



**323<sup>RD</sup> BOARD OF DIRECTORS MEETING  
MINUTES OF THE MEETING  
OCTOBER 7, 2025  
(Via Microsoft Teams)**

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**DIRECTORS PRESENT**

**District of Columbia Members**

1. Unique Morris-Hughes, Principal, Chair
2. Anthony Giancola, Principal
3. Howard Gibbs, Principal
4. Richard Jackson, Principal
5. Alex McPhail, Alternate
6. Jimmy Ortiz, Alternate
7. Rob Hawkins, Alternate

**Montgomery County Members**

1. Fariba Kassiri, Principal
2. Amy Stevens, Alternate

**Fairfax County Member**

1. Christopher Herrington, Principal

**DC WATER STAFF**

1. David L. Gadis, Chief Executive Officer and General Manager
2. Marc Battle, Chief Legal Officer and EVP, Government and Legal Affairs
3. Matthew Brown, Chief Financial Officer and EVP, Finance, Procurement, and Compliance & Interim COO
4. Kirsten Williams, Chief Administrative Officer and EVP
5. Michelle Rhodd, Secretary to the Board

The 323<sup>rd</sup> meeting of the District of Columbia Water and Sewer Authority's Board of Directors was called to order by Chair Dr. Unique Morris-Hughes at 9:37 a.m. The meeting was held via Microsoft Teams and streamed live at [dcwater.com](http://dcwater.com). Board Secretary Michelle Rhodd called the roll, and a quorum was established.

## **I. APPROVE MINUTES**

Board Chair Dr. Unique Morris-Hughes asked for a motion to approve the minutes of the meeting held on September 4, 2025.

**Upon a motion duly made the Board of Directors approved the minutes of the meeting on September 4, 2025, as presented.**

## **II. CHAIRPERSON'S OVERVIEW**

Dr. Morris-Hughes began her remarks by accepting the resignation of Montgomery County Alternate Board member Jeffrey Seltzer. She expressed appreciation for Mr. Seltzer's contributions and insights during his brief service for the Authority.

She also highlighted the upcoming Tunnel Boring Machine (TBM) naming ceremony on October 30, 2025, and encouraged Board members to attend. The event represents a major milestone for the Clean Rivers Project and will include a blessing ceremony for Mary, the first of two TBMs that will mine the Potomac River tunnel.

On October 28, 2025, DC Water will host a procurement fair, providing an opportunity to learn more about upcoming projects and gain insight into DC Water's procurement process.

Dr. Morris-Hughes also underscored the importance of Board members completing the annual risk assessment survey and noted the upcoming Board retreat.

## **III. COMMITTEE REPORTS**

*Meetings of the Human Resources & Labor Relations Committee with Union Presidents Reported by Howard Gibbs*

The Human Resources & Labor Relations Committee with Union Presidents met on September 10, 2025.

Committee Chair Jed Ross informed union presidents that future communications will outline expectations for agenda item submissions, including speaker names and item details to promote meeting efficiency and allow for increased meeting preparation.

Jonathan Shanks, President of AFGE 872, noted that a test of the sick leave code had been completed. Sean Brown, Vice President, Employment, Labor and HR compliance, advised that the code would be implemented by June or July of 2025. Subsequently, Shawn Brown, Vice President, Employment, Labor, and HR Compliance advised that the code update was delayed and under legal review. Mr. Shanks raised concerns that

employees are penalized under the current system by requiring sick leave to be coded as scheduled or unscheduled. Mr. Brown explained the test of the new code was successful in May of 2025, but due to the impact on overtime calculations and potential to conflict with the master compensation agreement, a legal review was necessary. Mr. Ross asked that the unions be updated on the expected date that the legal review will be completed, within two weeks.

Mr. Shanks also spoke on the lack of advance notice for policy changes, asking that the unions receive advance copies of policies sent for review and redlined copies of updated policies. The Committee discussed the policies for which the unions are seeking advance notice, the length of notice period requested, and how much time was needed for the advance notice and redline changes. Mr. Brown reported that updated policies were provided to the unions on June 10, 2025, and sent multiple times. Mr. Ross suggested establishing a codified process for policy updates, notice, bargaining identification, and timeframe.

Mr. Shanks raised a concern about a failure to meet regarding changes to health care and other benefits, noting that the collective agreement allows the unions an option to meet to discuss rate changes and opportunities to improve existing benefits. Mr. Brown explained that, as the new rate sheet has not been finalized, a meeting with the union presidents will be set once it is received. He noted that the last benefits meeting was held on September 18, 2024, and this year was on target for a similar timeline. Mr. Ross asked the unions to compile their benefits concerns in a written report. Amber Jackson, Chief People Officer and EVP, People and Talent, encouraged the unions to raise all benefits concerns as they arise and noted that in many cases, it is not possible to demand changes to benefits included in packages offered by third-party vendors.

Mr. Shanks and Jermaine Quattlebaum, President of AFGE 631, raised concerns about union representatives being blocked from attending neutral-party hearings and fitness-for-duty hearings on behalf of workers. Mr. Quattlebaum noted that while his representative was no longer an Authority employee, the individual had been assisting with neutral party hearings for 17 years and was authorized by the union to represent workers as a consultant in these hearings. Mr. Brown noted that only employees, elected union officials, and the affected employee can attend internal neutral-party hearings due to confidentiality rules, and further noted that representation by elected union officials is always permitted and, in the absence of an elected union official, another DC Water union employee may step in. Mr. Ross advised having written agreements from members to approve this representation and inquired whether the unions had filed any written requests with respect to the selected representatives. Mr. Shanks stated they had not as they were awaiting a response from the Human Resources and Labor Relations Committee. Mr. Ross will consult with Management for clarification on where outside consultants can provide union representation.

Finally, Mr. Shanks reported that leave was being denied to some workers even when it was requested up to three months in advance. When leave was granted, it was sometimes classified as unscheduled, which had a negative impact on the employee's record. Ms. Jackson acknowledged that Management was aware of the issue and Kirsten Williams, Chief Administration Officer and EVP, had provided guidance on how to avoid the unscheduled leave issue. Mr. Ross advised employees to track all leave requests to document problems that may arise and asked that the issue be brought back to the Committee if it persists after the process has been updated.

Ms. Jackson then provided an HR report update, highlighting the ongoing success of the employee wellness program, which had strong engagement levels. She also reported that the Authority, in partnership with the Department of Employment Services Pathway to Public Service program, had hired a recent college graduate as an apprentice in the Strategy Performance cluster.

CEO and General Manager David Gadis expressed appreciation to the People and Talent and Marketing Communication team for organizing employee town halls.

The Committee recommended two action items to the Board for approval and held an executive session to discuss labor contract negotiation strategies under D.C. Official Code § 2-575(b)(2).

*Meetings of the Evaluation Committee Report  
Reported by Unique Morris-Hughes*

The Evaluation Committee met on September 19 and 22, 2025, to discuss a personnel matter under D.C. Official Code § 2-575(b)(10).

*Meeting of the Environmental Quality and Operations Committee Report  
Reported by Howard Gibbs*

The Environmental Quality and Operations Committee met on September 18, 2025.

First, Nicholas Passarelli, Vice President, Wastewater Treatment Operations, briefed the Committee on the performance of the Blue Plains Advanced Wastewater Treatment Plant (BPAWTP). All parameters were within the NPDES permit requirements for August 2025. Due to a dry August, the tunnel systems and wet weather treatment were not required to capture any flow. On-site energy generation from the combined heat and power facility and solar panels for the month was 25% of the average treatment plant consumption. 12,123 wet tons of biosolids were produced in August; 1,404 tons were sold through the Blue Drop's Bloom program while the remaining 10,719 wet tons were managed through land application contracts.

Next, Seth Chard, Senior Manager, Green Infrastructure Clean Rivers Project, provided the Clean Rivers Quarterly update. The Potomac River tunnel construction continues with starter tunnel excavation at West Potomac Park and delivery of the tunnel boring machine components. Shaft construction at CSO 20 and 22 is also underway. Of 43 permeable alleys planned for Rock Creek Green Infrastructure Project C, six have been completed. Early work has been awarded for the Piney Branch Tunnel, with tree removal and roadway relocation scheduled for this fall. An extensive tree replacement plan is included in the scope. The Potomac Interceptor Program currently includes high-priority slip lining and rehabilitation of the most severely deteriorated sections, and an emergency culvert repair was completed following severe scouring and pipe exposure after the storm on July 31, 2025.

Moussa Wone, Chief Engineer and Vice President of Engineering and Clean Rivers, then delivered the quarterly Capital Improvement Program (CIP) update, beginning with a status update for the water, sewer, and process facilities CIPs. The District Department of Transportation recently denied a continuing waiver request for the public inconvenience fee, which will cost the Lead Free DC Program alone an additional \$20 million per year. Dr. Wone reported that of the \$650 million baseline, \$366 million has been spent to date, with projections to reach \$520 million or 80% by the end of the fiscal year. Of 52 KPIs, nine are complete and 31 fall outside the threshold, largely due to project bundling and collaborative delivery. The KPI framework will be updated for FY 2026.

William Elledge, Director of Capital Water Program and Lead Free DC, provided a Lead Free DC update beginning with the program KPIs. The program has completed over 9,856 lead service line replacements since its inception, equating to 23% of the goal. Postponed bid packages tied to federal funding uncertainty and a temporary contracting pause in June and July are responsible for a slight slowdown in replacements. Mr. Elledge also shared a number of positive customer feedback examples. Small-diameter water main work will reach about 70% of the goal this year, with targets expected to be reached in FYs 2026 and 2027.

Finally, Ryu Suzuki, Director of Wastewater Engineering, presented an update on the recently completed emergency repair of the Anacostia Force Main following a sinkhole discovered on July 20, 2025. The repair of the critical pipeline, which conveys WSSC flow with no redundancy, was challenging, involving work in live flow conditions and around-the-clock coordination with WSSC to manage flows. Mr. Suzuki noted that approximately 2,000 feet of the force main remain at high risk, and further high-priority repairs are being planned.

The Committee recommended eight joint-use action items to the Board for approval.

*Meeting of the Finance and Budget Committee  
Reported by Anthony Giancola*

The Finance and Budget Committee met on September 25, 2025.

Matthew Brown, Chief Financial Officer and EVP Finance, Compliance and Procurement and Interim COO, and Pade Zuokemefa, Budget Manager, presented the financial report for the period ending August 30, 2025.

Matthew Brown noted that with 92% of the fiscal year complete, there are favorable variances overall in revenues, expenditures, and capital disbursements. The development of the proposed 2027 budget is ongoing, and processes for the year-end closing are underway. Total operating revenues were 907.9 million or 95.4% of the budget. Operating expenditures totaled \$615.6 million or 78.1% of the budget. Chair Giancola observed that the \$11 million overtime budget for the next fiscal year should address the overage experienced in 2025 while stressing the need to ensure adequate staffing to reduce overtime usage. He also commended the Authority for a more aggressive investment strategy, which resulted in a new record for annual interest income.

The Q3 CIP quarterly update was provided by Paul Guttridge, Director, Shared Services and Asset Management, beginning with a review of the Process Facilities Program. The update included a review of the water program and a note that the condition of many valves is a significant concern to ensure the large mains can be isolated when needed. Committee Chair Anthony Giancola inquired as to the number of valves that need repair or whether the authority has a program to exercise the valves and provide preventative maintenance. Mr. Guttridge indicated the water distribution system has 1,195 valves of 16-inch diameter and larger, and discussed the priority program to replace the valves and provide regular valve maintenance, which will be included in the upcoming budget.

CIP quarterly spending through the end of August 2025 is \$366 million and projected to reach \$520 million or 80% of the \$650 million baseline by year end.

Mr. Giancola noted that Mr. Guttridge reported that the new projection is an 83% execution rate for the CIP.

Next, Tanya DeLeon, Risk Manager, provided the Rolling Owner Controlled Insurance Program (ROCIP) VI and Owner Controlled Insurance Program (OCIP) updates, noting that these programs protect DC Water from financial and reputational harm as the team manages coverage claims and lost control of projects. DC Water requires a qualified firm to provide continuous safety support for its ROCIP, OCIP, and Potomac River Tunnel

projects. The contract supplies safety advisors to review construction safety programs to ensure all sites meet OSHA standards.

Ms. DeLeon asked the committee to recommend to the Board the approval of safety services associated with the ROCIP and OCIP and Potomac River Tunnel programs in the amount of \$1,033,741 million.

John Pappajohn, Director, Procurement, Goods & Services, reviewed the fact sheet related to the ROCIP extension request for the period of November 1, 2025, to November 1, 2026.

The Committee recommended one action item to the Board.

Following the committee reports, Dr. Morris-Hughes asked board members if they had questions or comments. Board member Alexander McPhail asked whether there is any recourse for the Authority with respect to the public inconvenience fee no longer being waived for the Authority. Chief Executive Officer David Gadis stated that the issue is not closed or finalized, as DC Water would continue to seek a resolution, and noted that the Authority had already requested a waiver but the request was denied. Dr. Wone confirmed that the fee is only charged for street inconvenience that lasts more than 29 days and any work completed within the 29 days is exempt, so the contractor is scheduling their work to complete tasks within the exempt period. Working within this timeframe on lead service line replacement projects was challenging.

In response to a question by Board member Amy Stevens, Matthew Brown noted that the values for capital disbursements and quarterly spending differed because expenditures are reported on the capital side, but the value does not include like accruals.

#### **IV. CEO AND GENERAL MANAGER'S REPORT**

CEO and General Manager David Gadis began his report by recognizing the customer service group in recognition of National Customer Service Week. He noted that the team receives about 11,000 calls a month from customers who have issues that require a resolution. Customer service representatives do a fantastic job of solving those issues with an excellent call resolution time.

Mr. Gadis presented four updates for the Board, each relating to one or more of the Authority's organizational imperatives.

The Authority's Water Resilience Task Force, led by Dr. Rabia M. Chaudhry, visited two water reuse sites within the region in the past month. On September 5, the team visited the Upper Occoquan Service Authority (UOSA), which supplies one million customers in Northern Virginia, and the Occoquan Watershed Monitoring Laboratory, which is operated

by Virginia Tech and provides a model for stakeholder collaboration on water supply resilience. On September 19, they visited the Patuxent Water Reclamation Facility in Crofton, Maryland. There, they learned about the challenges Anne Arundel County faces from being reliant on groundwater and how their demonstration site offers a continual loop of to clean and reused water. While the demonstration site is operating with a low volume of water, the principles are scalable and offer another potential tool to establish water resiliency.

In September, DC Water also completed emergency repairs on a critical section of the Anacostia Force Main (AFM) to address a failure near the Anacostia River in July. Mr. Gadis noted that the AFM is a vital piece of regional infrastructure conveying approximately one-third of WSSC's wastewater flow to BPAWTP with no redundancy and no way to reroute the wastewater if a break occurs, nor enough storage to hold up to 200 million gallons per day of wastewater. With repairs complete, the next task is to rehabilitate other vulnerable segments of the 6.25 miles of pipeline to ensure long-term reliability and resilience.

Next, Mr. Gadis highlighted an employee appreciation tailgate event on September 17 to remind staff of how they drive daily success and are appreciated for what they do on a day-to-day basis. Washington football legends Chris Samuels and Josh Morgan joined the celebration. Mr. Gadis recognized and thanked board members Alexander McPhail and Howard Gibbs for attending the event. He also thanked the event planning committee for the successful event.

Finally, Mr. Gadis noted that on September 18 he had the honor of participating in an executive panel discussion at the Maryland District of Columbia Utilities Association's annual fall conference. The conference theme was people, policies, and partnerships, and the panel discussion related to these areas through the lens of the regional considerations and explored the fine line that utilities and municipalities face in balancing the need to ensure adequate resources while maintaining affordability for customers. The forum also addressed the mutual potential benefits of greater collaborations across water, gas, and energy sectors.

Following Mr. Gadis' report, Mr. Giancola asked for confirmation that the outstanding high-priority audit items from 2017 and the fleet management item from 2023 were completed. Wayne Griffith, Chief of Staff and EVP, Strategy and Performance, confirmed that they were completed after the time the report was drafted.

## **V. CONSENT ITEMS (JOINT USE)**

1. Approval to Exercise and Fund Option Year 6 of Contract No. 17-PR-HCM-44, Vision Insurance. National Vision Administrators. LLC – **Resolution No. 25-48**



(Recommended by the Human Resources and Labor Relations Committee 09-10- 25)

2. Approval to Exercise and Fund Option Years 4 and 5 of Contract No. 10121, Repair and Rehabilitation of Various Process Assets, Electric Motor & Contracting – **Resolution No. 25-49** (Recommended by the Environmental Quality and Operations Committee 09-18-25)
3. Approval to Exercise and Fund Option Year 4 of Contract No. 10161, AVEVA SCADA Software Licenses and Support, Insource Software Solutions, Inc. – **Resolution No. 25-50** (Recommended by the Environmental Quality and Operations Committee 09-18-25)
4. Approval to Add Additional Funding to Option Year 2 of Contract No. 10436, Janitorial Services, Phoenix Services, LLC – **Resolution No. 25-51** (Recommended by the Environmental Quality and Operations Committee 09-18- 25)
5. Approval to Execute the Award of One Base Year and Three Option Years of Contract No. 10539, Annual Maintenance of Electrical Control Equipment (Low Voltage, MC Dean Inc. – **Resolution No. 25-52** (Recommended by the Environmental Quality and Operations Committee 09-18-25)
6. Approval to Execute Change Order No. 01 of Contract No. 220080A, Major Sewer Assessment. Arcadis, District of Columbia – **Resolution No. 25-53** (Recommended by the Environmental Quality and Operations Committee 09-18- 25)
7. Approval to Execute Change Order No. 04 of Contract No. 220010, Inspection and Cleaning for Local Sewers, RedZone Robotics, Inc. – **Resolution No. 25-54** (Recommended by the Environmental Quality and Operations Committee 09-18- 25)
8. Approval to Fund Direct Purchase of Critical Equipment for the Rehabilitation and Replacement of Digesters 1, 2 & 4 Mixers, OVIVO USA LLC – **Resolution No. 25-55** (Recommended by the Environmental Quality and Operations Committee 09-18-25)
9. Approval to Execute Change Order No. 02 of Contract No. 200090, Headworks Influent and Effluent Structures Rehabilitation, Ulliman Schutte Construction, LLC – **Resolution No. 25-56** (Recommended by the Environmental Quality and Operations Committee 09-18-25)
10. Approval to Exercise Option Year 5 of Contract No. 10395, Rolling Owner Controlled Insurance Program (ROCIP) V and VI – Safety Services, Safety

Management Group – **Resolution No. 25-57** (Recommended by the Finance and Budget Committee 09-25-25)

**Upon a motion duly made, the Board of Directors voted to approve Joint Use Resolutions No. 25-48 through 25-57 as presented.**

## **VI. Other Business**

Mr. Giancola asked whether new Board members would be given a tour of DC Water facilities. Dr. Morris-Hughes confirmed a tour was pending and noted that a new member orientation was held on October 6, 2025. Dr. McPhail noted feeling very welcome during the orientation. Dr. Ortiz highlighted the enormous amount of information he was provided and lauded the great work of the Authority. Dr. Morris-Hughes invited existing Board members to join the upcoming facilities tour.

Board member Christopher Herrington raised concerns about recent conversations with the Army with respect to the Washington Aqueduct and suggested that a special meeting of the Governance Committee be scheduled before the retreat to resolve the roles and responsibilities for suburban Board members when discussing water supply issues. He also asked for a briefing on the recent employee engagement survey.

Ms. Jackson will provide a high-level brief on the results of the survey.

Dr. Morris-Hughes noted a Governance Committee meeting was scheduled for October 8 and the issue raised by Mr. Herrington could be addressed at that time as well and also at the Board retreat. She noted she could arrange an additional meeting before the retreat if needed. She could also hold an executive session to further discuss the concerns around the Washington Aqueduct, but this matter could also be discussed in the Governance Committee meeting.

## **VII. ADJOURN**

Hearing no further business, the meeting adjourned at 10:37 a.m.

### **Follow-Up Action:**

1. Amber Jackson to provide an update on the employee engagement survey results.

*Michelle Rhodd*

Michelle Rhodd

Secretary to the Board of Directors