
Target	19,174.00	Target	137.00	Target	93.60	Target	83.70	Target	180.00

Core Invest Yield (%)		Short Term Invest Yield (%)		Delinquent Acct Receivables (%)		On-time Vendor Payments (%)	
Actual	1.40	Actual	0.13	Actual	3.47	Actual	96.50
Target	0.15	Target	0.09	Target	3.00	Target	97.00

### Operations and Engineering Highlights


Lead Concentration (ppb)	Total Coliform Rule (%)	Biosolids Production (wet tons)	Total Nitrogen (lbs/yr mil)
		Actual     372	

Plant Influent Flow (gal mil)	Excess Flow (gal mil)	Water Main Leaks	Water Valve Leaks
	245	37	2

Fire Hydrants Insps. And Maint.	Fire Hydrants out of Service	Fire Hydrants Replaced (YTD)
587	38	9

Sewer Main Backups	Sewer Lateral Backups	Dry Weather CSO	Permits Processed within SLA (%)	Electricity Usage (Kwh)
8	117	1	86	19136

### Customer Experience Highlights

Call Center Performance		Command Center Performance		Emergency Response Time	
Actual	81% 	Actual	74% 	Actual	85% 
Target	85%	Target	85%	Target	90% 

### Low Income Assistance Program Highlights

SPLASH Contributions (\$tho)		Customer Assist. Program (\$tho)	
Actual	11.38	Current	128.88
Target	13.34	Previous	38.99

### People and Talents Highlights

Recruitment Activity	
Filled	11
Open	45

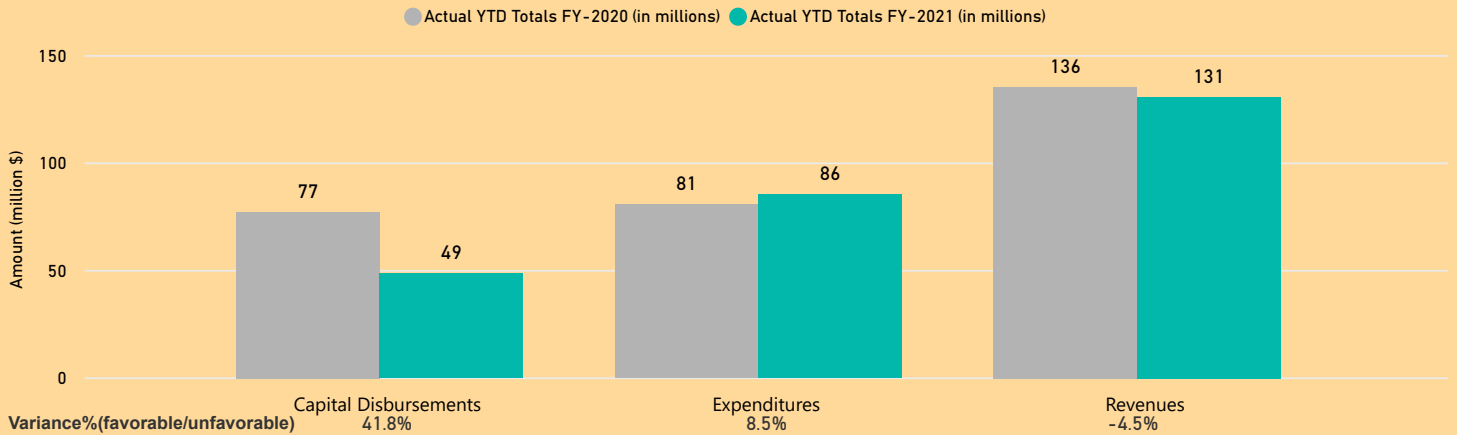
### Administration Highlights

Employee Lost Time Incidence Rate	
	1.80%

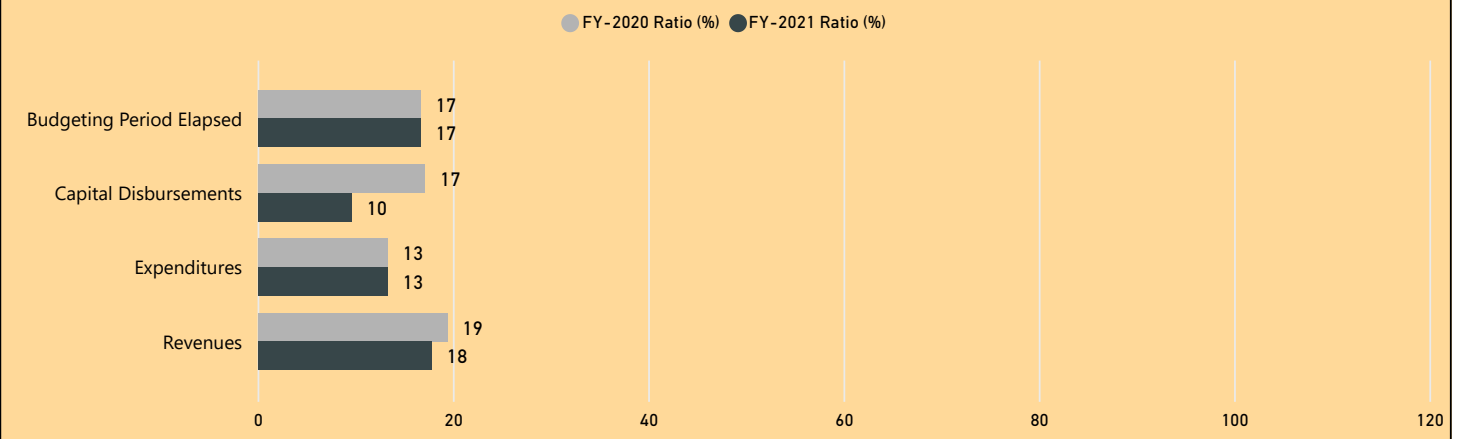
## FINANCIAL HIGHLIGHTS

### Financial Performance Summary

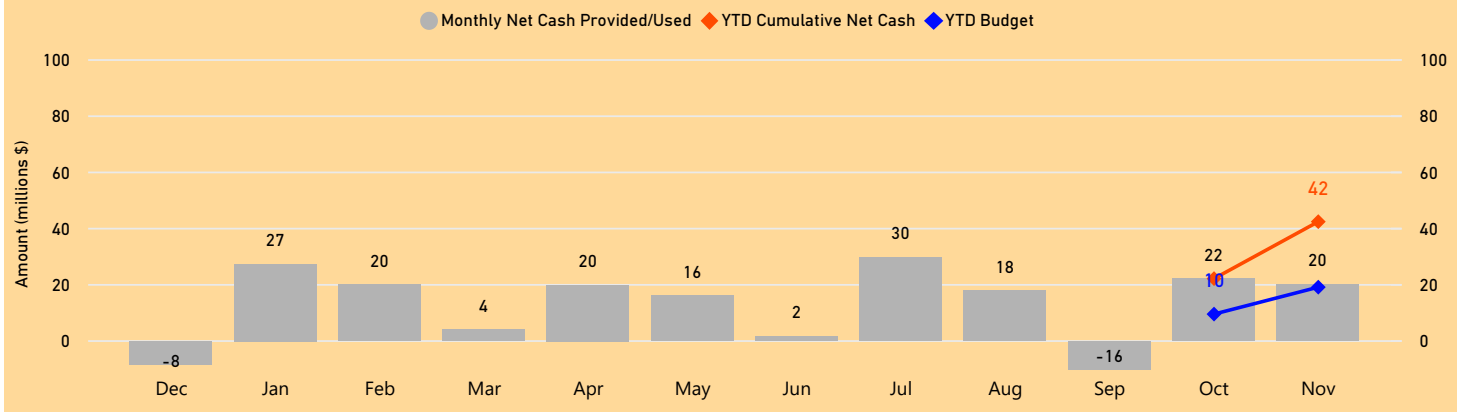
#### Revenue, Expenditure, and Capital Disbursement



#### Year to Date Analysis



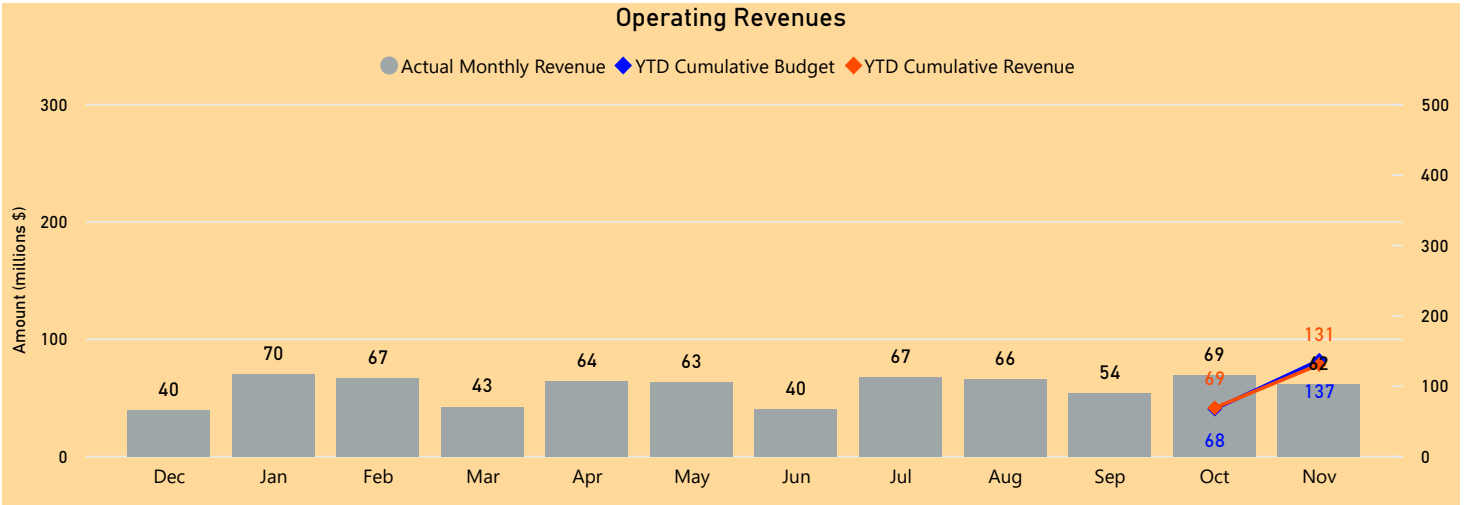
#### Net Operating Cash



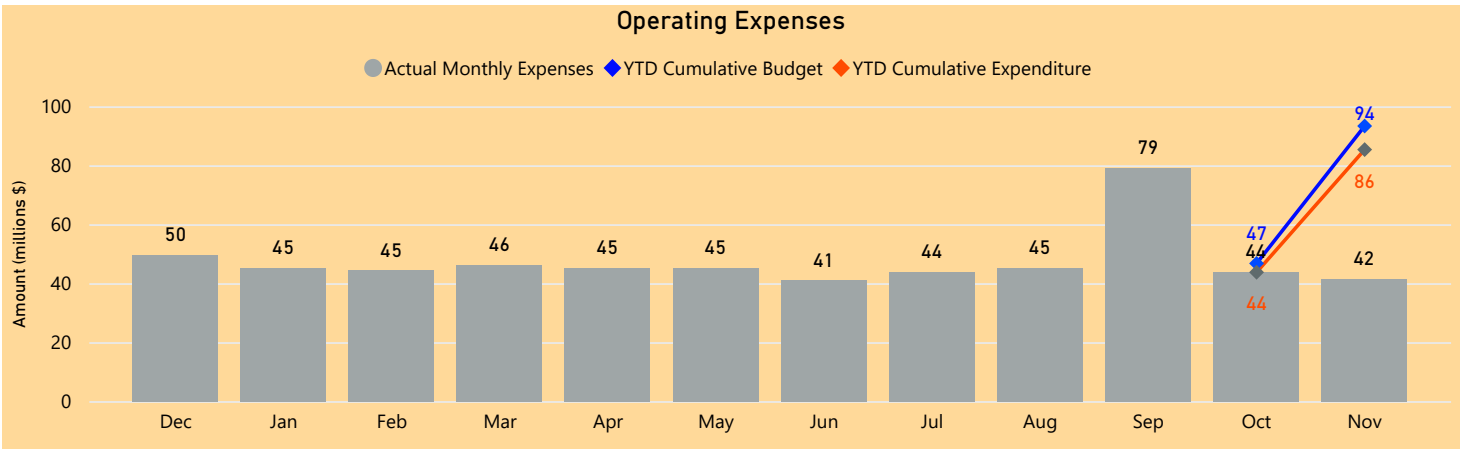
**Net cash to date for November was above budget by \$23.3 Million**

## FINANCIAL HIGHLIGHTS

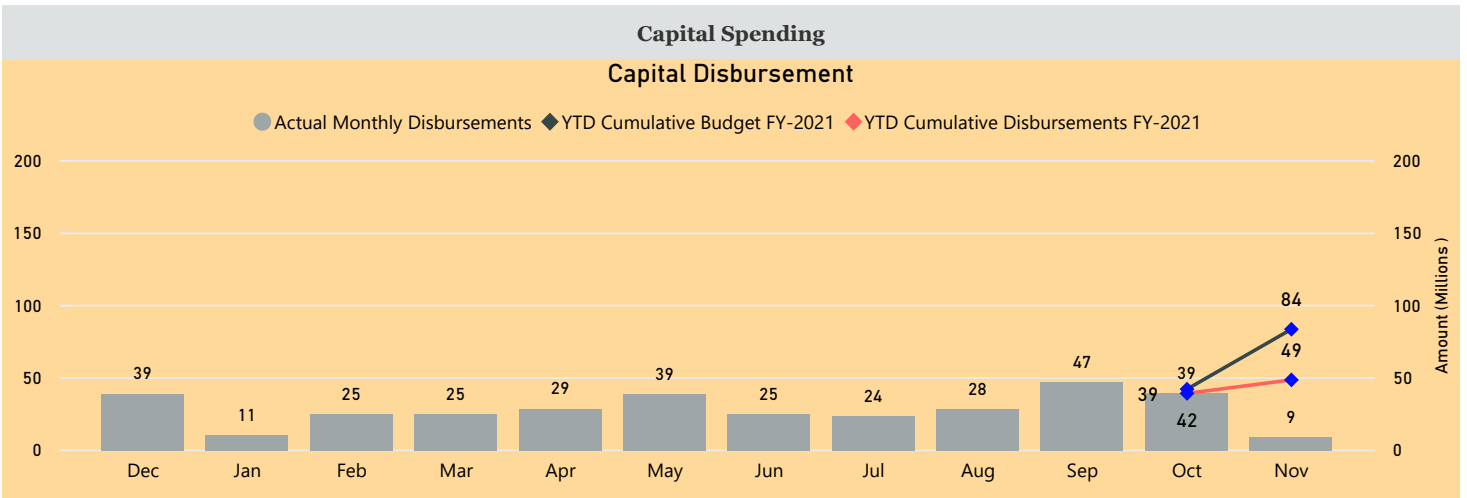
### Revenues & Operating Expenses



Revenue to date for November was below budget by \$6.2 Million



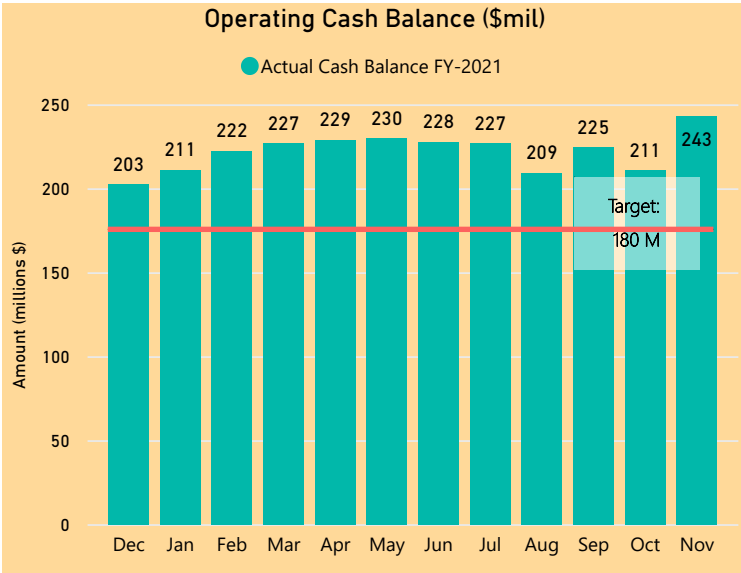
Expenditure to date for November was below budget by \$8.0 Million



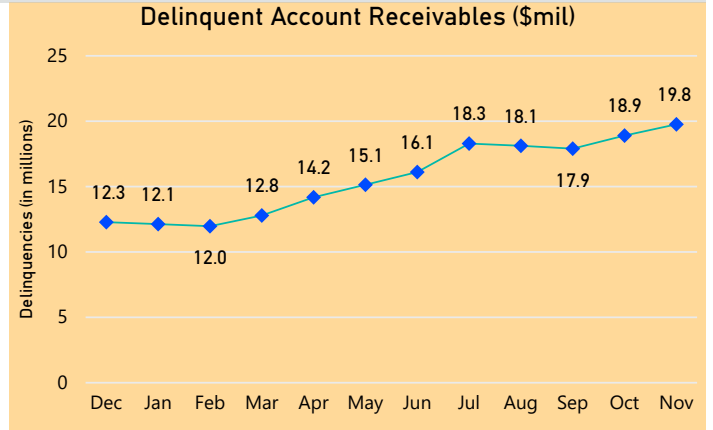
Disbursements to date for November was below budget by \$35.0 Million. YTD spending reflects comparison to the revised budget.

## FINANCIAL HIGHLIGHTS

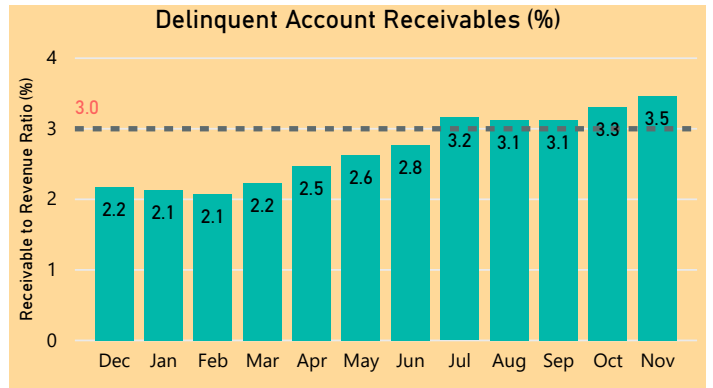
### Operating Cash & Receivables



Cash Balance for November was above target by \$63.43 million

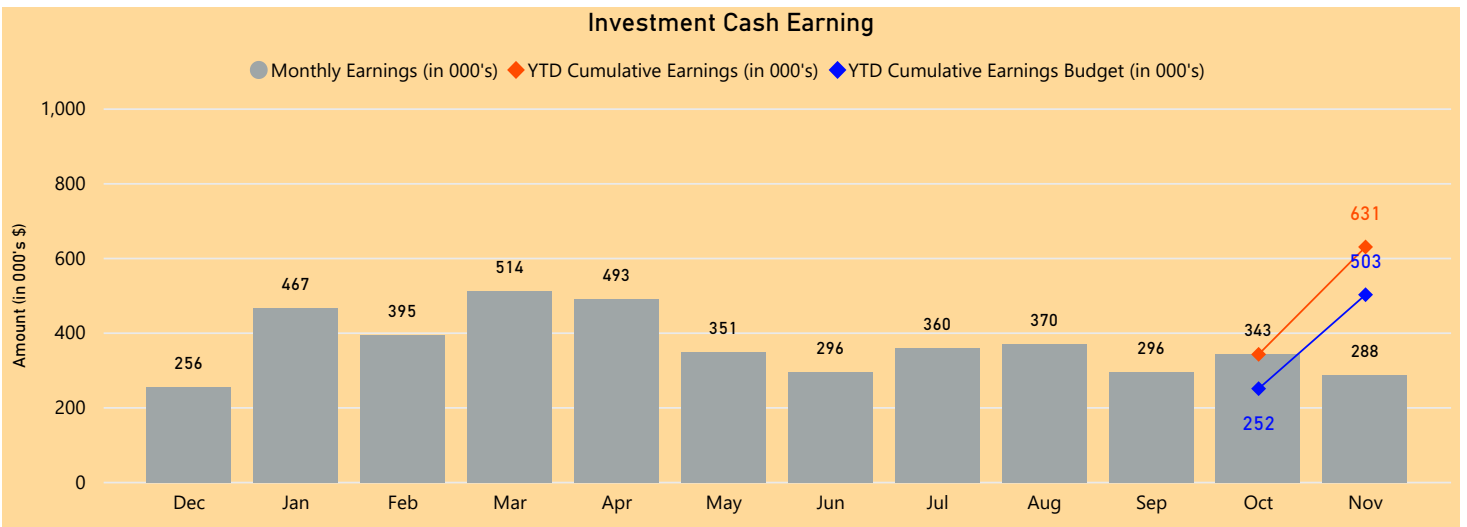


Starting March, the increase is primarily due to increased delinquencies and deferred payments resulting from the COVID-19 pandemic



November Receivables to Revenue Ratio is 3.47, Delinquency is \$19.76 milli...

### Investment Earnings



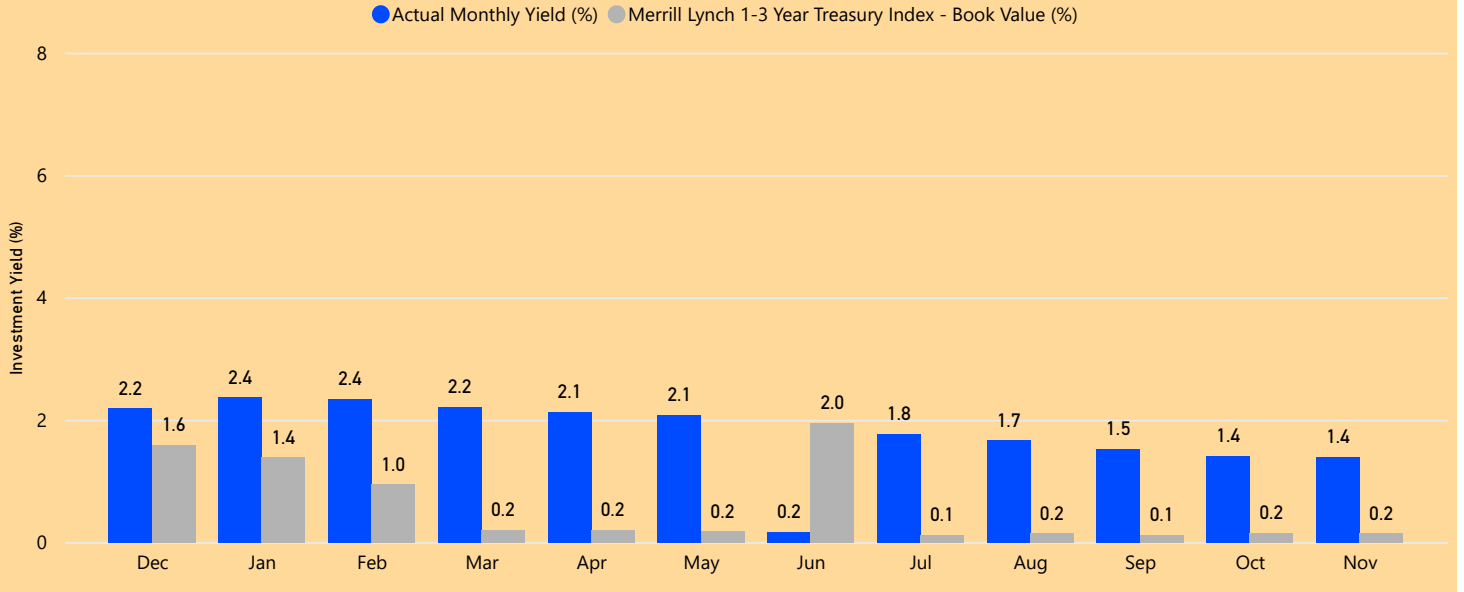
Earnings to date for November were above Projected Budget by \$127,896.



## FINANCIAL HIGHLIGHTS

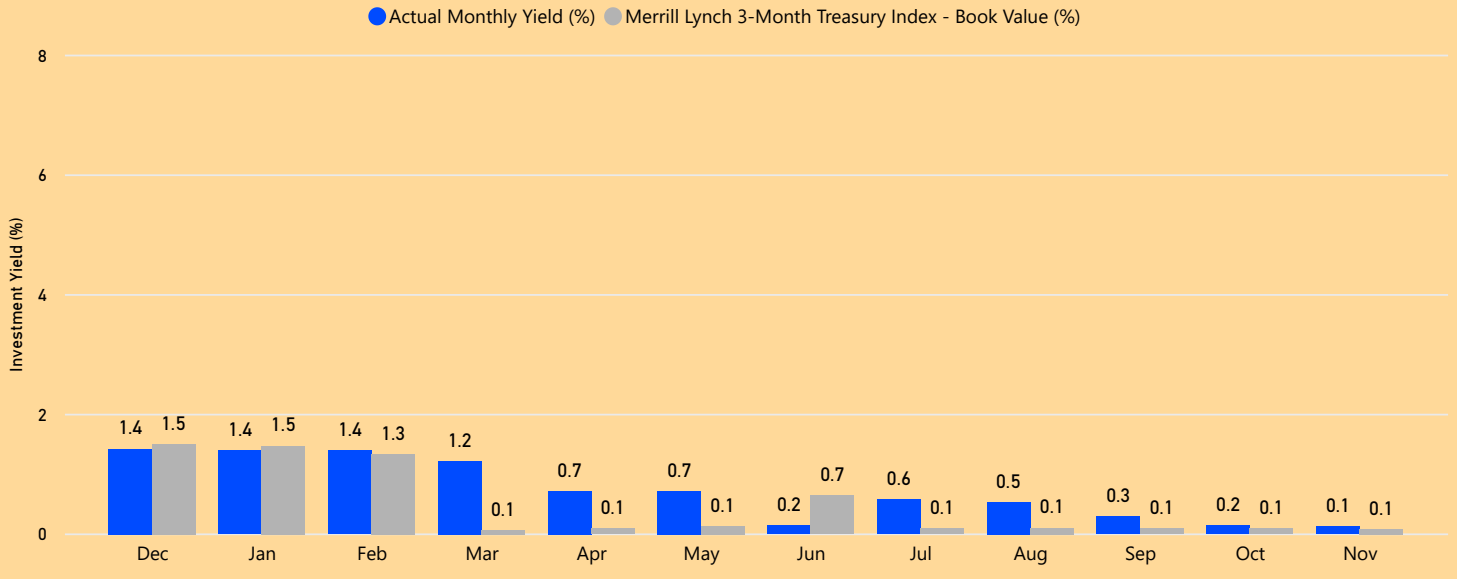
### Investment Yields

#### Core Investment Yield



Yield for November was more than the treasury index by 1.25%

#### Short Term Investment Yield

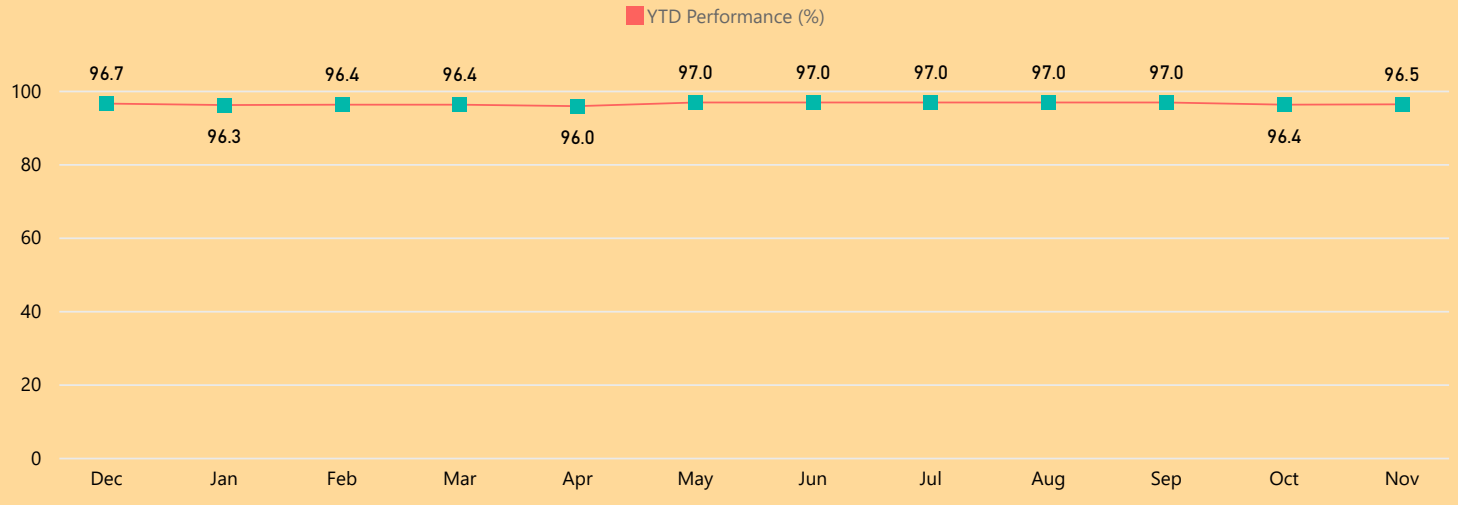


Short Term Yield for November was more than the Merrill Lynch yield by 0.04%

## FINANCIAL HIGHLIGHTS

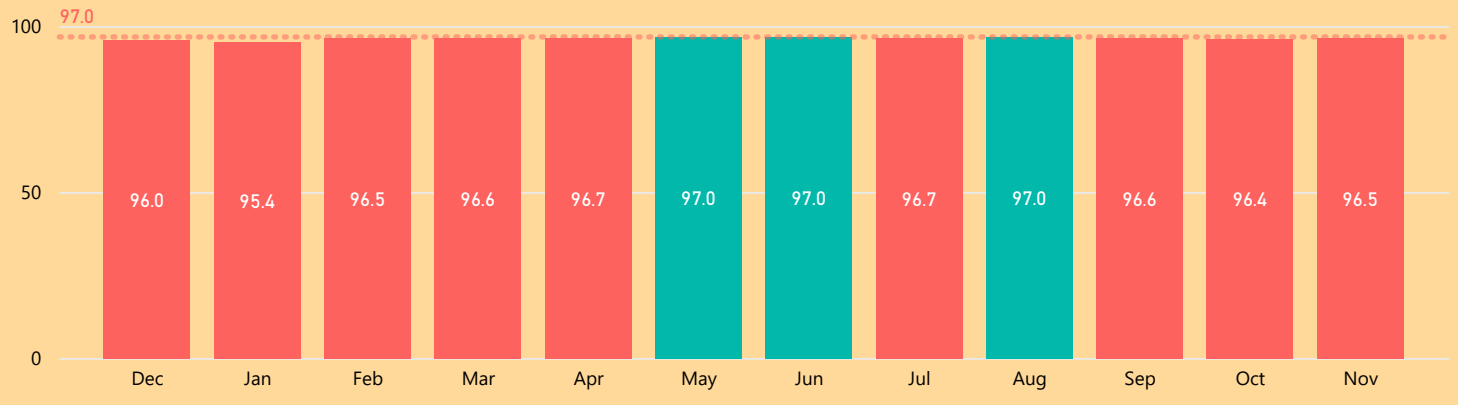
### Vendor Payments

#### YTD Performance



#### Monthly Performance (%)

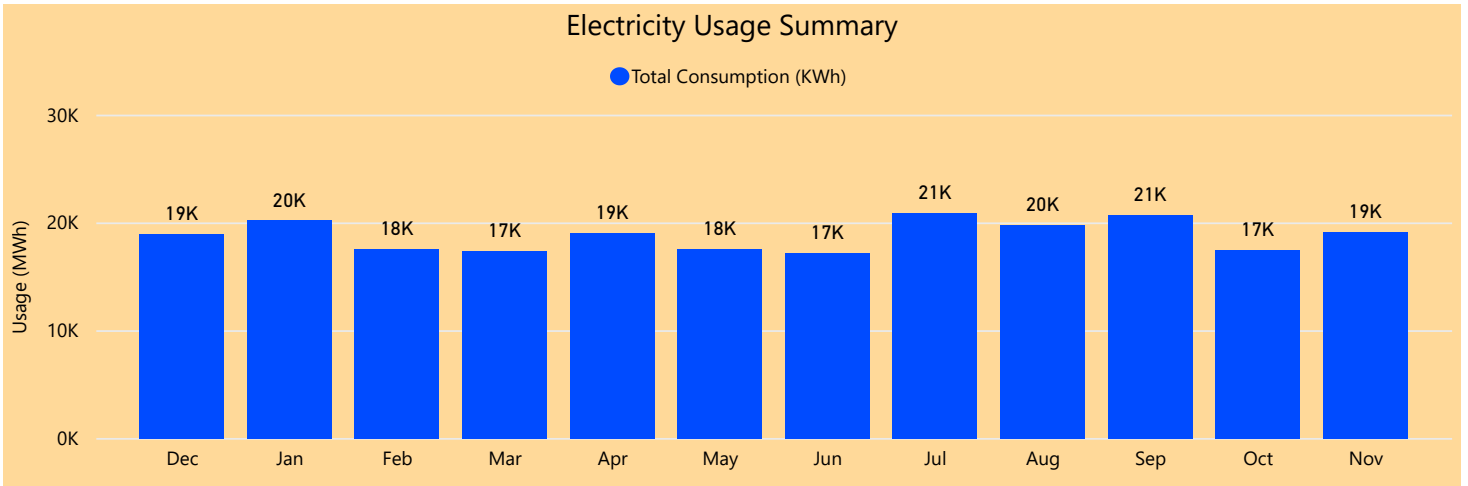
Target: 97%



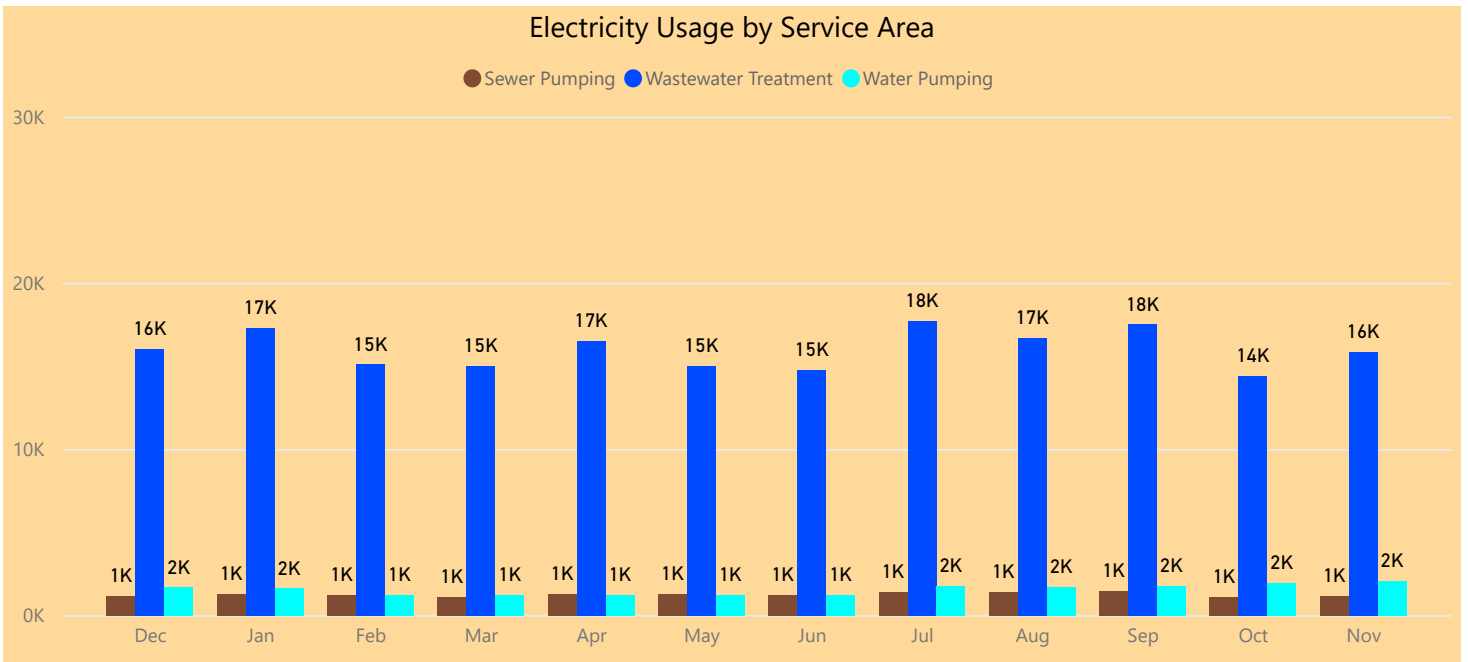
Performance for November was 0.5% below the monthly target of 97.0%

## OPERATIONS AND ENGINEERING

### Energy Consumption



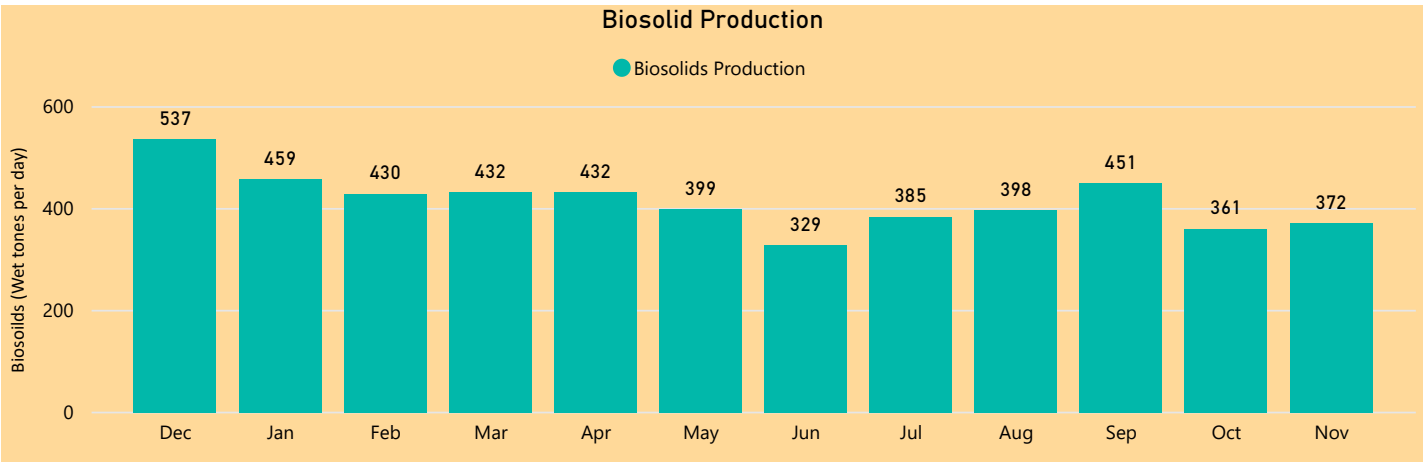
Electricity consumption in Nov 2020 was 19136 KWh.



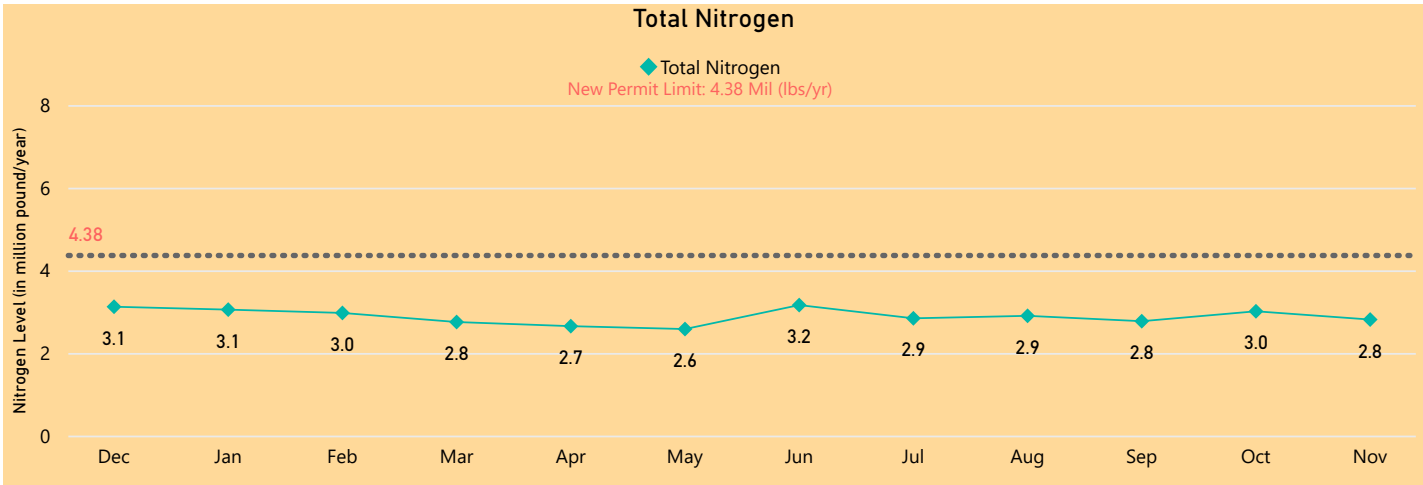
Wastewater treatment has the highest electricity consumption in Nov 2020 at 15853 KWh.

**OPERATIONS AND ENGINEERING**

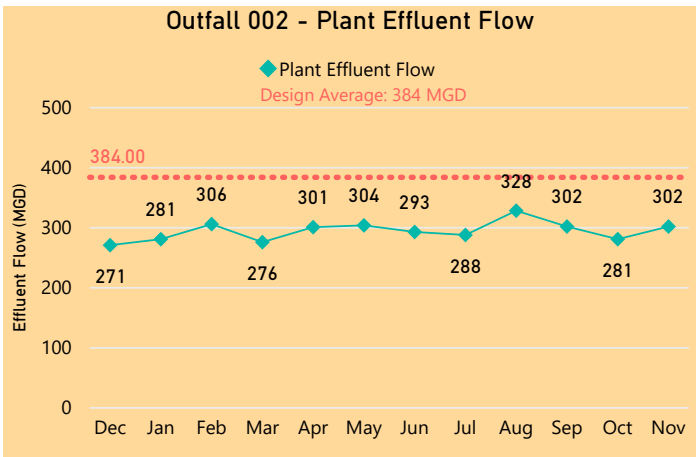
**Wastewater Treatment**



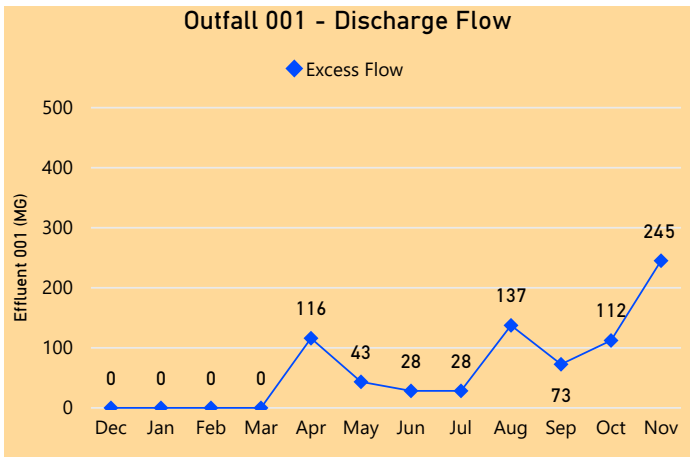
Biosolids daily production for Nov 2020 was 372.4 wet ton per day.



Nitrogen level for Nov 2020 was below permit by 1.55 million lbs/yr.



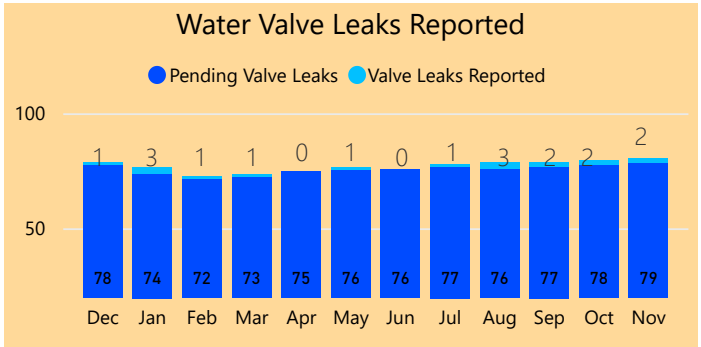
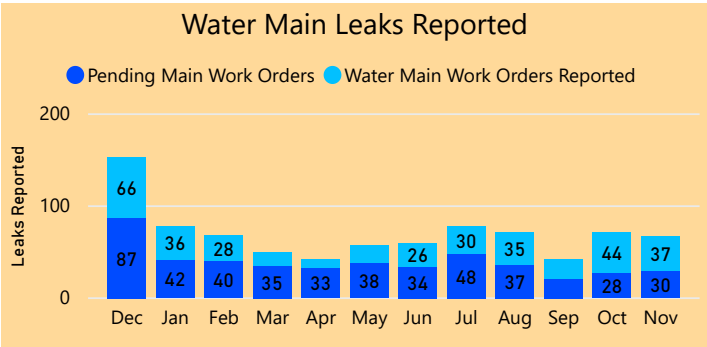
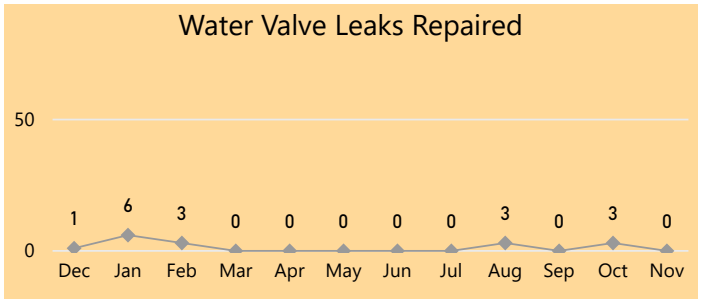
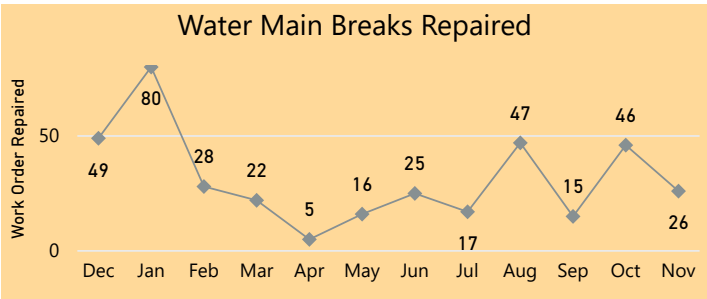
In Nov 2020 effluent flow was below permit by 82 MGD.



Excess flow events were recorded at 245.1 MG in Nov 2020.

**OPERATIONS AND ENGINEERING**

**Water Distribution Operations**

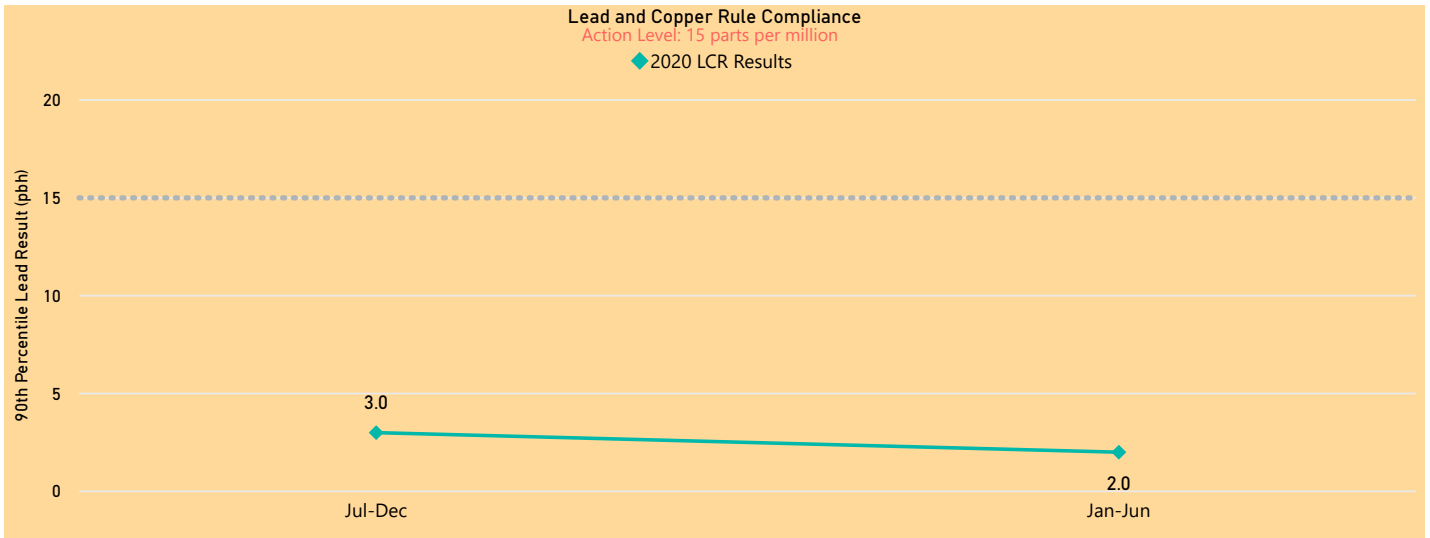


There were 37 Water Main Work Orders reported in November.

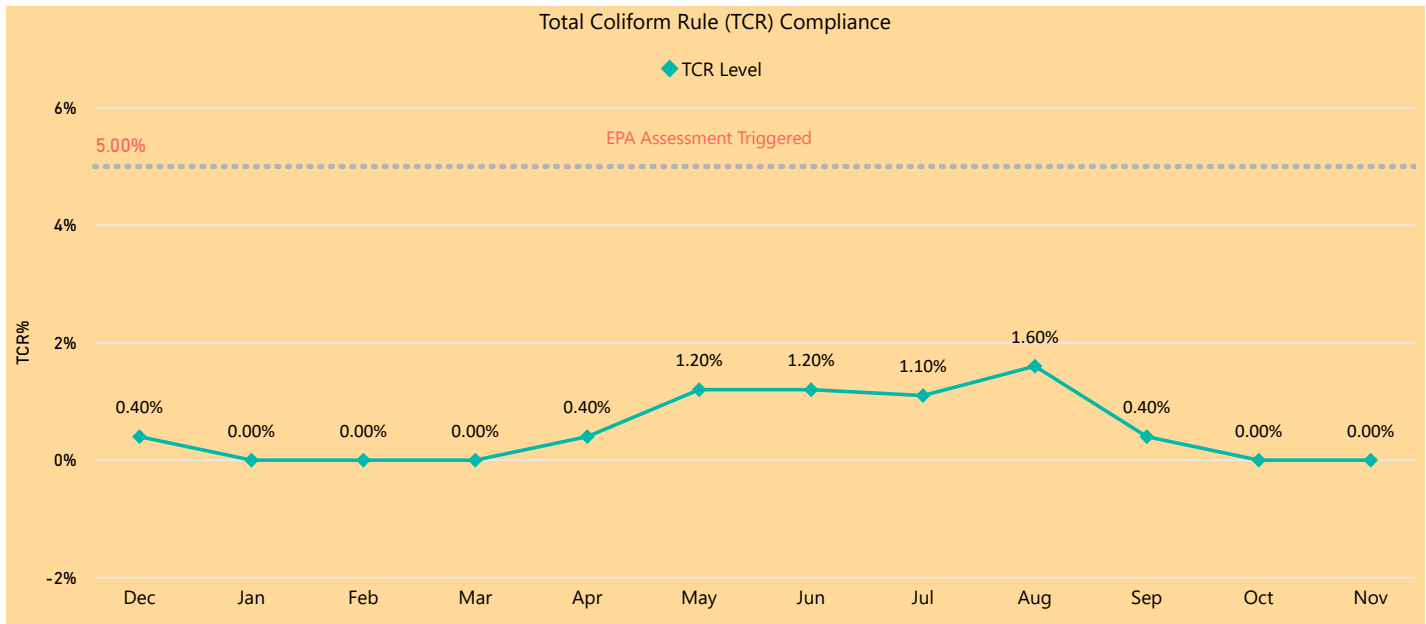
2 leak was reported in November.

## OPERATIONS AND ENGINEERING

### Drinking Water Quality



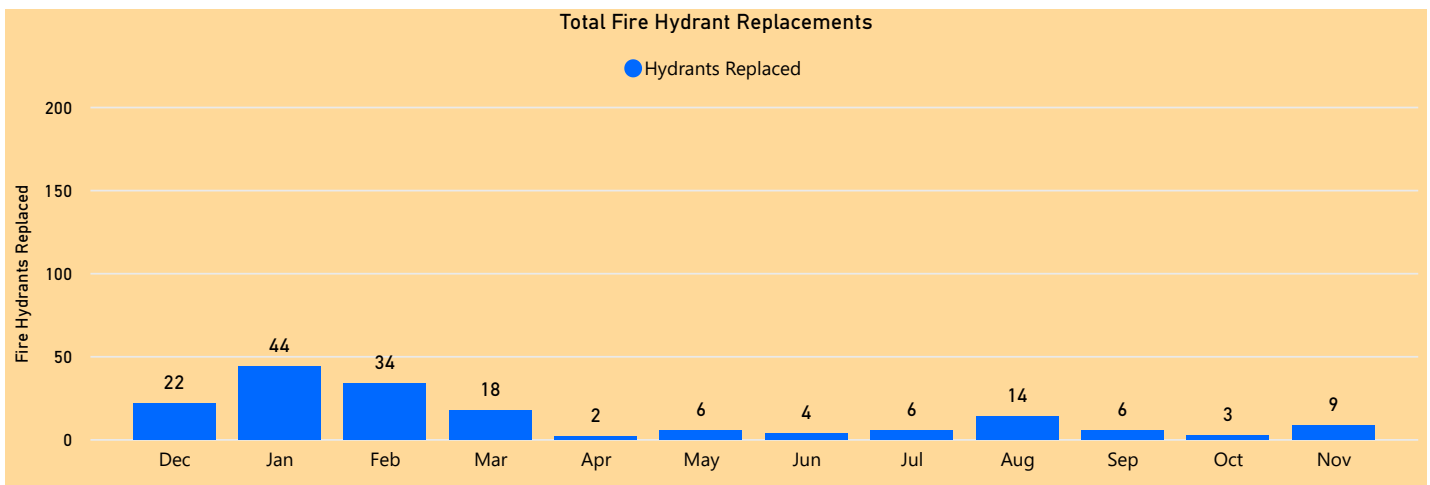
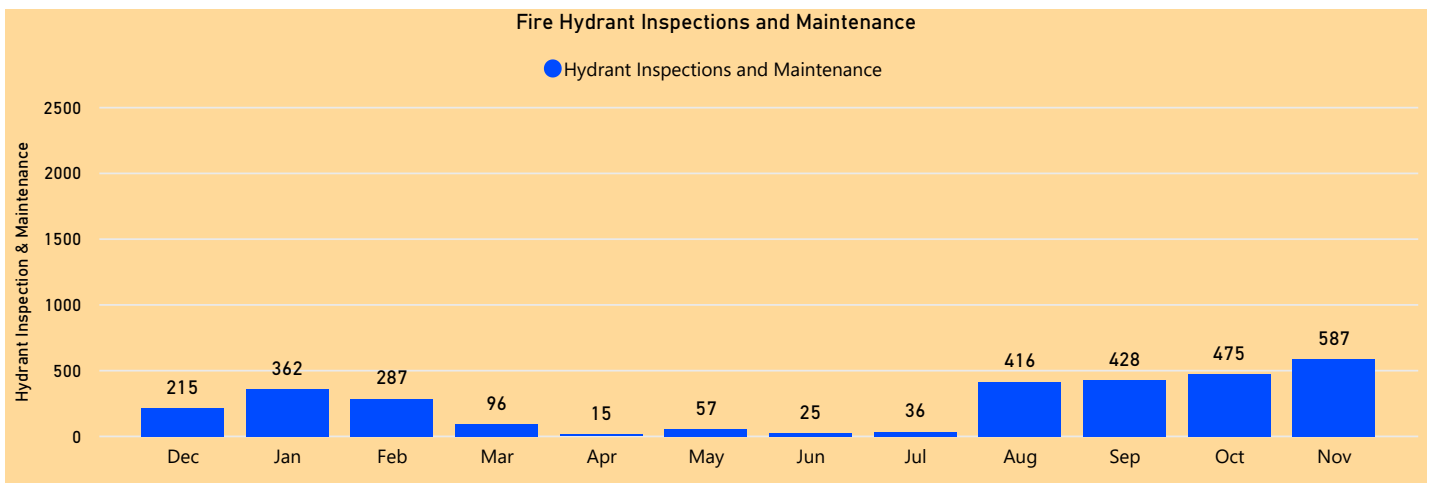
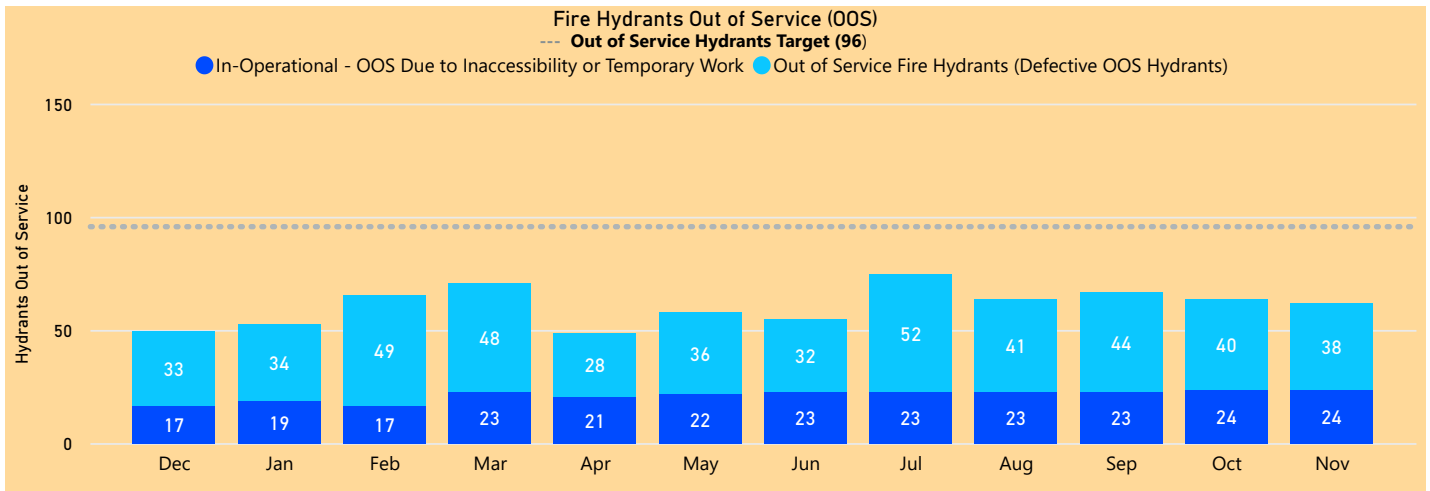
90th percentile for 2nd semester 2020 is 2.8 ppb



Coliform Positive was recorded at 0% for Nov 2020

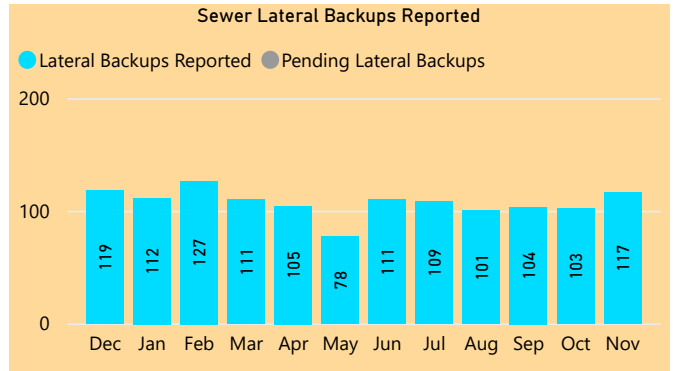
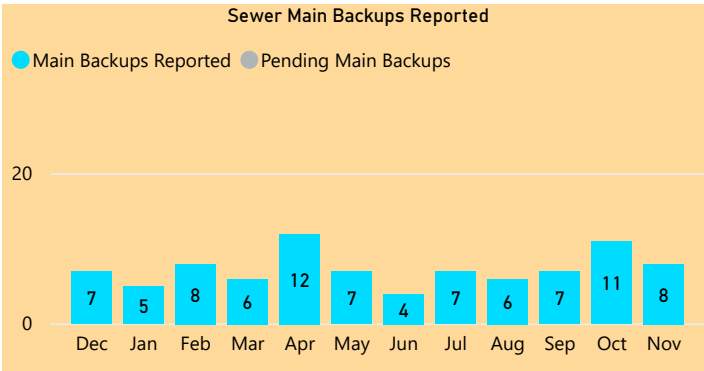
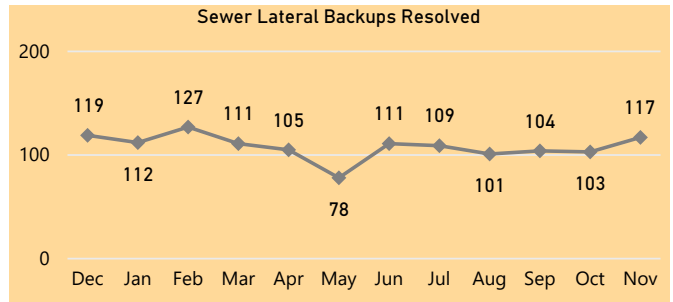
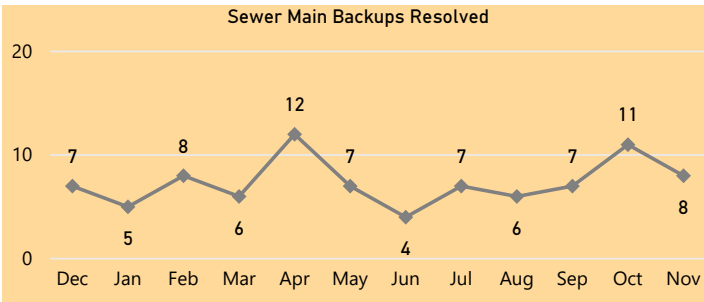
## OPERATIONS AND ENGINEERING

### Fire Hydrants



**OPERATIONS AND ENGINEERING**

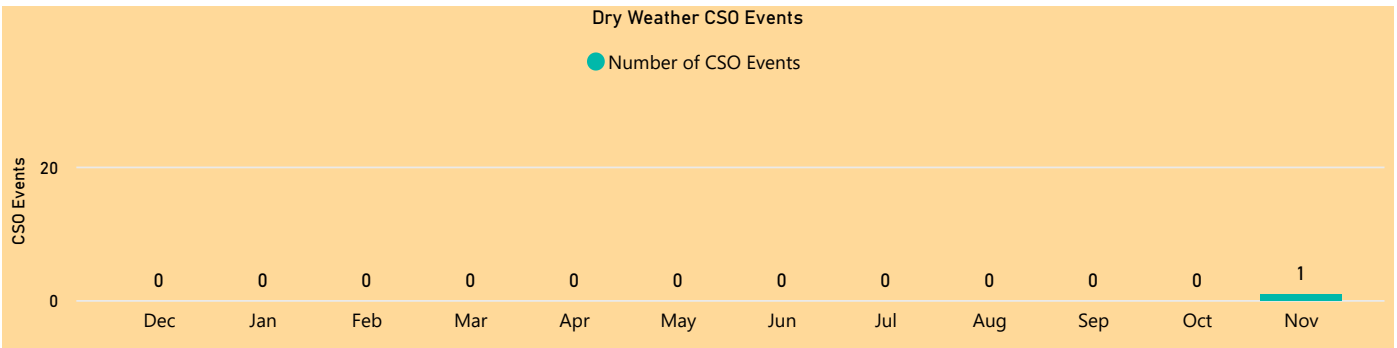
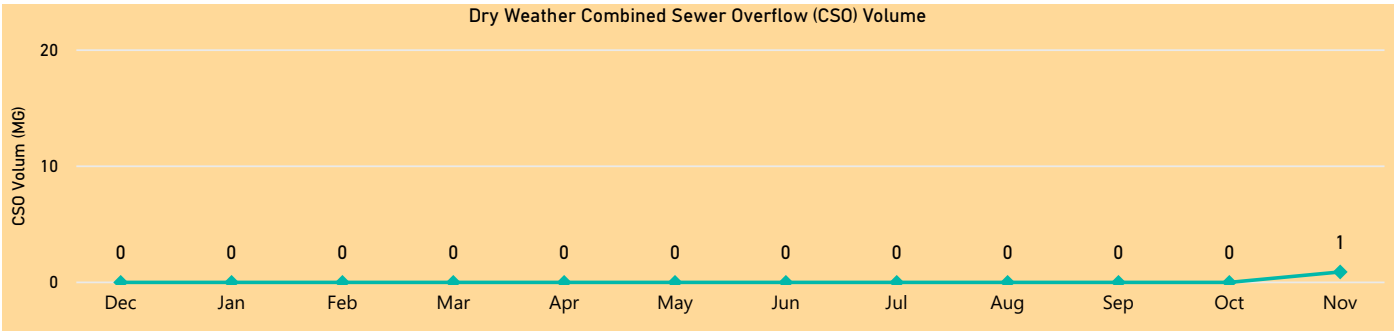
**Sewer System Operations**



0 pending main backup(s) reported

0 pending lateral backup(s) reported

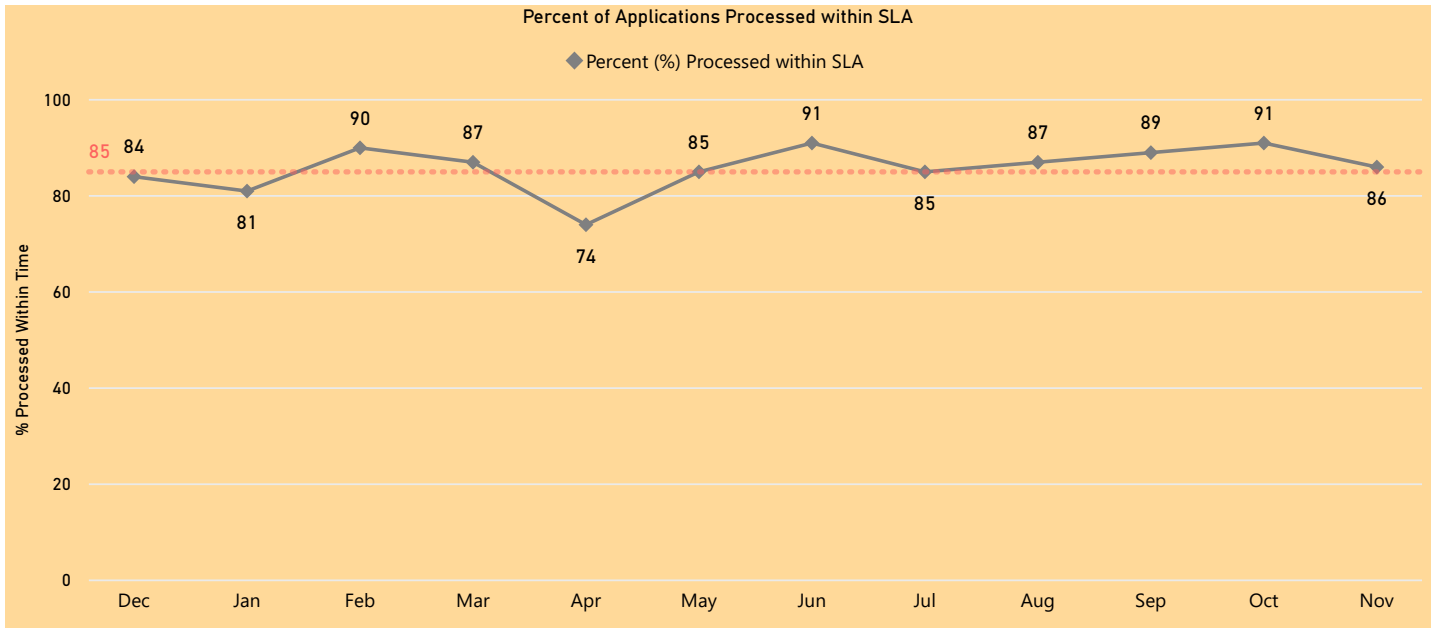
**Combined Sewer System**



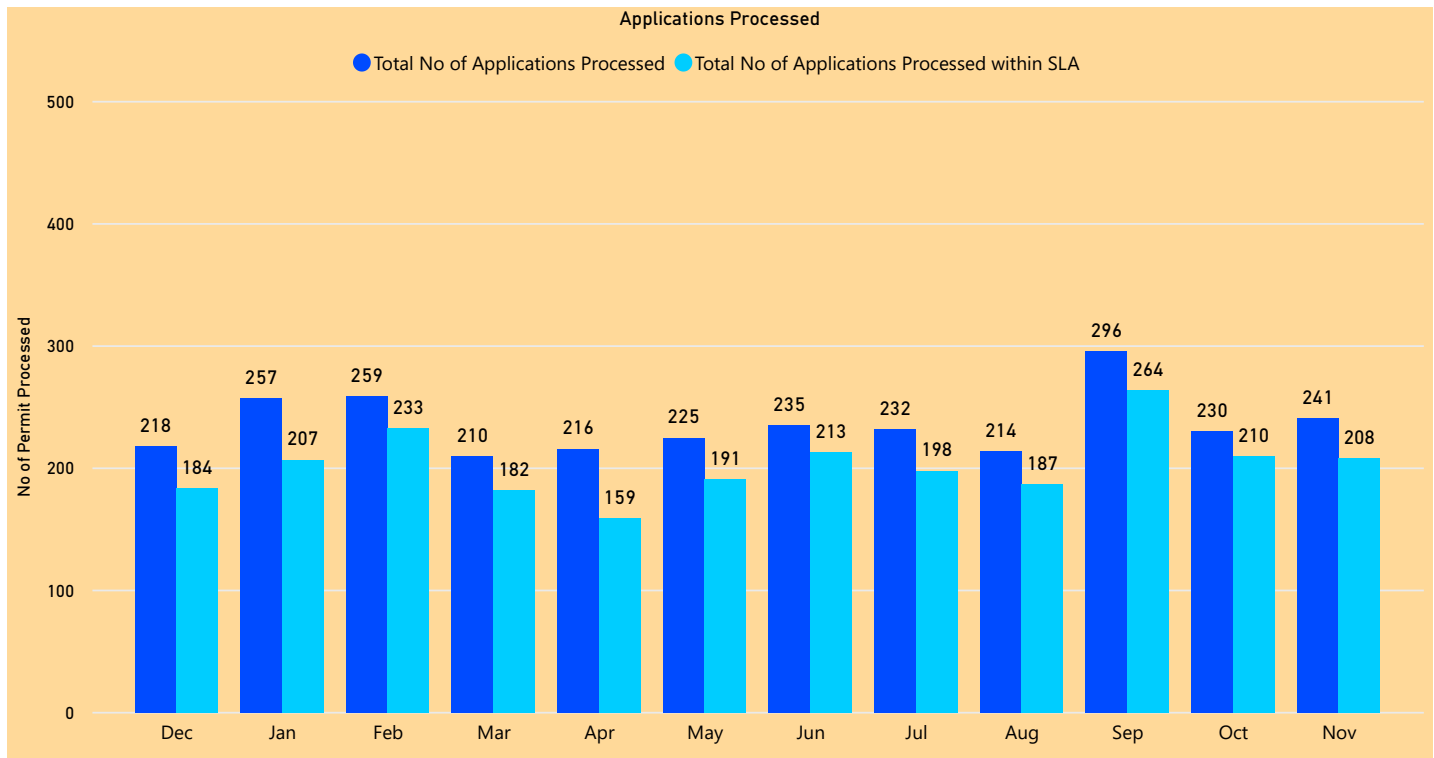


## OPERATIONS AND ENGINEERING

### Permit Processing

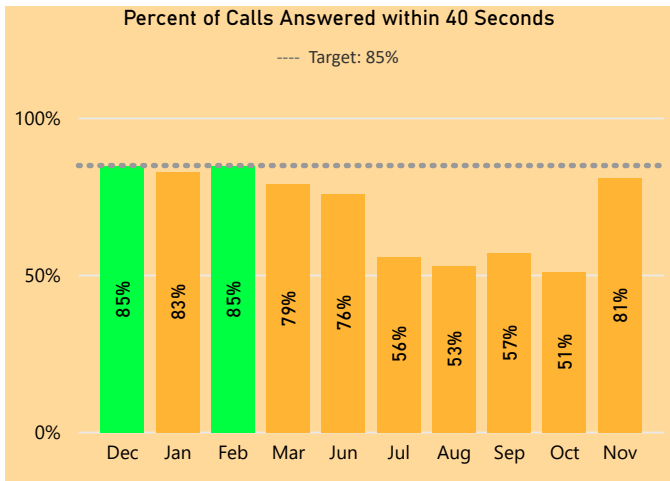
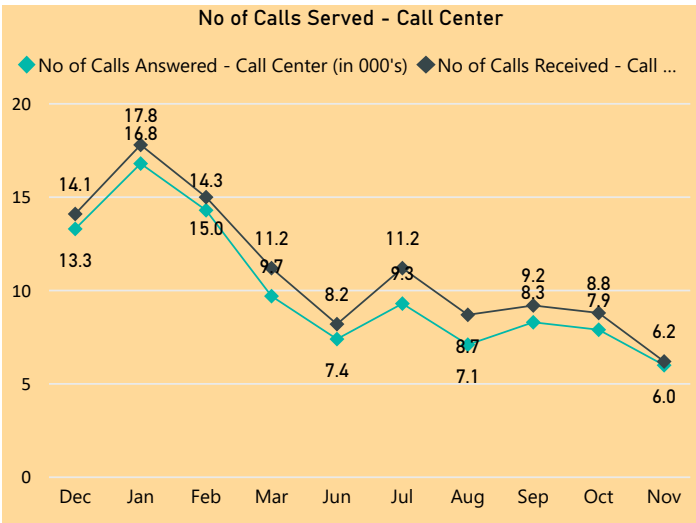


Permits processed in Nov 2020 were 1% above the SLA target 85%



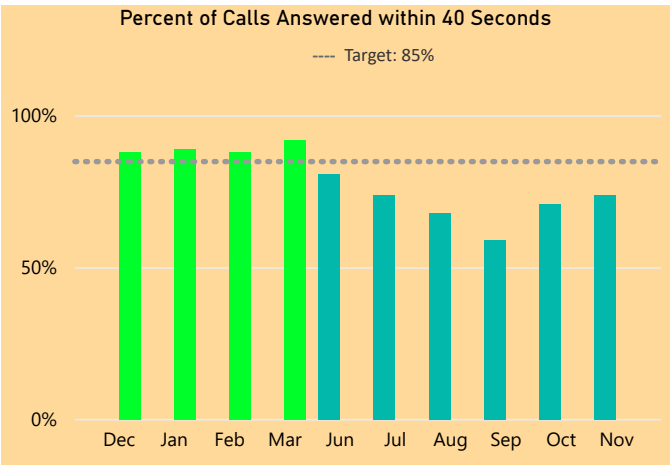
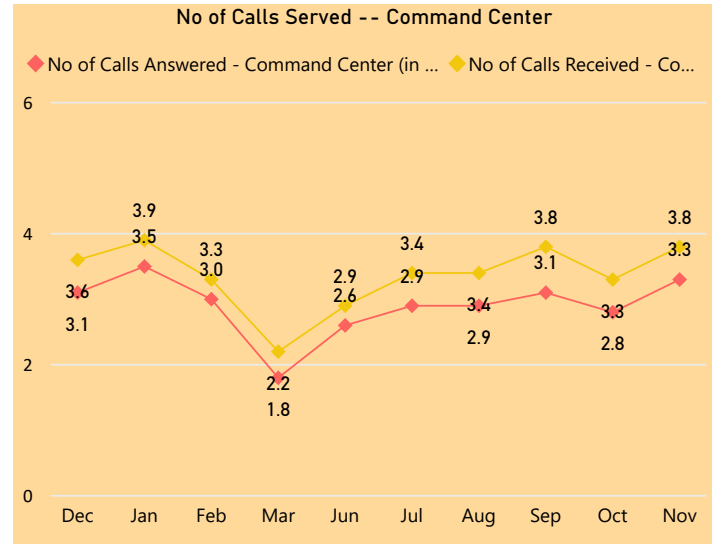
## CUSTOMER EXPERIENCE

### Customer Care - Call Center Performance



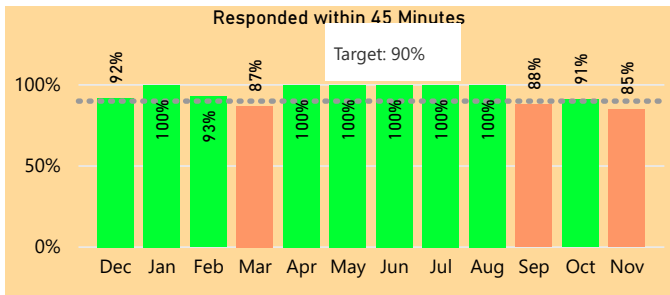
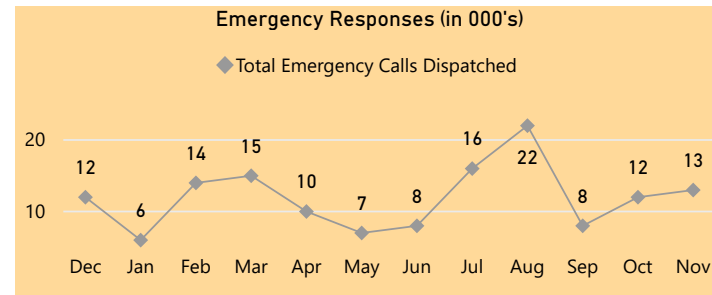
Call Center was below target by 4%. November under target, but an improvement.

### Customer Care - Command Center Performance



Command Center was below target by 11% due to staffing, increased in Nov.

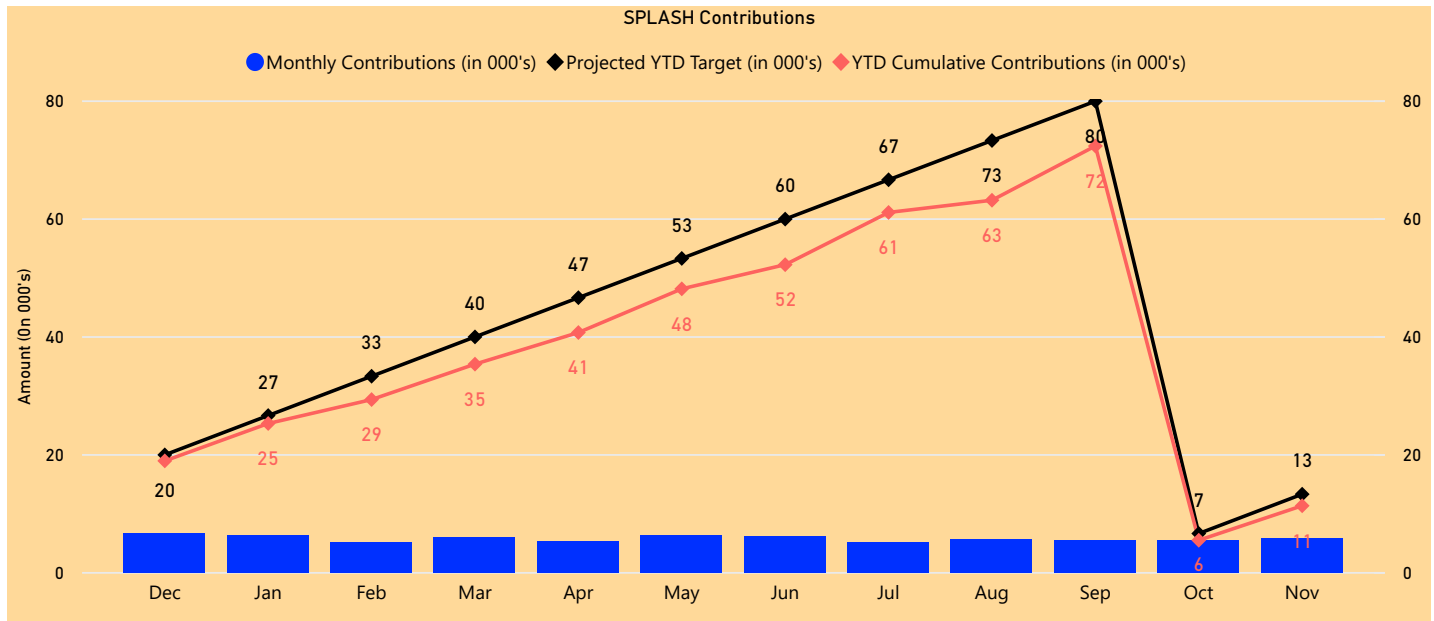
### Customer Care - Emergency Response Time



Performance for Nov 2020 was under target by 5%.

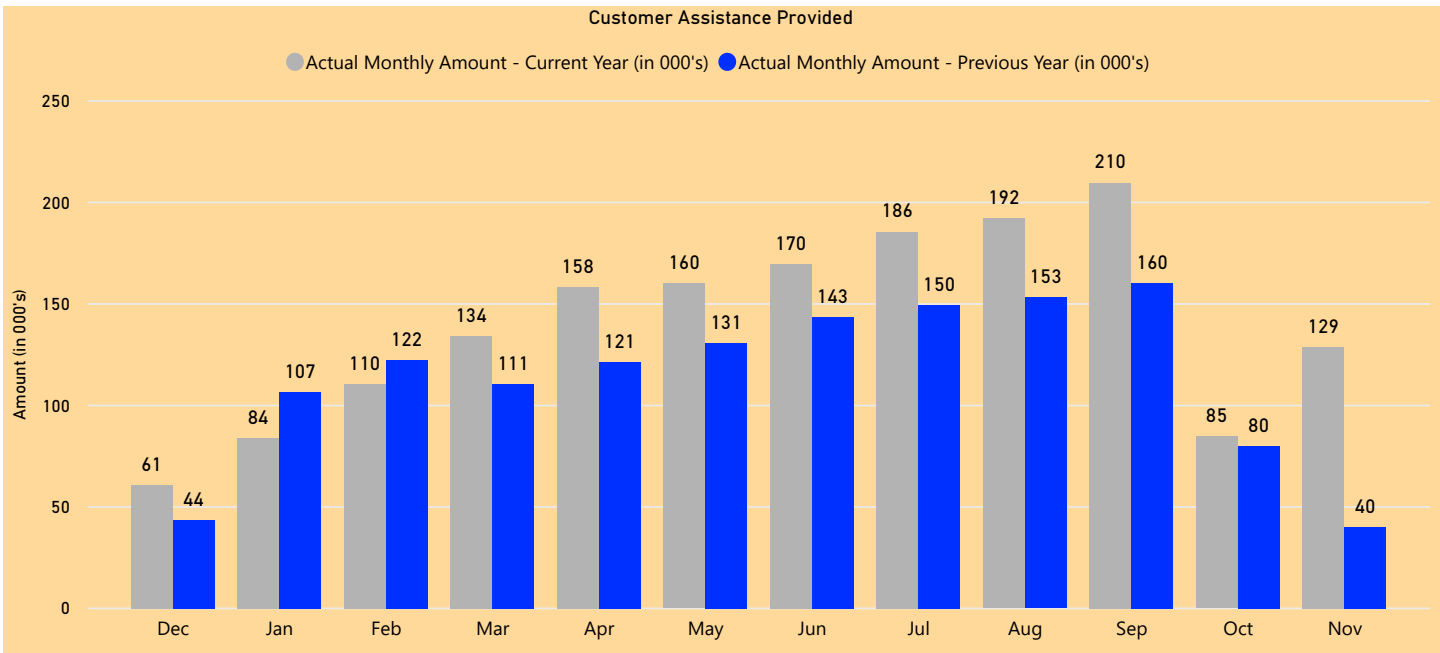
## LOW INCOME ASSISTANCE PROGRAM

### SPLASH Program



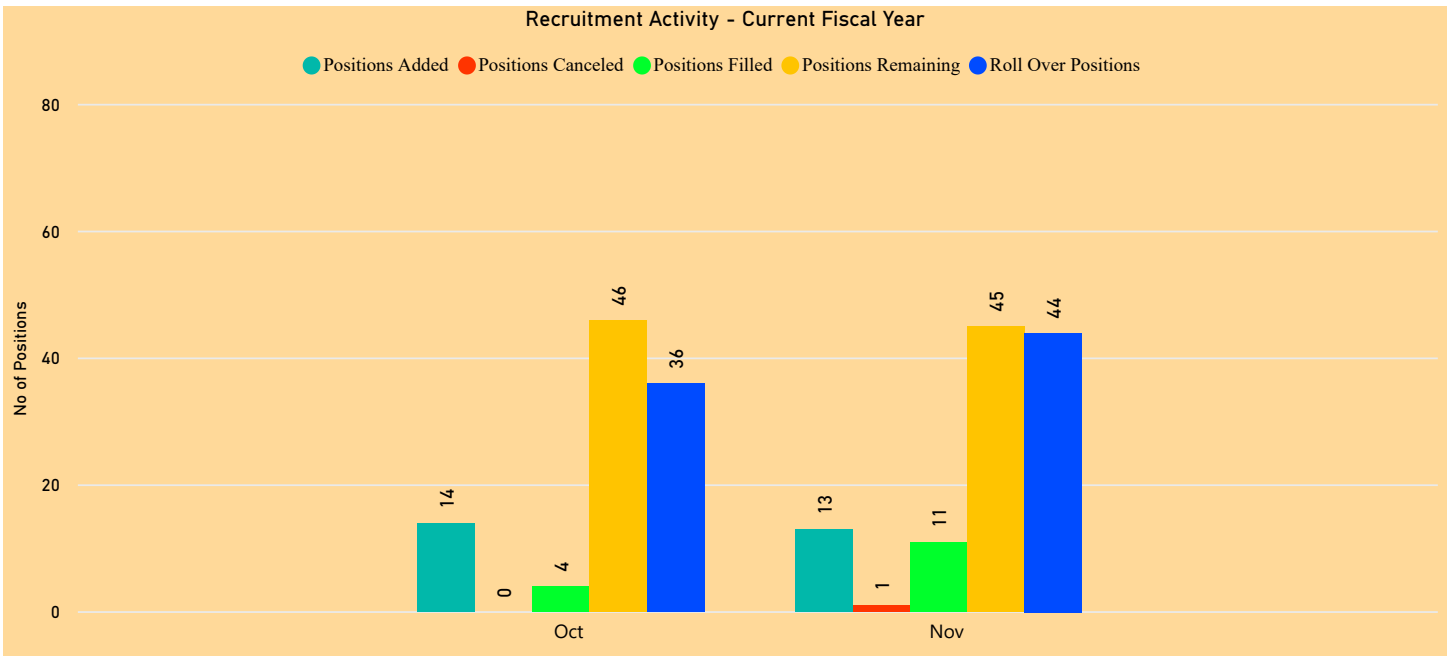
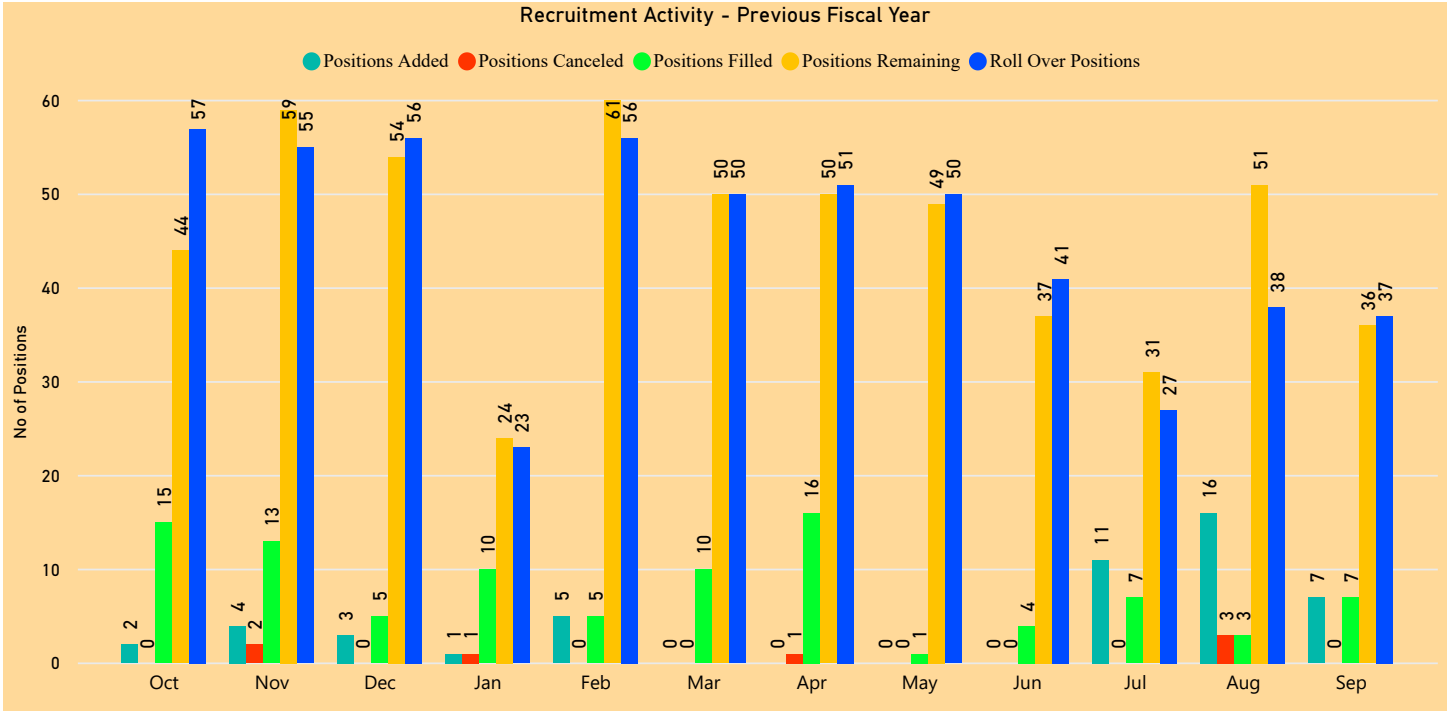
Total SPASH contribution to date for Nov 2020 was under target by \$1960.

### Customer Assistance Program (CAP)



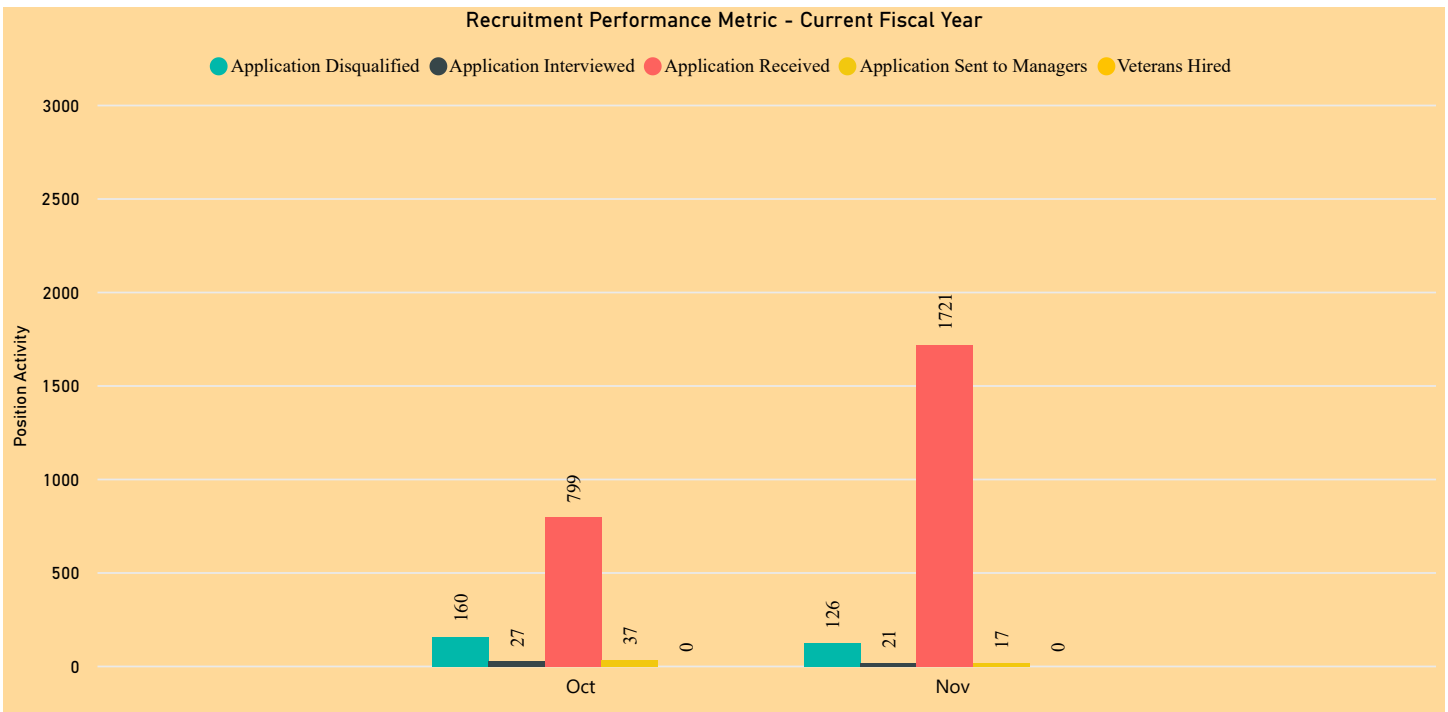
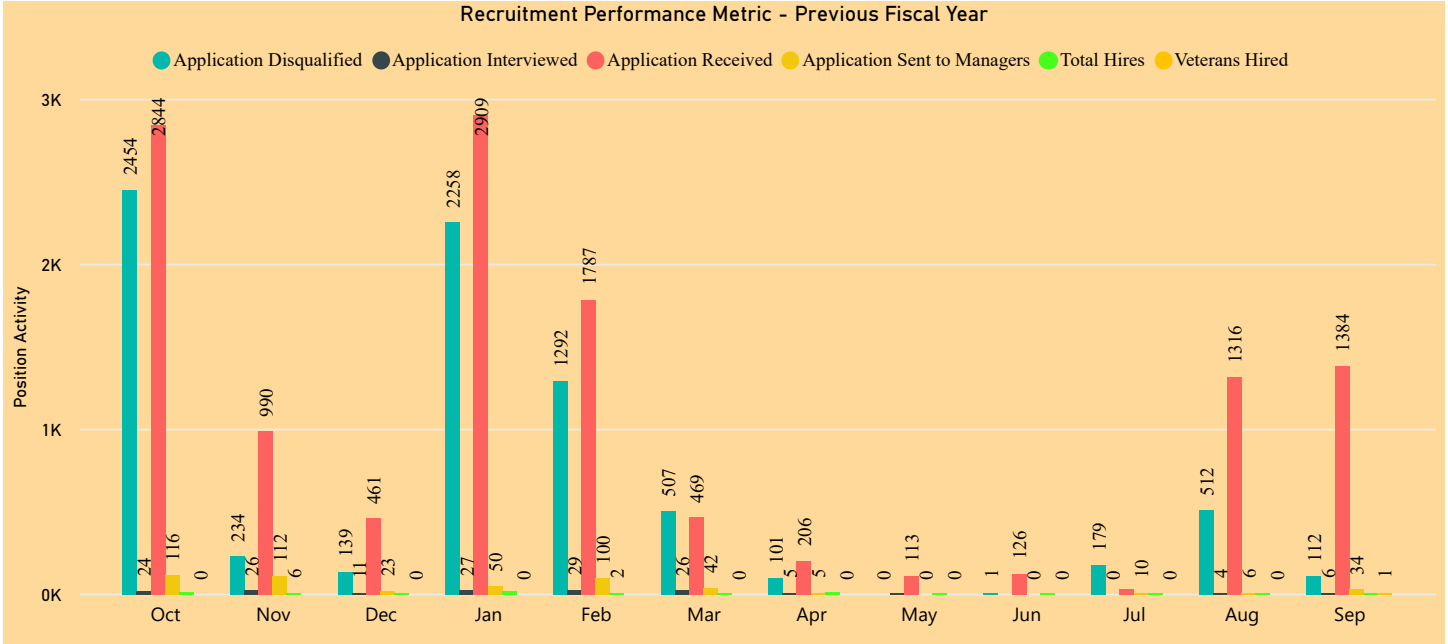
**PEOPLE AND TALENT**

**Human Resources**



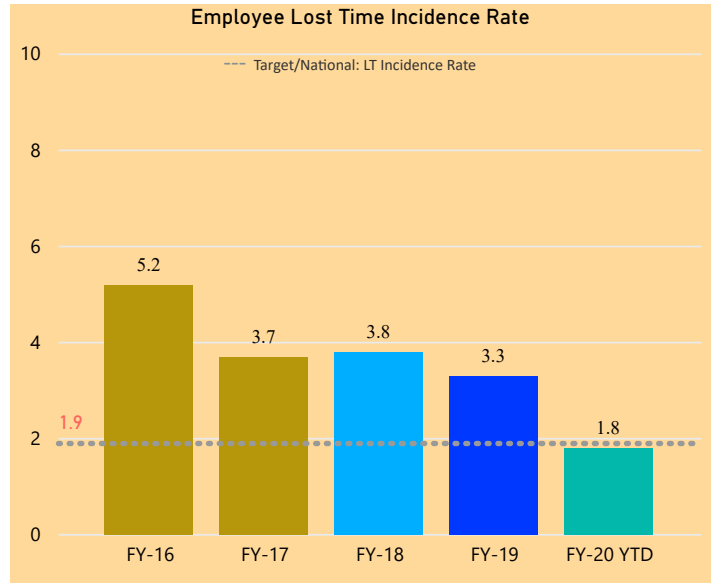
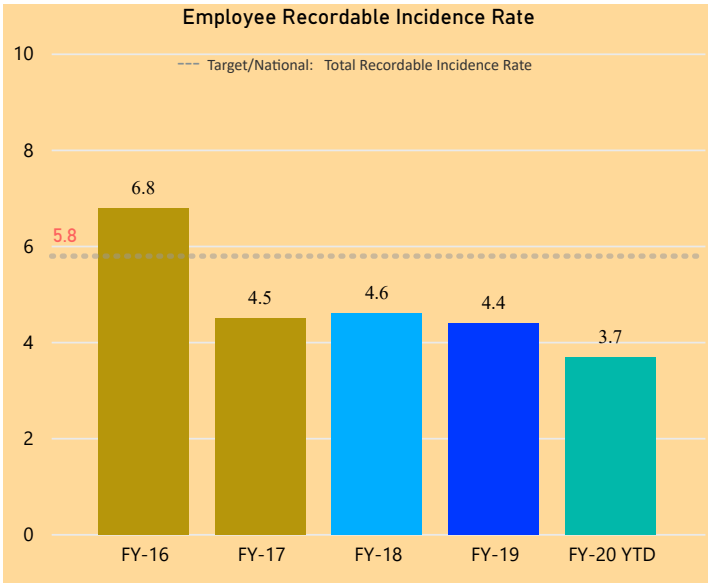
**PEOPLE AND TALENT**

**Human Resources**



**ADMINISTRATION**

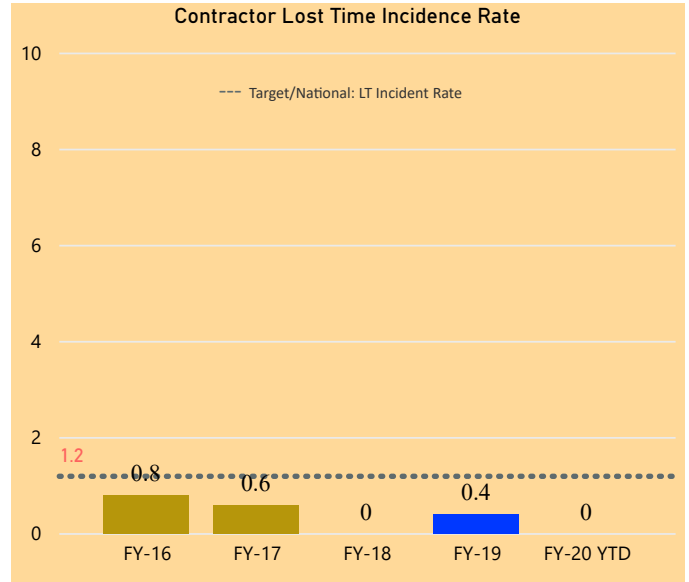
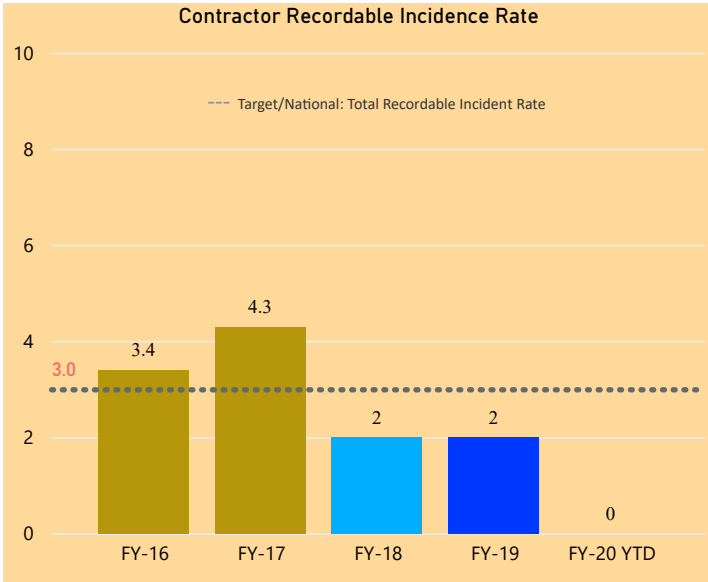
**Safety**



**There have been 3 lost time incidents in FY 2020 YTD.**

**ADMINISTRATION**

**Safety**



**There have been 0 lost time incidents in FY 2020 YTD.**



**INTERPRETATION OF CHARTS:**

**FINANCIAL HIGHLIGHTS**

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**Revenue, Expenditure, Capital Disbursement**

- Bulls eye shows the variance for YTD budget against actual for revenues, expenditures and capital disbursements
- Bar graph shows **total** for the fiscal year budgeted(grey)-revenues, expenditures and capital disbursements against YTD actual(blue)
- Horizontal line graph shows a YTD progress analysis as compared to the previous year

**Net Operating Cash**

- Bar graph shows monthly net operating cash provided/used
- Line graph denoted by (Δ) compares YTD actual against budget (O). This element is dynamically color coded\*

**Operating Revenues**

- Bar graph shows monthly operating revenues
- Line graph denoted by (Δ) compares YTD revenue against budget (O). This element is dynamically color coded\*

**Operating Expenses**

- Bar graph shows monthly operating expenses
- Line graph denoted by (Δ) compares YTD expenditure against budget (O). This element is dynamically color coded\*\*

**Capital Disbursements**

- Bar graph shows monthly capital disbursements
- Line graph denoted by (Δ) compares YTD disbursements against budget (O). This element is dynamically color coded\*\*

**Operating Cash Balance**

- Bar graph shows monthly average cash balance compared to the target of \$125 million; indicated by grey dotted line

**Delinquent Account Receivables**

- Bar graph shows monthly Receivables to Revenue ratio against target of 3%; indicated by grey dotted line. This element is dynamically color coded\*\*
- Line graph denoted by (Δ) shows delinquency in actual dollars

**Investment Cash Earnings**

- Bar graph shows monthly investment cash earnings
- Line graph denoted by (Δ) compares the YTD earnings against budget (O). This element is dynamically color coded\*

**Core Investments Yield**

- Bar graph shows the monthly investment yield compared to the monthly target (grey) benchmark as set by the US Treasury Bill. This element is dynamically color coded\*

**Short Term Investment Yield**

- Bar graph shows the monthly short term investment yield compared to the monthly short term target (grey) benchmark as set by the US Treasury Bill. This element is dynamically color coded\*

Dynamic Color Coding Legend

*	**
<p>Red - when the actual is <b>lower</b> than 3% of budget or target</p> <p>Yellow - when the actual is <b>within</b> 3% of budget or target</p> <p>Green - when the actual is <b>equal to or higher</b> than budget or target</p>	<p>Red - when the actual is <b>higher</b> than 3% of budget or target</p> <p>Yellow - when the actual is <b>within</b> 3% of budget or target</p> <p>Green - when the actual is <b>equal to or lower</b> than budget or target</p>

Symbols where the color code applies- (Δ, □)

A

**Vendor Payment Performance**

- Bar graph shows monthly Vendor Payment Performance percentage against monthly target of 97%; indicated by grey dotted line. This element is dynamically color coded\*\*
- Line graph denoted by (O) shows the YTD vendor payment performance %.

**OPERATIONS & ENGINEERING**

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**Electricity Usage Summary**

- Bar graph shows total electricity consumption per month

**Electricity Usage by Service Area**

- Shows a monthly breakdown by service area of electricity usage
- Dark blue shows for Waste Water Treatment Service Area
- Light blue shows Water Pumping Service Area
- Brown shows Sewer Pumping Service Area

**Biosolids Production**

- Bar graph shows monthly average daily biosolids production

**Total Nitrogen**

- Line graph denoted by (Δ) shows monthly total nitrogen level against the current permit (dark grey) and 2015 permit (light grey) levels. This element is color coded\*\*\*\*

**Plant Effluent Flow**

- Line graph denoted by (Δ) shows monthly influent flow against the plant design average limit of 370MGD. This element is color coded\*\*\*\*

**Excess Flow**

- Line graph denoted by (Δ) shows monthly excess flow

**Non-Revenue Water**

- Bar graph shows the volume of water purchased (dark blue) and water sold (light blue) per quarter
- Line graph denoted by (Δ, O) shows the Infrastructure Leakage Index(ILI) for the current and previous year

**Lead and Copper Rule (LCR) Compliance**

- Line graph denoted by (Δ, O) shows semi-annual LCR monitoring results against target of 15ppb; indicated by grey dotted line. This element is color coded\*\*\*\*

**Total Coliform Rule (TCR)**

- Line graph denoted by (Δ)shows total coliform positives against the EPA maximum contaminant level of 5%. This element is color coded\*\*\*\*

**Water Main Leaks**

- Bar graph shows the water main leaks reported
- The bar graph is stacked (dark blue) to show the pending leaks carried over from the previous month if any; bar graph(light blue) shows new water main leaks reported for the given month

Dynamic Color Coding Legend

***	****
<p><b>Red-</b> when the actual is <b>lower</b> than 5% of budget or target</p> <p><b>Yellow-</b> when the actual is <b>within</b> 5% of budget or target</p> <p><b>Green-</b> when the actual is <b>equal to or higher</b> than budget or target</p>	<p><b>Red-</b> when the actual is <b>higher</b> than 5% of budget or target</p> <p><b>Yellow-</b> when the actual is <b>within</b> 5% of budget or target</p> <p><b>Green-</b> when the actual is <b>equal to or lower</b> than budget or target</p>

Symbols where the color code applies- (Δ, □)

- Line graph denoted by (O) shows the number of main leaks repaired per month

**Water Valve Leaks**

- Bar graph shows the water valve leaks reported
- The bar graph is stacked (dark blue) to show the pending leaks carried over from the previous month if any; bar graph(light blue) shows new water valve leaks reported for the given month
- Line graph denoted by (O) shows the number of valve leaks repaired per month

**Fire Hydrants Out of Service (OOS)**

- Bar graph shows total hydrants not available for use against target of 91; indicated by grey dotted line. This element is dynamically color coded\*\*\*\*
- The bar graph is stacked (blue) to show hydrants that are inaccessible. Inaccessible hydrants are not measured against the target of 91

**Fire Hydrant Inspections and Maintenance**

- Bar graph shows the total number of fire hydrants repaired per month

**Fire Hydrant Replacements Per Month**

- Bar graph shows the total number of hydrants replaced per month against target of 21; indicated by grey dotted line. This element is dynamically color coded\*\*\*

**Sewer Main Backups**

- Bar graph shows the sewer main backups reported
- The bar graph is stacked (dark blue) to show the pending backups carried over from the previous month if any; bar graph(light blue) shows new sewer main backups reported for the given month
- Line graph denoted by (O) shows the number of main backups resolved per month

**Sewer Lateral Backups**

- Bar graph shows the sewer lateral backups reported
- The bar graph is stacked (dark blue) to show the pending backups carried over from the previous month if any; bar graph(light blue) shows new sewer laterals backups reported for the given month
- Line graph denoted by (O) shows the number of lateral backups resolved per month

**Combined Sewer dry weather Overflow (CSO) Events**

- Bar graph shows dry weather CSO events per month
- Line graph denoted by (O) shows the volume in Million Gallons(MG) per dry weather CSO event

**Total Applications Processed within Service Level Agreement (SLA)**

- Bar graph shows
  - the number of permits processed per month (dark blue)
  - the number of permits processed within SLA per month (light blue)
- Line graph denoted by (O) shows the percentage of permits processed vs. processed within SLA

Dynamic Color Coding Legend

***	****
Red- when the actual is <b>lower</b> than 5% of budget or target Yellow- when the actual is <b>within</b> 5% of budget or target Green- when the actual is <b>equal to or higher</b> than budget or target	Red- when the actual is <b>higher</b> than 5% of budget or target Yellow- when the actual is <b>within</b> 5% of budget or target Green- when the actual is <b>equal to or lower</b> than budget or target

Symbols where the color code applies- (Δ, □)

**CUSTOMER EXPERIENCE**

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**CUSTOMER CARE**

**Call Center Performance**

- Bar graph shows monthly percentage of calls answered within 40 seconds against target of 85%; indicated by grey dotted line. This element is dynamically color coded\*\*\*
- Line graph denoted by (O) shows the number of calls received by the call center every month

**Command Center Performance**

- Bar graph shows monthly percentage of calls answered within 40 seconds against target of 85%; indicated by grey dotted line. This element is dynamically color coded\*\*\*
- Line graph denoted by (O) shows the number of calls received by the command center every month

**First Call Resolution (FCR)**

- Bar graph shows monthly percentage of calls resolved on first contact against target of 75%; indicated by grey dotted line. This element is color dynamically coded\*\*\*

**Emergency Response Time**

- Bar graph shows the percentage of emergency calls responded to within 45 minutes against target of 90%; indicated by grey dotted line. This element is dynamically color coded\*\*\*
- Line graph denoted by (O) shows the total calls dispatched per month

**LOW INCOME ASSISTANCE PROGRAM**

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**SPLASH Contributions**

- Bar graph shows monthly SPLASH contributions
- Line graph denoted by (Δ) shows the YTD contributions against target (O). This element is color coded\*\*\*

**Customer Assistance Program (CAP)**

- Bar graph shows monthly CAP assistance
- Line graph denoted by (Δ) shows the YTD contributions against budget (O). This element is color coded\*\*\*

**PEOPLE AND TALENT**

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**HUMAN RESOURCES**

**Open Positions**

- Bar graph (dark blue) shows open positions carried over from the previous month.
- Bar graph (light blue) shows new positions added in the given month.
- Bar graph (olive green) shows positions filled in the given month.
- Bar graph (orange) shows positions cancelled in the given month.
- Bar graph (light green) shows net remaining open positions at the end of the given month.

Dynamic Color Coding Legend

***	****
Red- when the actual is <b>lower</b> than 5% of budget or target	Red- when the actual is <b>higher</b> than 5% of budget or target
Yellow- when the actual is <b>within</b> 5% of budget or target	Yellow- when the actual is <b>within</b> 5% of budget or target
Green- when the actual is <b>equal to or higher</b> than budget or target	Green- when the actual is <b>equal to or lower</b> than budget or target

Symbols where the color code applies- (Δ, □)

ADMINISTRATION

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**SAFETY**

**Employee Lost Time Incidence Rate**

- Bar graph shows quarterly Employee Lost Time (LT) incidence rate as compared to the National average LT rate of 2.0; indicated by grey dotted line. Light blue represents the previous year, brown represents the year before previous and dark blue the current fiscal year.
- Scatter graph denoted by (Δ, O) shows the number of Lost Time accidents and comparison is also made between the current year and the previous years.

**Contractor Lost Time Incidence Rate**

- Bar graph shows quarterly Contractor Lost Time (LT) incidence rate. Light blue represents the previous year, brown represents the year before previous and dark blue the current fiscal year.
- Scatter graph denoted by (Δ, O) shows the number of Lost Time accidents and comparison is also made between the current year and the previous years.

Dynamic Color Coding Legend

***	****
<p><b>Red-</b> when the actual is <b>lower</b> than 5% of budget or target</p> <p><b>Yellow-</b> when the actual is <b>within</b> 5% of budget or target</p> <p><b>Green-</b> when the actual is <b>equal to or higher</b> than budget or target</p>	<p><b>Red-</b> when the actual is <b>higher</b> than 5% of budget or target</p> <p><b>Yellow-</b> when the actual is <b>within</b> 5% of budget or target</p> <p><b>Green-</b> when the actual is <b>equal to or lower</b> than budget or target</p>

Symbols where the color code applies- (Δ, □)



## Summary of Contracts on Consent Agenda

### 271<sup>st</sup> Meeting of the DC Water Board of Directors

Thursday, January 7, 2021

#### Joint-Use Contract

**Resolution No. 21-00** – execute Option Year One (1) of Contract No. 19-PR-DWT-21A, Colonial Chemicals. The purpose of the option is to secure the consistent supply and delivery of methanol to the Blue Plains Advanced Wastewater Treatment Plant. The methanol is used as the nutrient for bacteria in the Nitrification section of Blue Plains, where nitrogen is removed to comply with DC Water’s environmental permits as required by the EPA. The option amount is \$6,500,000.

**Resolution No. 21-01** – execute Option Year One (1) of Contract No. 20-PR-DFM-18, KLSL Consulting, LLC. The purpose of the option is to supply Temporary Staffing Services to the Fleet Department to maintain DC Water’s vehicles and large equipment. The option amount is \$1,864,000.

**Resolution No. 21-02** - execute Option Year One (1) of Contract No. 19-PR-DWT-0218, Mitsubishi International Corp. The purpose of the option is to secure the consistent supply and delivery of methanol to the Blue Plains Advanced Wastewater Treatment Plant. The methanol is used as the nutrient for bacteria in the Nitrification section of Blue Plains, where nitrogen is removed to comply with DC Water’s environmental permits as required by the EPA. The option amount is \$700,000.

#### Non-Joint Use Contracts

**Resolution No. 21-05** - execute Contract No. 210010, Structural Preservation Systems, LLC. The purpose of the contract is to provide emergency rehabilitation of the elevated sewer crossing at Hickey Run located on federal property inside the National Arboretum. The contract amount is \$2,148,600.

**Resolution No. 21-06** - execute Contract No. 200070, National Service Contractors, Inc. The purpose of the contract is to provide maintenance of the DC Water-constructed Green Infrastructure (GI) facilities as part of the practicability assessment for GI. These facilities were constructed to manage stormwater in various parts of the District of Columbia. The contract amount is \$2,188,090.

**Resolution No. 21-07** - execute Contract No. 200060, Anchor Construction Corporation. The purpose of the contract is to provide maintenance of the DC Water-constructed Green Infrastructure (GI) facilities as part of the practicability assessment for GI. These facilities were constructed to manage stormwater in various parts of the District of Columbia. The contract amount is \$1,599,454



**Presented and Approved: January 7, 2021**  
**SUBJECT: Approval to Execute Option Year One (1) of Contract No. 19-PR-DWT-21A, Colonial Chemicals**

**#21-00**  
**RESOLUTION**  
**OF THE**  
**BOARD OF DIRECTORS**  
**OF THE**  
**D.C. WATER AND SEWER AUTHORITY**

The Board of Directors ("Board") of the District of Columbia Water and Sewer Authority ("the Authority") at its meeting on January 7, 2021 upon consideration of a joint use matter, decided by a vote of \_\_\_() in favor and \_\_\_() opposed to approve Option Year One (1) of Contract No. 19-PR-DWT-21A, Colonial Chemicals.

**Be it resolved that:**

The Board of Directors hereby authorizes the General Manager to execute Option Year One (1) of Contract No. 19-PR-DWT-21A, Colonial Chemicals. The purpose of the option is to secure the consistent supply and delivery of methanol to the Blue Plains Advanced Wastewater Treatment Plant. The methanol is used as the nutrient for bacteria in the Nitrification section of Blue Plains, where nitrogen is removed to comply with DC Water's environmental permits as required by the EPA. The option amount is \$6,500,000.

\_\_\_\_\_  
Secretary to the Board of Directors

**DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS CONTRACTOR FACT SHEET**

**ACTION REQUESTED**

**GOODS AND SERVICES CONTRACT OPTION YEAR  
Supply and Delivery of Methanol  
(Joint Use)**

This contract action is to execute option year 1 in the amount of \$6,500,000.00.

**CONTRACTOR/SUB/VENDOR INFORMATION**

<b>PRIME:</b> Colonial Chemicals, Inc. 916 West Lathrop Avenue Savannah, GA 31415	<b>SUBS:</b> N/A	<b>PARTICIPATION:</b> N/A
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**DESCRIPTION AND PURPOSE**

Base Period Contract Value:	\$7,000,000.00
Base Contract Period:	01-13-2020 – 01-12-2021
No. of Option Years:	2
Option Year 1 Value:	\$6,500,000.00
Option Year 1 Dates:	01-13-2021 – 01-12-2022

**Purpose of the Contract:**

To secure the consistent supply and delivery of methanol to the Blue Plains Advanced Wastewater Treatment Plant. The methanol is used as the nutrient for bacteria in the Nitrification section of Blue Plains, where nitrogen is removed to comply with DC Water's environmental permits as required by the EPA.

**Contract Scope:**

Under the contract, suppliers will deliver and provide all necessary equipment required to offload methanol into the designated storage tanks at the Blue Plains Wastewater Treatment.

DC Water consumes methanol continuously and due to its critical importance and supply security, DC Water dual-sources methanol to assure continuity of supply. Colonial Chemical was awarded 90% of our volume requirements, and Mitsubishi was awarded 10%.

**Spending Previous Year:**

Cumulative Contract Value:	01-13-2020 to 01-12-2021: \$7,000,000.00
Cumulative Contract Spending:	01-13-2020 to 11-30-2020: \$4,804,457.00

**Contractor's Past Performance:**

According to the COTR, the Contractor's quality of products and services, timeliness of deliverables; conformance to DC Water's policies, procedures and contract terms; and invoicing all meet expectations and requirements.

No LBE/LSBE participation.

**PROCUREMENT INFORMATION**

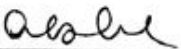
<b>Contract Type:</b>	Good and Services	<b>Award Based On:</b>	Best Value
<b>Commodity:</b>	Methanol	<b>Contract Number:</b>	19-PR-DWT-21A
<b>Contractor Market:</b>	Open Market with Preference Points for LBE and LSBE Participation		


**BUDGET INFORMATION**

<b>Funding:</b>	Operating	<b>Department:</b>	Wastewater Treatment
<b>Service Area:</b>	Blue Plains	<b>Department Head:</b>	Aklile Tesfaye

**ESTIMATED USER SHARE INFORMATION**

User	Share %	Dollar Amount
District of Columbia	43.44%	\$2,823,600.00
Washington Suburban Sanitary Commission	41.95%	\$2,726,750.00
Fairfax County	9.79%	\$636,350.00
Loudoun Water	4.23%	\$274,950.00
Other (PI)	0.59%	\$38,350.00
<b>TOTAL ESTIMATED DOLLAR AMOUNT</b>	<b>100.00%</b>	<b>\$6,500,000.00</b>

 / 12/3/2020  
 Aklile Tesfaye Date  
 VP of Wastewater Operation

  
 Digitally signed by Dan Bae  
 DN: C=US, E=dan.baes@dcwater.com,  
 O=District of Columbia Water and  
 Sewer Authority, OU=VP of  
 Procurement & Compliance, CN=Dan  
 Bae  
 Date: 2020.12.07 06:48:26-05'00'  
 Dan Bae Date  
 VP of Procurement and Compliance

Matthew T. Brown  
 Digitally signed by  
 Matthew T. Brown  
 Date: 2020.12.08 18:12:09  
 -05'00'  
 Matthew T. Brown Date  
 CFO and EVP of Finance and Procurement

  
 Digitally signed by David Gadis  
 DN: cn=David Gadis, o, ou,  
 email=David.Gadis@dcwater.com, c=US  
 Date: 2020.12.23 14:25:52 -05'00'  
 David L. Gadis Date  
 CEO and General Manager

**Presented and Approved: January 7, 2021**

**SUBJECT: Approval to Execute Option Year One (1) of Contract No. 20-PR-DFM-18, KLSL Consulting, LLC**

**#21-01  
RESOLUTION  
OF THE  
BOARD OF DIRECTORS  
OF THE  
D.C. WATER AND SEWER AUTHORITY**

The Board of Directors ("Board") of the District of Columbia Water and Sewer Authority ("the Authority") at its meeting on January 7, 2021 upon consideration of a joint use matter, decided by a vote of \_\_\_() in favor and \_\_\_() opposed to approve Option Year One (1) of Contract No. 20-PR-DFM-18, KLSL Consulting, LLC.

**Be it resolved that:**

The Board of Directors hereby authorizes the General Manager to execute Option Year One (1) of Contract No. 20-PR-DFM-18, KLSL Consulting, LLC. The purpose of the option is to supply Temporary Staffing Services to the Fleet Department to maintain DC Water's vehicles and large equipment. The option amount is \$1,864,000.

\_\_\_\_\_  
Secretary to the Board of Directors

**DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS CONTRACTOR FACT SHEET**

**ACTION REQUESTED**

**GOODS AND SERVICES CONTRACT OPTION YEAR ONE  
For Temporary Staffing Services  
(Joint Use - Indirect)**

Approval to execute Option Year 1 for Temporary Staffing Services for Fleet Department in the amount \$1,864,000.

**CONTRACTOR/SUB/VENDOR INFORMATION**

<b>PRIME:</b> KLSL Consulting, LLC 5335 Wisconsin Avenue Suite #440 Washington, DC 20015 (LSBE)	<b>SUBS:</b>	<b>PARTICIPATION:</b> 100%
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**DESCRIPTION AND PURPOSE**

Base Contract Value: \$1,618,558.34  
 Base Contract Dates: 1/10/2020 – 1/09/2021  
 Number of Option Years in Contract: 1  
 Modification Value: \$132,070.00  
 Modification Dates: 1/31/2020 – 1/09/2021  
 Option Year 1 Value: \$1,864,000.00  
 Option Year 1 Dates: 1/10/2021 – 1/09/2022

**Purpose of the Contract:**

To supply Temporary Staffing Services to the Fleet Department.

**Contract Scope:**

This contract provides temporary staff to maintain DC Water’s vehicle and large equipment for the Fleet Department.

**Spending Previous Year:**

Cumulative Contract Value: 01/10/2020 – 01/09/2021 - \$1,750,628.74  
 Cumulative Contract Spending: 01/10/2020 – 11/17/2020 - \$1,228,061.00

**Contractor’s Past Performance:**

According to the COTR, the Contractor’s quality of services, conforms to DC Water’s policies, procedures and contract terms; and invoicing all met expectations and requirements.



**PROCUREMENT INFORMATION**


<b>Contract Type:</b>	Fixed Hourly Rate	<b>Award Based On:</b>	Lowest Price
<b>Commodity:</b>	Good and Services	<b>Contract Number:</b>	20-PR-DFM-18
<b>Contractor Market:</b>	Open Market with Preference Points for LBE and LSBE Participation		

**BUDGET INFORMATION**

<b>Funding:</b>	Operating	<b>Department:</b>	Fleet
<b>Project Area:</b>	DC Water Wide	<b>Department Head:</b>	Tim Fitzgerald

**ESTIMATED USER SHARE INFORMATION**

User – Operating	Share %	Dollar Amount
District of Columbia	87.73%	\$1,635,287.20
Washington Suburban Sanitary Commission	9.22%	\$171,860.80
Fairfax County	1.76%	\$32,806.40
Loudoun Water	0.80%	\$14,912.00
Other (PI)	0.49%	\$9,133.60
<b>TOTAL ESTIMATED DOLLAR AMOUNT</b>	<b>100.00%</b>	<b>\$1,864,000.00</b>

 Esq. / December 4, 2020  
 Maureen Holman Date  
 EVP Administration

  
 Digitally signed by Dan Bae  
 DN: cn=US, E=dan.bae@dcwater.com,  
 O=District of Columbia Water and Sewer  
 Authority, OU=VP of Procurement &  
 Compliance, Cj=Dan Bae  
 Date: 2020.12.07 08:49:49 -05'00'  
 Dan Bae Date  
 VP of Procurement and Compliance

**Matthew T. Brown**  
 Digitally signed by Matthew T. Brown  
 Date: 2020.12.07 12:02:43 -05'00'  
 Matthew T. Brown Date  
 CFO and EVP of Finance and Procurement

  
 Digitally signed by David Gadis  
 DN: cn=David Gadis, o, ou,  
 email=David.Gadis@dcwater.com, c=US  
 Date: 2020.12.23/4:13:12 -05'00'  
 David L. Gadis Date  
 CEO and General Manager



**Presented and Approved: January 7, 2021**  
**SUBJECT: Approval to Execute Option Year One (1) of Contract No. 19-PR-DWT-0218, Mitsubishi International Corp.**

**#21-02**  
**RESOLUTION**  
**OF THE**  
**BOARD OF DIRECTORS**  
**OF THE**  
**D.C. WATER AND SEWER AUTHORITY**

The Board of Directors ("Board") of the District of Columbia Water and Sewer Authority ("the Authority") at its meeting on January 7, 2021 upon consideration of a joint use matter, decided by a vote of \_\_\_() in favor and \_\_\_() opposed to approve Option Year One (1) of Contract No. 19-PR-DWT-0218, Mitsubishi International Corp.

**Be it resolved that:**

The Board of Directors hereby authorizes the General Manager to execute Option Year One (1) of Contract No. 19-PR-DWT-0218, Mitsubishi International Corp. The purpose of the option is to secure the consistent supply and delivery of methanol to the Blue Plains Advanced Wastewater Treatment Plant. The methanol is used as the nutrient for bacteria in the Nitrification section of Blue Plains, where nitrogen is removed to comply with DC Water's environmental permits as required by the EPA. The option amount is \$700,000.

\_\_\_\_\_  
Secretary to the Board of Directors

**DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS CONTRACTOR FACT SHEET**

**ACTION REQUESTED**

**GOODS AND SERVICES CONTRACT OPTION YEAR  
Supply and Delivery of Methanol  
(Joint Use)**

This contract action is to execute option year 1 in the amount of \$700,000.00.

**CONTRACTOR/SUB/VENDOR INFORMATION**

<b>PRIME:</b> Mitsubishi International Corp. 655 Third Avenue New York, NY 10017	<b>SUBS:</b> N/A	<b>PARTICIPATION:</b> N/A
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**DESCRIPTION AND PURPOSE**

Base Period Contract Value:	\$700,000.00
Base Contract Period:	01-13-2020 – 01-12-2021
No. of Option Years:	2
Option Year 1 Value:	\$700,000.00
Option Year 1 Dates:	01-13-2021 – 01-12-2022

**Purpose of the Contract:**

To secure the consistent supply and delivery of methanol to the Blue Plains Advanced Wastewater Treatment Plant. The methanol is used as the nutrient for bacteria in the Nitrification section of Blue Plains, where nitrogen is removed to comply with DC Water's environmental permits as required by the EPA.

**Contract Scope:**

Under the contract, suppliers will deliver and provide all necessary equipment required to offload methanol into the designated storage tanks at the Blue Plains Wastewater Treatment.

DC Water consumes methanol continuously and due to its critical importance and supply security, DC Water dual-sources methanol to assure continuity of supply. Colonial Chemical was awarded 90% of our volume requirements, and Mitsubishi was awarded 10%.

**Spending Previous Year:**

Cumulative Contract Value:	01-13-2020 to 01-12-2021: \$700,000.00
Cumulative Contract Spending:	01-13-2020 to 11-30-2020: \$533,828.00

**Contractor's Past Performance:**

According to the COTR, the Contractor's quality of products and services, timeliness of deliverables; conformance to DC Water's policies, procedures and contract terms; and invoicing all meet expectations and requirements.

No LBE/LSBE participation.

**PROCUREMENT INFORMATION**

<b>Contract Type:</b>	Good and Services	<b>Award Based On:</b>	Best Value
<b>Commodity:</b>	Methanol	<b>Contract Number:</b>	19-PR-DWT-21B
<b>Contractor Market:</b>	Open Market with Preference Points for LBE and LSBE Participation		


**BUDGET INFORMATION**

<b>Funding:</b>	Operating	<b>Department:</b>	Wastewater Treatment
<b>Service Area:</b>	Blue Plains	<b>Department Head:</b>	Aklile Tesfaye


**ESTIMATED USER SHARE INFORMATION**

User	Share %	Dollar Amount
District of Columbia	43.44%	\$304,080.00
Washington Suburban Sanitary Commission	41.95%	\$293,650.00
Fairfax County	9.79%	\$68,530.00
Loudoun Water	4.23%	\$29,610.00
Other (PI)	0.59%	\$4,130.00
<b>TOTAL ESTIMATED DOLLAR AMOUNT</b>	<b>100.00%</b>	<b>\$700,000.00</b>

 / 12-5-2020  
 Aklile Tesfaye Date  
 VP of Wastewater Operation

 Digitally signed by Dan Bae  
 DN: cn=US, e=Dan.Bae@dcwater.com,  
 o=District of Columbia Water and Sewer  
 Authority, OU=VP of Procurement &  
 Compliance, CN=Dan Bae  
 Date: 2020.12.07 08:48:45-05'00'  
 Dan Bae Date  
 VP of Procurement and Compliance

**Matthew T. Brown** Digitally signed by  
 Matthew T. Brown  
 Date: 2020.12.08  
 18:12:48 -05'00'  
 Matthew T. Brown Date  
 CFO and EVP of Finance and Procurement

 Digitally signed by David Gadis  
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 c=US  
 Date: 2020.12.27 14:13:26 -05'00'  
 David L. Gadis Date  
 CEO and General Manager

**Presented and Adopted: January 7, 2021**

**SUBJECT: Approval of Appointment of the Officers of the Board**

**#21-03  
RESOLUTION  
OF THE  
BOARD OF DIRECTORS  
OF THE  
DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY**

The Board of Directors (“Board”) of the District of Columbia Water and Sewer Authority (“the Authority” or “DC Water”) at the Board meeting held on January 7, 2021 upon consideration of a joint use matter, decided by a vote of \_\_\_ () in favor and \_\_\_() opposed, to take the following action to appoint the Officers of the Board.

**WHEREAS**, on September 5, 2019, the Board through Resolution #19-47, adopted amendments to the Board of Directors By-Laws, revising the positions of the Officers of the Board to include: Chairperson, First Vice-Chairperson, Second Vice-Chairperson, and Vice Chairpersons for each of the participating jurisdictions of Fairfax County, VA, Montgomery and Prince Georges Counties; and

**WHEREAS**, pursuant to Section 4.02(c) of the By-Laws, the Alternate Vice-Chairperson for each jurisdiction shall fulfil the duties of their Vice-Chairperson if the Vice-Chairperson is absent or unavailable; and

**WHEREAS**, pursuant to Section 4.03 of the By-Laws, except for the Chairperson, the Officers of the Board shall serve a one (1) year term commencing upon approval of the Board and terminating on December 31st of each calendar year or until a successor assumed office, unless the Officer resigns or is removed; and

**WHEREAS**, the Chairperson is selected by the Mayor in the manner required by the Authority’s enabling legislation at D.C. Official Code § 34-2202.04; and

**WHEREAS**, pursuant to sections 4.01(b) and (c) of the By-Laws, the Executive Committee shall nominate the First Vice-Chairperson and Second Vice-Chairperson and the Board members of their respective jurisdictions shall nominate the Vice-Chairperson and Alternate for their jurisdiction; and

**WHEREAS**, on November 19, 2020, the Executive Committee met and after consideration and discussion nominated Krystal Brumfield for First Vice-Chairperson and Fariba Kassiri for Second Vice-Chairperson; and

**WHEREAS**, the Board members of Fairfax County, VA nominated Randy Bartlett for Vice-Chairperson and Sarah Motsch as the Alternate Vice-Chairperson for Fairfax County; and

**WHEREAS**, the Board members of Prince Georges County nominated Floyd Holt as the Alternate Vice-Chairperson for Prince Georges County and will nominate the Vice-Chairperson when the Board seat held by Major Riddick, Jr. is filled; and

**WHEREAS**, the Board members of Montgomery County nominated Fariba Kassiri as the Vice Chairperson and Adam Ortiz as the Alternate Vice-Chairperson for Montgomery County; and

**WHEREAS**, after consideration of the nominations offered by the Executive Committee and the Board members of the respective participating jurisdictions, the Board approves the appointments of the Officers of the Board.

**NOW THEREFORE BE IT RESOLVED THAT:**

1. The Board approves the nominees offered by the Executive Committee and the Board members of the participating jurisdictions as follows:

First Vice-Chairperson:	Krystal Brumfield
Second Vice-Chairperson	Fariba Kassiri
Vice-Chairperson Prince George's County	
Alternate Vice-Chairperson Prince George's County	<hr/> Floyd Holt
Vice-Chairperson Montgomery County	Fariba Kassiri
Alternate Vice-Chairperson Montgomery County	Adam Ortiz
Vice-Chairperson Fairfax County	Randy Bartlett
Alternate Vice-Chairperson Fairfax County	Sarah Motsch

This resolution is effective immediately.

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Secretary to the Board of Directors

**Presented and Adopted: January 7, 2021**

**SUBJECT: Approval to Execute the Brentwood Reservoir Solar License Agreement between DC Water and NHT Ingenuity Power LLC**

**#21-04  
RESOLUTION  
OF THE  
BOARD OF DIRECTORS  
OF THE  
DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY**

The Board of Directors (“Board”) of the District of Columbia Water and Sewer Authority, (“DC Water”), at the Board meeting held on January 7, 2021, upon consideration of a non-joint use matter decided by a vote of ( ) in favor and ( ) opposed, to take the following action with respect to the approval to execute the Brentwood Reservoir Solar License Agreement between DC Water and NHT Ingenuity Power LLC .

**WHEREAS**, the Board has encouraged DC Water to investigate new sources of non-ratepayer revenue to offset DC Water operational expenses and projected rate increases; and

**WHEREAS**, the Board has expressed interest in leveraging DC Water assets, whenever feasible while minimizing risk to the critical mission of DC Water, to improve sustainability and resiliency for DC Water operations and the community in which we serve; and

**WHEREAS**, the District of Columbia government, led by the District Department of Energy and Environment, has committed to taking bold action to mitigate climate change – developing and implementing innovative solutions to bring clean energy to the most vulnerable members of the public through the Community Solar for All Program; and

**WHEREAS**, on December 15, 2020, the Finance and Budget Committee met to consider the proposed Brentwood Reservoir Solar License Agreement with NHT Ingenuity Power LLC; and

**WHEREAS**, on December 2018 and December 2019, DC Water executed a Development Agreement Brentwood & Fort Stanton Reservoir Solar Project to engaged in an exclusive partnership with Urban Ingenuity and the National Housing Trust (“NHT Ingenuity Power” or “NHTIP”) to develop community solar projects at the Brentwood Reservoir and Fort Stanton Reservoir, including negotiating a lease agreement to the great benefit of our ratepayers; and

**WHEREAS**, from December 2018 through present, DC Water negotiated the business and legal terms for the Solar Lease Agreement to provide significant guaranteed value (with upside related to future SREC values and production) with no capital investment required, and limited risks; and

**WHEREAS**, the Solar License Agreement for the Brentwood Reservoir Solar Project will provide NHTIP a 20-year license to use the surface area above the Brentwood Reservoir property to install 1.8 MW of Solar panels that, with no DC Water capital investment, will provide DC Water

a new source of non-ratepayer revenue: \$4.3 Million in anticipated revenue and Net Present Value of \$2.9 million; an upfront lump sum completion payment of \$100 per kW of installed nameplate capacity valued at \$180K; an annual license fee of \$75 per kW of installed nameplate capacity valued at \$135K/yr; 10% of the total SRECs in Contract years 1-5, 15% in Contract years 6-10, and 20% in Contract years 10-20; and payment of 50% of any cost savings based on original EPC and Interconnection Costs; and

**WHEREAS**, the Brentwood Reservoir Solar Project will also provide significant benefits to District ratepayers, enrolling up to 500 low-income District households in to the DC Solar for All Program that will reduce their electric bill by 50% at a savings of \$4-5 Million over 20 years; and

**WHEREAS**, the Solar License Agreement includes liquidated damages provisions that are triggered by certain default events or termination for convenience, which will subject DC Water potential damages that range from \$4.679 Million in damages in the initial years to \$0 in years 18-20, and other reasonable costs and expenses incurred by NHTIP for collection of damages, including reasonable attorney's fees; and

**WHEREAS**, DC Water has determined the financial exposure risk of default or termination provisions, including a breach of the covenant that DC Water will make the licensed area available for use, are sufficiently limited, under DC Water's control, and not likely to occur; and

**WHEREAS**, the Finance and Budget Committee considered the terms, conditions and risks of the Brentwood Reservoir Solar License Agreement and recommended that the Board authorize the General Manager to execute the agreement; and

**WHEREAS**, on December 17, 2020, the Environmental Quality and Operations (EQ & Ops) Committee met to consider the Brentwood Reservoir Solar License Agreement with NHT Ingenuity Power LLC; and

**WHEREAS**, the EQ & Ops Committee considered the terms, conditions and risks of the Brentwood Reservoir Solar License Agreement, as presented to the Finance and Budget Committee, and recommended that the Board authorize the General Manager to execute the agreement.

**NOW THEREFORE BE IT RESOLVED THAT:**

The Board of Directors hereby authorizes the General Manager to execute the Brentwood Reservoir Solar License Agreement and submit annual updates to the Board on the solar production and revenue generated.

This resolution is effective immediately.

\_\_\_\_\_  
Secretary to the Board of Directors



**Presented and Approved: January 7, 2021**  
**SUBJECT: Approval to Execute Contract No. 210010, Structural Preservation Systems, LLC**

**#21-05**  
**RESOLUTION**  
**OF THE**  
**BOARD OF DIRECTORS**  
**OF THE**  
**D.C. WATER AND SEWER AUTHORITY**

The Board of Directors ("Board") of the District of Columbia Water and Sewer Authority ("the Authority") at its meeting on January 7, 2021 upon consideration of a non-joint use matter, decided by a vote of \_\_\_() in favor and \_\_\_() opposed to approve Contract No. 210010, Structural Preservation Systems, LLC.

**Be it resolved that:**

The Board of Directors hereby authorizes the General Manager to execute Contract No. 210010, Structural Preservation Systems, LLC. The purpose of the contract is to provide emergency rehabilitation of the elevated sewer crossing at Hickey Run located on federal property inside the National Arboretum. The contract amount is \$2,148,600.

\_\_\_\_\_  
Secretary to the Board of Directors

**DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS CONTRACTOR FACT SHEET**

**ACTION REQUESTED**

**CONSTRUCTION CONTRACT**

**National Arboretum Sewer Rehabilitation Construction Contract 2  
(Non-Joint Use)**

Approval to execute a construction contract for \$2,148,600.

**CONTRACTOR/SUB/VENDOR INFORMATION**

<b>PRIME:</b>	<b>SUBS:</b>	<b>PARTICIPATION:</b>
Structural Preservation Systems, LLC 6955 San Tomas Rd. Elkridge, MD 21075	HEP Construction Washington, DC MBE	8.0%
<u>Headquarters</u> Columbia, MD	WB Waste Solutions, LLC Hyattsville, MD MBE	0.2%

**DESCRIPTION AND PURPOSE**

Contract Value, Not-To-Exceed: \$2,148,600.00  
 Contract Time: 178 Days (5 Months, 28 Days)  
 Anticipated Contract Start Date (NTP): 02-02-2021  
 Anticipated Contract Completion Date: 07-30-2021

**Purpose of the Contract:**

DC Water requires emergency rehabilitation of the elevated sewer crossing at Hickey Run located on federal property inside the National Arboretum. Failure of this 51-inch diameter pipe could cause an overflow in the environmentally sensitive area and possible damage to property. DC Water has elected a Rider Procurement be awarded to Structural Preservation Systems, LLC who is currently under contract and performing similar consultation / construction work for the Howard County, Maryland Public Works Authority. Riding the referenced Howard County contract will allow DC Water to contract directly with Structural Preservation Systems, LLC as a specialty contractor familiar with the project needs / requirements and previous experience performing similar work.

**Contract Scope:**

The rehabilitation work is planned for an approximately 58-lineal foot portion of the Eastside Interceptor where it crosses Hickey Run. The scope of work involves external rehabilitation of the existing structure and the replacement/reinforcement of piers and abutments utilizing micro-piles, micro-pile foundation caps, and the V-Wrap Carbon & Glass Fiber System to help strengthen the structural capacity and protect against uplift, progressive collapse, and spalling. Also, asset protection and mitigation measures against future erosion will be included as a part of this project.

**Federal Grant Status:**

- This contract is not eligible for Federal grant funding assistance

**PROCUREMENT INFORMATION**

<b>Contract Type:</b>	Fixed Price	<b>Award Based On:</b>	Sole Source Emergency Basis
<b>Commodity:</b>	Construction	<b>Contract Number:</b>	210010
<b>Contractor Market:</b>	Rider Procurement – Howard County		

**BUDGET INFORMATION**

<b>Funding:</b>	Capital	<b>Department:</b>	Engineering and Technical Services
<b>Service Area:</b>	Sewer	<b>Department Head:</b>	Craig Fricke
<b>Project:</b>	J3		

**ESTIMATED USER SHARE INFORMATION**

User	Share %	Dollar Amount
District of Columbia	100.00%	\$ 2,148,600.00
Federal Funds	0.00%	\$
Washington Suburban Sanitary Commission	0.00%	\$
Fairfax County	0.00%	\$
Loudoun County & Potomac Interceptor	0.00%	\$
<b>Total Estimated Dollar Amount</b>	<b>100.00%</b>	<b>\$ 2,148,600.00</b>

**Leonard  
Benson**

Digitally signed by Leonard Benson  
DN: dc=com, dc=dowasa, ou=WASA  
Users, ou=Engineering, cn=Leonard  
Benson,  
email=Leonard.Benson@dowater.com  
Date: 2020.12.08 16:31:10 -05'00'

Leonard R. Benson \_\_\_\_\_ Date  
SVP, CIP Project Delivery




Digitally signed by Dan Bae  
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O=District of Columbia Water and Sewer  
Authority, OU=VP of Procurement &  
Compliance, CN=Dan Bae  
Date: 2020.12.10 09:33:30 -05'00'

Dan Bae, VP \_\_\_\_\_ Date  
Procurement & Compliance

**Matthew T.  
Brown**

Digitally signed by Matthew  
T. Brown  
Date: 2020.12.10 14:56:17  
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Matthew T. Brown \_\_\_\_\_ Date  
CFO and EVP  
Finance & Procurement



Digitally signed by David Gadis  
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email=David.Gadis@dowater.com, c=US  
Date: 2020.12.23 14:11:16 -05'00'

David L. Gadis \_\_\_\_\_ Date  
CEO & General Manager

**Presented and Approved: January 7, 2021**  
**SUBJECT: Approval to Execute Contract No. 200070, National Service Contractors, Inc.**

**#21-06**  
**RESOLUTION**  
**OF THE**  
**BOARD OF DIRECTORS**  
**OF THE**  
**D.C. WATER AND SEWER AUTHORITY**

The Board of Directors ("Board") of the District of Columbia Water and Sewer Authority ("the Authority") at its meeting on January 7, 2021 upon consideration of a non-joint use matter, decided by a vote of \_\_\_() in favor and \_\_\_() opposed to approve Contract No. 200070, National Service Contractors, Inc.

**Be it resolved that:**

The Board of Directors hereby authorizes the General Manager to execute Contract No. 200070, National Service Contractors, Inc. The purpose of the contract is to provide maintenance of the DC Water-constructed Green Infrastructure (GI) facilities as part of the practicability assessment for GI. These facilities were constructed to manage stormwater in various parts of the District of Columbia. The contract amount is \$2,188,090.

\_\_\_\_\_  
Secretary to the Board of Directors



**DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS CONTRACTOR FACT SHEET**

**ACTION REQUESTED**

**GOODS AND SERVICES CONTRACT  
Green Infrastructure Maintenance Contract B  
(Non-Joint Use)**

Approval to execute a goods and services contract for \$2,188,090.00

**CONTRACTOR/SUB/VENDOR INFORMATION**

<b>PRIME:</b>	<b>SUBS:</b>	<b>PARTICIPATION:</b>
National Service Contractors, Inc* 2007B Martin Luther King Jr. Ave SE Washington, DC 20020 CBE	Clean Streams LLC Hyattsville, MD  Furbish Company LLC Baltimore, MD	MBE 15.0%  20.0%

\*Based upon the Green Infrastructure (GI) Memorandum of Agreement with the District of Columbia, this contract shall utilize best efforts to maximize Certified Business Enterprise (CBE) participation, with a goal that at least 50% of the dollar amount of this contract be awarded to CBEs. No Federal funding (i.e. EPA) will be used for this contract.

**DESCRIPTION AND PURPOSE**

Contract Value, Not-To-Exceed: \$2,188,090.00  
 Contract Time: 1095 Days (3 years)  
 Anticipated Contract Start Date (NTP): 02-01-2021  
 Anticipated Contract Completion Date: 01-31-2024  
 Other firms submitting proposals/ qualification statements 3  
 Anchor Construction Corporation  
 Constituent Services Worldwide  
 PMGL Development, LLC

**Purpose of the Contract:**

The purpose of the contract is for maintenance of DC Water-constructed Green Infrastructure (GI) facilities as part of the practicability assessment for GI. These facilities were constructed to manage stormwater in various parts of the District of Columbia.

**Contract Scope:**

This contract shall maintain all DC Water GI facilities located within the Rock Creek Sewer shed. The scope of the maintenance shall include:

- Maintain Green Infrastructure (GI) practices constructed under various DC Clean Rivers Contract Divisions. GI practices to be maintained under this contract include, but are not limited to, bioretention, pervious pavement, green roof plantings and infrastructure, and turf pavers.
- Report the maintenance activity using DC Water's work order management software.
- Obtain all necessary permits to conduct work in accordance with local, state and federal regulations.
- This Contract will be subject to the goals outlined in the Memorandum of Agreement between DC Water and the Government of the District of Columbia regarding Job Opportunities for District Residents and Contracting Opportunities for District Businesses for Designing, Constructing, Inspecting, and Maintaining Green Infrastructure.

**Federal Grant Status:**

This Contract is not eligible for Federal grant funding assistance.

**PROCUREMENT INFORMATION**

<b>Contract Type:</b>	Cost Reimbursement	<b>Award Based On:</b>	Best Value
<b>Commodity:</b>	Maintenance Services	<b>Contract Number:</b>	200070
<b>Contractor Market:</b>	Open Market		

**BUDGET INFORMATION**

<b>Funding:</b>	Operating	<b>Department:</b>	DC Clean Rivers Project
<b>Service Area:</b>	Combined Sewer	<b>Department Head:</b>	Carlton Ray

**ESTIMATED USER SHARE INFORMATION**

User	Share %	Dollar Amount
District of Columbia	100.00%	\$2,188,090.00
Federal Funds	0.00%	\$
Washington Suburban Sanitary Commission	0.00%	\$
Fairfax County	0.00%	\$
Loudoun County & Potomac Interceptor	0.00%	\$
<b>Total Estimated Dollar Amount</b>	<b>100.00%</b>	<b>\$2,188,090.00</b>

Leonard Benson

Digitally signed by Leonard Benson  
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 ou=Engineering, cn=Leonard Benson,  
 email=Leonard.Benson@dcwater.com  
 Date: 2020.12.11 12:24:19 -05'00'

Leonard R. Benson \_\_\_\_\_ Date  
 SVP, CIP Project Delivery

Joel Grosser

Digitally signed by Joel Grosser  
 DN: CN = Joel Grosser email = Joel.  
 Grosser@dcwater.com OU = WASA Users,  
 Procurement  
 Date: 2020.12.11 12:49:42 -05'00'

Dan Bae, VP \_\_\_\_\_ Date  
 Procurement & Compliance

Matthew T. Brown

Digitally signed by Matthew T. Brown  
 Date: 2020.12.11 14:11:01  
 -05'00'

Matthew T. Brown \_\_\_\_\_ Date  
 CFO and EVP  
 Finance & Procurement

  
 David L. Gadis  
 CEO & General Manager

Digitally signed by David Gadis  
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 c=US  
 Date: 2020.12.28 14:11:33 -05'00'

**Presented and Approved: January 7, 2021**  
**SUBJECT: Approval to Execute Contract No. 200060, Anchor Construction Corporation**

**#21-07**  
**RESOLUTION**  
**OF THE**  
**BOARD OF DIRECTORS**  
**OF THE**  
**D.C. WATER AND SEWER AUTHORITY**

The Board of Directors ("Board") of the District of Columbia Water and Sewer Authority ("the Authority") at its meeting on January 7, 2021 upon consideration of a non-joint use matter, decided by a vote of \_\_\_() in favor and \_\_\_() opposed to approve Contract No. 200060, Anchor Construction Corporation.

**Be it resolved that:**

The Board of Directors hereby authorizes the General Manager to execute Contract No. 200060, Anchor Construction Corporation. The purpose of the contract is to provide maintenance of the DC Water-constructed Green Infrastructure (GI) facilities as part of the practicability assessment for GI. These facilities were constructed to manage stormwater in various parts of the District of Columbia. The contract amount is \$1,599,454.

\_\_\_\_\_  
Secretary to the Board of Directors

**DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS CONTRACTOR FACT SHEET**

**ACTION REQUESTED**

**GOODS AND SERVICES CONTRACT**

**Green Infrastructure Maintenance Contract A  
(Non-Joint Use)**

Approval to execute a goods and services contract for \$1,599,454.00

**CONTRACTOR/SUB/VENDOR INFORMATION**

<b>PRIME:</b>	<b>SUBS:</b>	<b>PARTICIPATION:</b>
Anchor Construction Corporation 2254 25 <sup>th</sup> Place, NE Washington, DC 20018	Green Up Construction and Maintenance LLC* Philadelphia, PA	60.0%
	Adaptive Green Inc* Washington, DC	15.0%

\*Based upon the Green Infrastructure (GI) Memorandum of Agreement with the District of Columbia, this contract shall utilize best efforts to maximize Certified Business Enterprise (CBE) participation, with a goal that at least 50% of the dollar amount of this contract be awarded to CBEs. No Federal funding (i.e. EPA) will be used for this contract.

**DESCRIPTION AND PURPOSE**

Contract Value, Not-To-Exceed: \$1,599,454.00  
 Contract Time: 1095 Days (3 years)  
 Anticipated Contract Start Date (NTP): 02-01-2021  
 Anticipated Contract Completion Date: 01-31-2024  
 Other firms submitting proposals/ qualification statements 3  
 Constituent Services Worldwide  
 National Service Contractors, Inc  
 PMGL Development, LLC

**Purpose of the Contract:**

The purpose of the contract is for maintenance of DC Water-constructed Green Infrastructure (GI) facilities as part of the practicability assessment for GI. These facilities were constructed to manage stormwater in various parts of the District of Columbia and to mitigate flooding in Bloomingdale and LeDroit Park neighborhoods.

**Contract Scope:**

This contract shall maintain all DC Water GI facilities located throughout the District or as determined by Clean Rivers, except those in the Rock Creek Sewer shed. The scope of the maintenance shall include:

- Maintain Green Infrastructure (GI) practices constructed under various DC Clean Rivers Contract Divisions. GI practices to be maintained under this contract include, but are not limited to, bioretention, pervious pavement, green roof plantings and infrastructure, and turf pavers.
- Report the maintenance activity using DC Water's work order management software.
- Obtain all necessary permits to conduct work in accordance with local, state and federal regulations.
- This Contract will be subject to the goals outlined in the Memorandum of Agreement between DC Water and the Government of the District of Columbia regarding Job Opportunities for District Residents and Contracting Opportunities for District Businesses for Designing, Constructing, Inspecting, and Maintaining Green Infrastructure.

**Federal Grant Status:**

This Contract is not eligible for Federal grant funding assistance.



**PROCUREMENT INFORMATION**

<b>Contract Type:</b>	Cost Reimbursement	<b>Award Based On:</b>	Best Value
<b>Commodity:</b>	Maintenance Services	<b>Contract Number:</b>	200060
<b>Contractor Market:</b>	Open Market		

**BUDGET INFORMATION**

<b>Funding:</b>	Operating	<b>Department:</b>	DC Clean Rivers Project
<b>Service Area:</b>	Combined Sewer	<b>Department Head:</b>	Carlton Ray

**ESTIMATED USER SHARE INFORMATION**

User	Share %	Dollar Amount
District of Columbia	100.00%	\$1,599,454.00
Federal Funds	0.00%	\$
Washington Suburban Sanitary Commission	0.00%	\$
Fairfax County	0.00%	\$
Loudoun County & Potomac Interceptor	0.00%	\$
<b>Total Estimated Dollar Amount</b>	<b>100.00%</b>	<b>\$1,599,454.00</b>

Digitally signed by Leonard Benson  
 DN: dc=room, dc=dcwater, ou=WASA Users,  
 ou=Engineering, cn=Leonard Benson,  
 email=Leonard.Benson@dcwater.com  
 Date: 2020.12.11 12:22:44 -0500

**Leonard Benson**

Leonard R. Benson Date  
 SVP, CIP Project Delivery

Digitally signed by Joel Grosser  
 DN: CN = Joel Grosser email = Joel.  
 Grosser@dcwater.com OU = WASA  
 Users, Procurement  
 Date: 2020.12.11 12:48:44 -0500

**Joel Grosser**

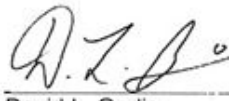
Dan Bae, VP Date  
 Procurement & Compliance

Digitally signed by Matthew T.  
 Brown  
 Date: 2020.12.11 14:11:31 -0500

**Matthew T. Brown**

Matthew T. Brown Date  
 CFO and EVP  
 Finance & Procurement

Digitally signed by David Gadis  
 DN: cn=David Gadis, o, ou,  
 email=David.Gadis@dcwater.com,  
 c=US  
 Date: 2020.12.23 14:12:32 -0500



David L. Gadis Date  
 CEO & General Manager