



## District of Columbia Water and Sewer Authority Board of Directors

### 326<sup>th</sup> Meeting of the Board of Directors

Thursday, January 15, 2026 / 9:30am

This meeting will be available for viewing through a livestream: <https://dcwater.com/watch-board-meetings>

- I. **Call to Order** ..... Unique Morris-Hughes, Chairperson
- II. **Roll Call** ..... Michelle Rhodd, Board Secretary
- III. **Approval of the December 4, 2025 Meeting Minutes**
- IV. **Chairperson's Overview**
- V. **Committee Reports**
  - 1. [Joint Meeting of the Executive and Evaluation Committees \(Unique Morris-Hughes\)](#)
  - 2. [Environmental Quality and Operations Committee \(Sarah Motsch\)](#)
  - 3. Human Resources and Labor Relations Committee with Union Presidents (Howard Gibbs)
- VI. **CEO and General Manager's Report (David L. Gadis)**
- VII. **Executive Session\*** ..... Unique Morris-Hughes
  - 1. To consult with an attorney to obtain legal advice and to preserve the attorney-client privilege between an attorney and a public body pursuant to the DC Open Meetings Act of 2010, §2-575(4)(A).
- VIII. **Consent Item (Joint Use)**
  - 1. [Approval of Additional Funding for Contract No. 10528, Audio-Visual Equipment Upgrade and Support, Bridges System Integration – Resolution No. 26-00](#) (Recommended by the Environmental Quality and Operations Committee 12-18-25)
  - 2. [Approval to Award Two Base Years for Contract No. 10572, Furnish and Install HVAC Equipment, Complete Building Services, Inc. – Resolution No. 26-01](#) (Recommended by the Environmental Quality and Operations Committee 12-18-25)
  - 3. [Approval to Execute Change Order No. 002 of Contract No. 200110, Public Space Restoration Contract FY22 – FY25, Capitol Paving of DC, Inc. – Resolution No. 26-02](#) (Recommended by the Environmental Quality and Operations Committee 12-18-25)

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

1. [Approval to Award Three Base Years and Two Option Years for Contract No. 10517, Valve and Hydrant Assessment Services, Hydromax USA – Resolution No. 26-03](#) (Recommended by the Environmental Quality and Operations Committee 12-18-25)
2. [Approval to Execute Phase One of Progressive Design-Build Contract No. 250170 Water Pumping and Storage Facilities, PCL Civil Constructors, Inc. – Resolution No. 26-04](#) (Recommended by the Environmental Quality and Operations Committee 12-18-25)
3. [Approval for the CEO & General Manager to Negotiate the Terms and Conditions for the Acquisition of the Washington Aqueduct – Resolution No. 26-05](#) (Pending recommendation of the District of Columbia Members of the Board)

**X. Adjournment** ..... Unique Morris-Hughes

This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at [opengovoffice@dc.gov](mailto:opengovoffice@dc.gov).

\*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 certain matters, including but not limited to: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); terms for negotiating a contract, including an employment contract, under D.C. Official Code § 2-575(b)(2); obtain legal advice and preserve attorney-client privilege or settlement terms under D.C. Official Code § 2-575(b)(4)(A); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security matters 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); third-party proprietary matters under D.C. Official Code § 2-575(b)(11); train and develop Board members and staff under D.C. Official Codes § 2-575(b)(12); adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters or violations of laws or regulations where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14); and other matters provided under the Act.

**Upcoming Committee Meetings | via Microsoft Teams**

- January 21<sup>st</sup> @ 9:30 am Governance Committee
- January 22<sup>nd</sup> @ 9:30 am Audit Committee
- January 22<sup>nd</sup> @ 11:30 am Environmental Quality and Operations Committee
- January 27<sup>th</sup> @ 9:30 am DC Retail Water and Sewer Rates Committee
- January 27<sup>th</sup> @ 10:00 am Joint Meeting of the DC Retail Water and Sewer Rates and Finance and Budget Committees
- January 27<sup>th</sup> @ 11:00 am Finance and Budget Committee

**Next Board of Directors' Meeting | In-person**

February 5, 2025 @ 9:30 am



**325<sup>TH</sup> BOARD OF DIRECTORS MEETING  
MINUTES OF THE MEETING  
DECEMBER 4, 2025  
(Via Microsoft Teams)**

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**DIRECTORS PRESENT**

**District of Columbia Members**

1. Unique Morris-Hughes, Principal, Board Chair
2. Rachna Bhatt, Principal
3. Anthony Giancola, Principal
4. Howard Gibbs, Principal
5. Richard Jackson, Principal
6. Jed Ross, Principal
7. Alexander McPhail, Alternate
8. Jimmy Ortiz, Alternate
9. Robert Hawkins, Alternate

**Prince George's County Members**

1. Kevin Stephen, Principal
2. Samuel Moki, Principal
3. Oluseyi Olugbenle Alternate

**Montgomery County Members**

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

**Fairfax County Members**

1. Christopher Herrington, Principal

**DC WATER STAFF**

1. David L. Gadis, CEO/General Manager
2. Amber Jackson, Chief People Officer & EVP and Interim Chief Legal Officer & EVP
3. Barbara Mitchell, Associate General Counsel and Director of Government Affairs

4. Matthew Brown, Chief Financial Officer & EVP Finance, Procurement, and Compliance & Interim COO
5. Kirsten Williams, Chief Administrative Officer & EVP
6. Michelle Rhodd, Secretary to the Board

The 325<sup>th</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 9:34 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 Board meeting held on November 6, 2025.

**Upon a motion duly made, the Board of Directors approved the minutes of the meeting on November 6, 2025, as presented.**

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

Dr. Morris-Hughes began her remarks by welcoming the incoming DC Water Board member representing Prince George's County, Derrick L. Coley.

She then provided an update on the Joint Use/Non-Joint Use Workshop requested for the upcoming board retreat, which is scheduled for January, 2026. Approximately 30 to 60 minutes will be dedicated to the discussion to allow ample time for a robust discussion.

With a nearly full board roster for the new year, Dr. Morris-Hughes is revising the 2026 committee assignments to incorporate new Board members' expertise. To support these placements, a new skills assessment matrix has been implemented to provide a clearer picture of the Board's strengths and identify areas where additional expertise is needed.

Dr. Morris-Hughes noted that feedback from the Board retreat survey was overwhelmingly positive. Facilitators and guest speakers received excellent ratings. The sessions were found to have promoted self-reflection and team-building, with most attendees finding them meaningful. Based on feedback, future retreats may rotate locations, starting with Virginia next spring.

### **III. COMMITTEE REPORTS**

*Meeting of the Human Resources and Labor Relations Committee*  
*Reported by Committee Chair Jed Ross*

The Human Resources and Labor Relations Committee met on November 12, 2025.

First, the Committee received an HR update from Amber Jackson, Chief People Officer and EVP of People and Talent, highlighting that employee participation in the wellness program continues to grow and discussing how the program benefits the workforce and supports the Authority's mission and critical work. There was also an overview of the employee engagement survey results.

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

The Finance and Budget Committee met on November 18, 2025.

Lola Oyeyemi, Vice President, Budget, presented the October 2025 Financial Report. Total operating revenues were \$98.9 million, or 9.8% of the budget; operating expenses were \$553.7 million or 6.4% of the budget; and capital disbursements were \$40.4 million or 4.4% of the budget. The delinquent accounts balance dropped to \$30.7 million, mainly due to the \$2.2 million CSX railroad settlement.

Misha Thomas, Director of Customer Care, elaborated on the railroad settlement, noting that Amtrak had disputed for 10 years whether its baluster rails qualified for impervious areas charges. After court hearings and discussions, the parties settled in October with a \$1.4 million payment. The original request was for \$2.2 million. CSX also resolved its 10-year case in 2024 and is now paying the impervious area charge going forward.

Paul Guttridge, Director, CIP Infrastructure Management, delivered the FY 2025 Capital Improvement Plan (CIP) update, noting ongoing design for the final section of the Blue Plains Flood Wall that will protect against a 500-year flood event, with two feet of additional height to allow for wave action. He noted that, according to new Department of Energy and Environment modeling, the wall is sufficient to protect the asset.

At the end of FY 2025, CIP disbursements totaled \$545 million, or 84% of the budget.

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

The Environmental Quality and Operations Committee met on November 20, 2025.

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Nicholas Passarelli, Vice President, Wastewater Operations, provided an update on the Blue Plains Advanced Wastewater Treatment Plant. All parameters were within the national pollution discharge elimination standard permit limits. October was a moderately wet month with 1.9 inches of rain recorded and 88 million gallons captured with no overflows.

On-site energy generation from the combined heat and power facility and the solar panels for the month was 18% of the average treatment plant consumption, a 10% drop from typical due to the simultaneous failure of two motors that have since been repaired. The plant produced 14,241 tons of biosolids; 5,309 tons were sold through Blue Drop's Bloom program, and 8,932 tons were managed through land application contracts.

Mr. Guthridge then provided a status update for the Clean Rivers Project, the Lead Free DC project, and the water, sewer, and process facilities capital programs. He reported FY 2025 disbursements at 84%, with less than anticipated spending due to the Potomac Tunnel shaft excavation and a revised approach to the Potomac Interceptor projects. He also reported that some scheduled KPIs had experienced delays, mainly due to permitting, changes in delivery methods, and updates to facilities master planning.

The Committee recommended moving seven non-joint-use action items and one joint-use action item to the full Board for approval.

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

CEO and General Manager David L. Gadis began by remembering Jacklyn Little of the Accounts Payable department, who passed away on December 3, 2025. He noted that Ms. Little cared deeply about her work and for people. He then recognized the contributions of Sherley Boursiquot, Communication Specialist, whose social media expertise has driven significant growth in the Authority's engagement. This growth has been noted by peers seeking to replicate DC Water's social media strategy. Ms. Boursiquot was awarded the CEO's Challenge Coin.

Mr. Gadis followed with four updates on the state of the organization.

On November 3, 2025, the Clean Rivers Program celebrated a milestone with the blessing of Mary, the tunnel boring machine (TBM) for the Potomac River tunnel. Mayor Bowser christened the machine with DC tap water, symbolizing the district's commitment to cleaner waterways. The project will prevent nearly one billion gallons of combined sewage and stormwater from entering the Potomac annually and reduce flooding in underserved DC neighborhoods.

On November 19, 2025, the Pure Water DC initiative was launched under the leadership of Dr. Rabia Chaudhry, Director of Water Resilience. Numerous federal and industry leaders attended the event, and panelists discussed water reuse.

On November 13, 2025, Mr. Gadis received the 2025 Leadership Award from the National Forum of Black Public Administrators for DC Water's transformative Clean Rivers Program and green infrastructure efforts. He thanked Team Blue for making the achievement possible.

Next he highlighted Dr. Morris-Hughes' feature in *The Wall Street Journal* was on embedding sustainability into strategy. Mr. Gadis' noted that his interview discussed DC Water's approach to risk management and community service.

The Stars of Water event honored DC Water employees, drawing over 800 attendees for its ninth year. The celebration recognized teamwork and broke down organizational silos, boosting morale.

## **V. EMPLOYEE ENGAGEMENT SURVEY UPDATE**

Amber Jackson, Chief People Officer and EVP People and Talent, presented the report.

Ms. Jackson began with an overview of the survey development, which was conducted to gather employee feedback on four focus areas:

- Culture/place
- Leadership
- Performance management
- Communication and feedback

The process began with a pilot survey at last leadership retreat and included input from union leadership on the survey questions.

The 17 survey questions were designed to be inclusive and actionable, and responses were collected using a five-point Likert scale. There were also opportunities for employees to add written comments. The survey was offered in two phases to maximize participation. Ms. Jackson noted that the survey was designed as a pulse instrument, which will be followed by a full survey developed by an external consultant.

Team members promoted the survey across campuses to ensure broad engagement. The ratio of union to non-union workers was 39.5% to 60.5%; 22.8% were lead workers, versus 77.2% who were not. The largest group of participants had one to five years of tenure. The survey received responses from 429 non-supervisory and 215 supervisory employees, for a total of 644 responses.

The total score across focus areas was 3.9 out of 5, with no statement scoring below 3.0, indicating generally positive feedback but highlighting opportunities for improvement. While past surveys differed in scope and questions, future surveys will use consistent metrics to track progress over time. Culture scored highest among the four focus areas with a score of 4.3, with all statements rated above 3. Areas scoring between 3.2 and 3.9 were focus areas for a response.

Board member Anthony Giancola asked how the survey compared to prior ones. Ms. Jackson responded that the results had not been compared to prior surveys due to differences in the survey questions and respondent population. Moving forward, the Authority will deliver surveys on a regular basis and comparable in scope to allow year-over-year analysis and trend identification. Mr. Giancola urged performing this comparison to achieve some consistency in reporting and noted that the Board has requested it in the past. Ms. Jackson discussed plans to engage an external contractor to ensure employees feel secure in their responses.

Board member Rachna Bhatt expressed surprise that the lowest-scoring item at 3.3 was “the senior leaders value people as their most important resource.” She noted that Mr. Gadis continually emphasizes the value of the Authority’s employees. Mr. Gadis stated that the source of the low scores on this item has been identified, and corrective action has been taken with the relevant senior manager. He noted that the affected cluster was the largest in the Authority, and the scores of employees in other clusters were much higher.

In response to a question from Board member Fariba Kassiri, Ms. Jackson confirmed that the survey was anonymous, but employees were asked to identify their cluster.

Board member Christopher Herrington advised against using inappropriate analysis methods, such as averaging responses, for ordinal data. He noted that for data collected on a Likert scale, it is more appropriate to report the frequency of each response. He also advised examining response rates by groups, such as gender, race, and other demographic categories, and requested more disaggregated data to help identify problem areas. Ms. Jackson noted that the analysis did drill down into the clusters to allow each EVP to create an action plan, and any score of one or two was noted as an area to address.

Ms. Jackson highlighted some strengths identified by the survey, including that employees take pride in their work and feel aligned with organizational goals. Managerial support is strong, with supervisors providing effective communication and constructive feedback. Before recent organizational changes, the IT cluster and the Office of Marketing and Communications were the top departments in terms of engagement and leadership.

Areas for improvement include communication, leadership, career development, pay equity, telework flexibility, and job satisfaction. To address these, DC Water created the "Now – Next – Later" framework, organizing action plans by when they can be accomplished: "Now" items were addressed in the current fiscal year, "Next" items are prioritized for FY 2026, and "Later" items will take two or more years to accomplish. Priorities were set to improve communication and manage employee expectations realistically.

Significant actions included hosting town halls to share employee survey results and reinforce transparency, reinstituting telework in response to feedback, and initiating cluster-specific all-hands meetings to strengthen connections between leadership and staff. Meetings were rotated across campuses to engage more employees directly. A concrete action that was popular with employees involved re-opening the building's side door to allow employees to enter more directly from the parking area. Employee appreciation events, including the recent well-attended tailgate party, have further demonstrated the CEO's responsiveness to employee concerns.

In response to a question from Ms. Bhatt, Matthew Brown, Chief Financial Officer and EVP Finance, Procurement, Compliance & Interim COO, further discussed the decision to re-implement telework options, noting that the policy changes around telework balanced office collaboration with flexibility. Leadership considered both employee input and market trends, allowing vice presidents to tailor arrangements to team needs while recognizing that some roles require an on-site presence and some tasks may benefit from allowing an employee to work in a distraction-free environment. He highlighted the difference between equality, which is treating everyone the same, and equity, which is being responsive to individual employee situations. He noted that the Authority had previously lost some employees due to a lack of flexibility.

Ms. Jackson pointed out that the survey results were received just after the Authority incurred a \$51 million spending restriction for the fiscal year, but employee concerns continued to be prioritized.

Ms. Kassiri emphasized that the survey design should not change to ensure comparable results from survey to survey. Dr. Morris-Hughes concurred but noted the importance of also engaging external expertise to ensure the survey is validated and can be benchmarked to other organizations.

## **VI. Consent Item (Joint Use)**

1. Approval to Execute Construction Manager at Risk (CMAR) Guaranteed Maximum Price Amendment No. 1 of Contract No. 240080, Kokosing Industrial, Inc. –

**Resolution No. 25-61** (Recommended by the Environmental Quality and Operations Committee 11-20-25)

**Upon a motion duly made, the Board of Directors voted to approve Non-Joint Use Resolution No. 25-61 as presented.**

In response to a question from Board member Rob Hawkins, Ryu Suzuki, Director, Wastewater Engineering, clarified the contract value versus the original RFP. He explained that the contract was issued via a Construction Manager at Risk (CMAR) process, in which the initial contract covered pre-construction services, including, assessment of the project scope and pricing, after which the full contract was issued for the scope of work. The initial approved value of approximately \$400,000 was for pre-construction consulting services, while the amount of approximately \$140 million is for the project construction. Mr. Suzuki noted that the original estimate was for approximately \$200 million.

## **VII. Consent Items (Non-Joint Use)**

1. Approval to Execute Design/Build Contract No. 250180, Solar Facilities at Fort Reno Reservoir, New Columbia Solar – **Resolution No. 25-62** (Recommended by the Environmental Quality and Operations Committee 11-20-25)
2. Approval to Execute Construction Manager at Risk (CMAR) Guaranteed Maximum Price Amendment No. 02 of Contract No. 240040, Division RC-T – Piney Branch Tunnel, Clark Construction Group – **Resolution No. 25-63** (Recommended by the Environmental Quality and Operations Committee 11-20-25)
3. Approval to Execute Change Order No. 02 of Contract No. 190040, 66-inch 72-inch Prestressed Concrete Cylinder Pipe (PCCP) N Street, Anchor Construction Corporation – **Resolution No. 25-64** (Recommended by the Environmental Quality and Operations Committee 11-20-25)
4. Approval to Increase Budget for the Master Service Agreement Program and Exercise Option Year 1 of Contract No. 230020, Small Diameter Water Main Replacement (SDWMR), Multiple Contractors, – **Resolution No. 25-65** (Recommended by the Environmental Quality and Operations Committee 11-20-25)
5. Approval to Participate in the District Department of Transportation Project: Benning Road NE Reconstruction and Streetcar, Phase I from Anacostia Avenue, NE to Minnesota Avenue – **Resolution No. 25-66** (Recommended by the Environmental Quality and Operations Committee 11-20-25)
6. Approval to Execute Construction Manager at Risk (CMAR) Preconstruction Services Contract No. 250070, Creekbed Infrastructure Rehabilitation, Halmar

International, LLC – **Resolution No. 25-67** (Recommended by the Environmental Quality and Operations Committee 11-20-25)

7. Approval to Exercise Option Year No. 2 of Contract No. 10316, Supply and Delivery of Sand, Gravel, Stone, Topsoil and Cold Mix, ReAgg, LLC – **Resolution No. 25-68** (Recommended by the Environmental Quality and Operations Committee 11-20-25)

**Upon a motion duly made, the Board of Directors voted to approve Non-Joint Use Resolutions No. 25-62 to 25-68 as presented.**

In response to a question from Mr. Hawkins on Resolution No. 25-63, Dr. Moussa Wone, Vice President, Clean Rivers Project, confirmed that the contract was also issued via a CMAR process with a lower pre-construction value and a higher value for the full project scope. He noted that the pre-construction portion of the contract also includes some early work packages that can be completed before the larger project begins. There are thus three phases to the contract rather than the two phases typical of CMAR projects.

Mr. Giancola asked a follow-up question about the apparent reduction in approved costs for Resolution No. 25-63. William Elledge, Director of Capital Water and Lead Free DC, noted that the referenced contract is a master service agreement (MSA) for small-diameter water mains, which allows a parent agreement to be signed and task orders to be issued under the MSA. The current request is to add contracts under the MSA.

### **VIII. Blue Drop Update**

Chris Peot, President of Blue Drop and Director of Resource Recovery at DC Water, presented the update, beginning with a brief history of the program.

The program was established in November 2016 via a joint-use resolution with unanimous DC Water Board support. Later that month, DC Water filed for articles of incorporation for Blue Drop within the district. Intermunicipal Operating Agreement (IMA) No. 6, which outlines the use of funds from the biosolids management program for revenue generation, was then signed.

Blue Drop operates as a nonprofit to generate revenue and mitigate rate increases for DC Water customers. Initial funding came from DC Water between 2017 and 2019, and by May 2019, Blue Drop achieved net-positive status with continued growth since then. Key guiding principles from the board resolution include innovation in revenue generation, commitment to maximizing operational value, providing relief from rising rates, and maintaining agility in response to market changes. Blue Drop is managed as a nonprofit and plays a role in DC Water's financial strategy.

There is one open Blue Drop board seat, and consideration is being given to adding a DC Water Governance Committee member. Blue Drop reports to the Governance Committee annually but is willing to provide updates more frequently as needed.

Blue Drop received \$2.5 million in startup funding from DC Water between 2017 and 2019, after which it became self-sustaining. Wholesale customers and IMA partners did not contribute to startup or operating costs, but benefited from operational savings and net revenue credits on their Blue Plains operating bills.

The majority of Blue Drop's revenue comes from digesters, renewable energy credit sales, and Bloom product sales, resulting in significant annual savings compared to prior biosolids management, which was contracted to outside service providers. It was estimated that it would take 19 years to repay the investment in the digesters, which have a 75-year lifespan, but that estimate has been revised to 12.5 years.

Since Blue Drop took over biosolids management in 2019, costs have dropped below industry standards and generated about \$12.5 million in annual savings for IMA partners by treating biosolids as assets. In FY 2024, Blue Drop's net profit increased 71%, largely due to increased Renewable Energy Credit (REC) prices. Net revenue of \$10.5 million over eight years was credited back to IMA partners proportionally via DC Water.

Blue Drop proposes allocating some revenue to further operational savings, such as acquiring farmland to build a Bloom storage facility to even out Bloom supply, which varies year to year depending on the weather. This investment is expected to pay off within 4.5 years and could make biosolids management cost-neutral.

Following Mr. Poet's report, Mr. Herrington noted his previous frustration that the Board was not kept informed during the Metropolitan Washington Council of Governments (COG) dispute-resolution process regarding Blue Drop and its revenues. After receiving updates, he is now comfortable with the progress but requests regular Board updates on the resolution process. However, he noted that most net revenue from Blue Drop comes from the sale of Bloom produced using equipment funded by the joint Board, including suburban partners. While those partners did not provide startup funding, Mr. Herrington argued that they contributed to the equipment that generates its revenue. He asked for clarification of the cost of goods sold in the Blue Drop revenue report.

Mr. Peot noted that much of the production cost for Bloom is for hauling and spreading, which are handled by desegregated contractors. Blue Drop continues to subsidize the haul rate for farmers.

Mr. Herrington further discussed the decision to refund Blue Drop's revenues to the IMA partners rather than reinvesting the net revenue. He asked the Board to consider whether the Authority needs Blue Drop to be an agile and resilient entity independent of the Authority in order to respond to market conditions, or why the Authority is not sufficiently agile to respond. Mr. Peot agreed it had taken too long to reinvest Blue Drop's revenue, noting that earlier investment in the renewable natural gas project would have paid off in about three years. The project was not funded due to some inherent risk that raised concerns at the Authority. Mr. Herrington advised the Board to consider how this type of investment can be reviewed at the Board level as part of the regular budget process, noting that the suburban partners are seeking increased insight into these fundamental governance questions.

Dr. Morris-Hughes noted that adding a DC Water Governance Committee member to the Blue Drop board is a step in the right direction.

Ms. Bhatt observed that Blue Drop's agility has been its strength and encouraged reinvesting Blue Drop's revenue in capital projects that the Authority cannot commit to due to its complex regulatory obligations. She noted that Blue Drop was founded with the goal of finding alternative revenue streams that were not aligned with DC Water's original mission and purpose. Board member Jed Ross added that another early goal was to ensure that the Authority was capitalizing on DC Water's expertise.

Board member Alex McPhail asked Mr. Peot to provide a report to the Board outlining the three most significant risks to the Blue Drop program and the mitigation measures to address them. Mr. Gibbs asked Mr. Peot to draft a report outlining all of the savings realized by the Blue Drop program, for dissemination to the public.

Mr. Herrington lauded Blue Drop's success, noting that having an entity able to manage revenue sources or expenditures independent of DC Water's fundamental mission makes sense. He was concerned that the suburban members who helped fund Blue Drop are not part of the project's governance. He cautioned against giving away Board authority without understanding why the Board is not sufficiently agile, nimble, and responsive to conditions to be able to make these decisions.

Board member Richard Jackson suggested incorporating all four entities, allowing both the IMA and reinvestment to be managed through allocated percentages. Funds designated for reinvestment can accumulate in the capital account over time until they are sufficient for new projects. This would address reinvestment and IMA concerns, provide flexibility, and ensure all partners remain involved.

Board member Samuel Moki summarized the situation as one where negotiations were dragging, so a decision was made in favor of credits back to the partners rather than

continuing to discuss the matter and find a resolution, creating friction in the relationship. Mr. Peot noted he might have been the source of the friction, as he was fighting hard to reinvest the funds. Mr. Herrington clarified that some of the suburban jurisdictions raised concerns about the accumulation of Blue Drop revenues and how they were being spent. There was a fundamental question of whether Blue Drop was conforming to IMA procedures in terms of how it was operating. He confirmed that DC Water was acting on the Board's direction.

Ms. Bhatt asked that Mr. Peot begin reporting to the Board more frequently and he confirmed that he would. Chair Morris-Hughes asked that quarterly Blue Drop updates be added to the agenda.

## **IX. ADJOURN**

There being no further business to come before the Board, the meeting adjourned at 11:47 a.m.

### **Follow-Up Actions:**

1. Amber Jackson will provide a report with additional details on the Employee Engagement Survey, including a breakdown of rules by employee cluster.
2. Chris Peot will provide a report to the Board outlining the three most significant risks for the Blue Drop program and any mitigation measures to address these risks.
3. Chris Peot will provide a report to the Board on the overall savings realized by the Blue Drop program, for dissemination to the public.

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Michelle Rhodd  
Secretary to the Board of Directors



**MINUTES OF THE MEETING  
JOINT MEETING OF THE EVALUATION AND EXECUTIVE COMMITTEES**

**DECEMBER 15, 2025**  
(via Microsoft Teams)

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**COMMITTEE MEMBERS PRESENT**

1. Dr. Unique Morris-Hughes, Chairperson
2. Rachna Bhatt, District of Columbia
3. Fariba Kassiri, Montgomery County
4. Howard Gibbs, District of Columbia
5. Richard Jackson, District of Columbia
6. Christopher Herrington, Fairfax County

**OTHER BOARD MEMBERS PRESENT**

1. Anthony Giancola, District of Columbia
2. Jed Ross, District of Columbia
3. Dr. Alexander McPhail, District of Columbia
4. Dr. Jimmy Ortiz, District of Columbia
5. Robert Hawkins, District of Columbia
6. Kevin Stephen, Prince George's County
7. Dr. Samuel Moki, Prince George's County
8. Oluseyi Olugbenle, Prince George's County
9. Sarah Motsch, Fairfax County

**DC WATER STAFF**

1. David Gadis, CEO and General Manager
2. Matthew Brown, Chief Financial Officer & EVP and Interim Chief Operating Officer
3. Amber Jackson, Chief People Officer & EVP and Interim Chief Legal Officer and EVP
4. Barbara Mitchell, Associate General Counsel and Director of Government Affairs
5. Kirsten Williams, Chief Administrative Officer and EVP
6. Michelle Rhodd, Secretary to the Board

**I. CALL TO ORDER**

Chairperson Dr. Unique Morris-Hughes called the Joint Meeting of the Evaluation and Executive Committees to order at 12:02 p.m. via Microsoft Teams. Board Secretary Michelle Rhodd called the roll for attendance.

**II. EXECUTIVE SESSION**

After a motion and majority vote, the Committee moved into an executive session to discuss a personnel matter under D.C. Official Code § 2-575(b)(10)

**ADJOURNMENT**

The Committee reconvened in open session and hearing no further business, the meeting adjourned the meeting at 1:05 p.m.



**MINUTES OF THE MEETING  
ENVIRONMENTAL QUALITY AND OPERATIONS COMMITTEE  
December 18, 2025  
(via Microsoft Teams)**

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**COMMITTEE MEMBERS PRESENT**

1. Sarah Motsch, Chairperson, Alternate, District of Columbia
2. Howard Gibbs, Vice-Chairperson, Principal, District of Columbia
3. Christopher Herrington, Principal, Fairfax County
4. Richard Jackson, Principal, District of Columbia
5. Alexander McPhail, Alternate, District of Columbia

**DC WATER STAFF PRESENT**

1. Matthew Brown, Chief Financial Officer and Interim Chief Operating Officer
2. Michelle Rhodd, Secretary to the Board
3. Moussa Wone, Vice President Engineering and Clean Rivers, Chief Engineer
4. Barbara Mitchell, Director and Associate General Counsel
5. Kirsten Williams, Chief Administrative Officer and EVP
6. Amber Jackson, Chief People Officer and Interim Chief Legal Officer

The Environmental Quality and Operations Committee meeting was called to order by Sarah Motsch, Chairperson at 9:30 AM. The meeting was held via Microsoft Teams. Ms. Michelle Rhodd, Secretary to the Board called the roll.

**I. BPAWTP PERFORMANCE UPDATE**

Nicholas Passarelli, Vice President, Wastewater Treatment Operations, reported that Blue Plains met all NPDES permit requirements for November 2025, treating an average daily flow of 230 million gallons (MGD) with a peak flow of 261 MGD recorded on November 8th, 2025. November was a dry month as only 0.9 inches of rain was recorded and only 0.2 MG were captured in the tunnel with zero overflows. Solar and combined

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*Minutes of the December 18, 2025, Environmental Quality & Operations Committee Meeting*

heat and power (CHP) generation increased following the repair of damaged motors, bringing on-site power production back above the 20% target to approximately 24% of total plant demand. Total facility power use averaged 26 MW, with 20 MW purchased from Pepco. Mr. Passarelli reported that FY25 power-purchase savings now total approximately \$3.4 million, compared with purchasing the full amount from Pepco.

Regarding biosolids, Blue Drop marketed 3,090 tons of Bloom in November, bringing total FY25 sales to 8,398 tons, toward the annual goal of 62,000 tons. DC Water produced 11,329 tons of biosolids during the month, with distribution through contractual land application programs continuing as planned.

## **II. AUTOMATED METERING INFRASTRUCTURE (AMI) PERFORMANCE ASSESSMENT AND OPTIMIZATION PROGRAM**

Chris Collier, Vice President, Water Operations, reported on Phase One of the AMI Performance Assessment and Optimization Program, noting that the work reflects a multi-department effort to stabilize and improve DC Water's smart metering system. AMI enables remote and frequent meter reads, leak detection, and customer transparency tools and will support future non-revenue water initiatives.

He reviewed the system history, stating that the original installation was in 2006 with approximately 133,000 endpoints. A 2019 upgrade left about 4,000 meters inaccessible, and another 8,000 units are not communicating due to premature failures. System performance currently averages about 88 percent, compared with an industry benchmark of 98.5 percent. Failure rates for the current vendor's devices are approximately 4–9 percent versus a typical 1–2 percent.

Committee member, Howard Gibbs asked whether the failures were occurring at individual customer meters and whether warranties were being honored. Mr. Collier explained that the failures are occurring primarily in the meter transmitting units (MTUs) rather than the meters and that DC Water is now rigorously enforcing warranty provisions, testing removed units, and increasing vendor accountability. He added that alternative vendors are being evaluated.

Mr. Collier stated that Phase One identified access challenges, aging and failed equipment, inconsistent testing and warranty practices, and increased reliance on manual reads. Corrective actions included establishing a warehouse triage and testing process, revising field standards, implementing weekly vendor performance reviews, and strengthening warranty returns. These efforts have begun to reduce equipment backlogs, recover warranty value, and decrease manual meter-reading workload.

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*Minutes of the December 18, 2025, Environmental Quality & Operations Committee Meeting*

Mr. Collier reviewed forward planning and stated that Phase Two will focus on resolving approximately 12,000 - 14,000 non-communicating endpoints through diagnostics, warranty recovery, and improved access. Phase Three will shift to optimization through data-driven field, billing, and leak response improvements.

Committee member Alexander McPhail thanked Mr. Collier for the update and asked what read-rate KPI the team is targeting. Mr. Collier replied that the industry standard is 98.5 percent, with a desire to reach 99 percent or higher. Dr. McPhail requested a future briefing on leveraging the Itron system, particularly for multifamily properties, and urged staff to accelerate implementation, including possible contractor support. Mr. Collier agreed and stated that staff are actively exploring Itron integration options and ways to move faster while ensuring work is completed correctly the first time, given access limitations.

Mr. Gibbs emphasized the importance of speed, noting that accurate meter reading is essential to revenue and operational integrity. Mr. Collier responded that staff are pursuing all available access solutions, including coordination with DC Fire Department, and emphasized strong cross-department collaboration.

Ms. Motsch requested future reporting on both technical performance metrics and impacts on billing and service. Mr. Collier confirmed that contractor engagement, including local participation opportunities, is underway and additional updates will be provided in future meetings.

Mr. Collier concluded that the program's purpose is to restore confidence in AMI performance and transition from system recovery to long-term optimization.

### **III. ACTION ITEMS**

The Committee reviewed and recommended approval of the three Joint Use Fact Sheets and two Non-Joint Use Fact Sheets.

#### **Joint Use**

##### **1. Contract No. 10528– Audio-Visual Equipment Upgrade and Support – Bridges System Integration**

Mr. Gibbs asked whether the existing installed equipment should still be under warranty and why DC Water must fund replacements, as the building is still new.

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*Minutes of the December 18, 2025, Environmental Quality & Operations Committee Meeting*

Mr. John Pappajohn, Director of Procurement, Goods & Services, responded that warranties for this type of equipment are typically no more than one year; and often as short as 90 days, which is considered industry standard.

**Non-Joint Use**

**1. Contract No. 10517 – Valve and Hydrant Assessment Services – Hydromax**

Mr. Gibbs asked whether the costs related to hydrant work would be reimbursed by the District. Mr. Pappajohn confirmed that all hydrant work is reimbursable under DC Water's MOU with the District and that costs are tracked separately. When Mr. Gibbs asked if an estimate was available, Mr. Collier said that level of detail is not yet known but will be developed once the program is underway. Dr. McPhail then suggested noting the reimbursable nature of the hydrant costs in the written materials, so all members are aware, and staff agreed to do so.

**IV. OTHER BUSINESS**

Dr. McPhail asked about the status of the committee work plan and Board site tours. Ms. Motsch said a draft work plan should be ready for the January meeting, and Michelle Rhodd, Secretary to the Board, said a tour schedule is being developed and Board members will be invited to participate. Ms. Motsch also noted that some routine items will be moved to read-ahead materials to allow more discussion during meetings.

**V. ADJOURNMENT**

The meeting was adjourned at 10:29 am.



# CEO's Report

JANUARY  
2026



ACCOUNTABILITY TRUST TEAMWORK CUSTOMER FOCUS SAFETY WELL-BEING

**Inside**

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# dc Highlights

Chair Morris-Hughes, and members of the Board, it is my pleasure to present you with the CEO's Monthly Report for January 2026. This report captures the highlights of the team's efforts over the past month, across the five cascading imperatives of the Blueprint 2.0 strategic plan: **Equitable, Sustainable, Resilient, Reliable, and Healthy, Safe and Well**. There are also individual reports from Finance and Procurement; Administrative; Customer Care; Information Technology; Operations and Engineering; and People and Talent, as well as the monthly update from Internal Audit.



## Bread for the Soul

For more than 40 years, DC Water employees have supported Bread for the Soul through their Annual Toy, Coat, and Book Drive. Bread for the Soul serves local families impacted by HIV / AIDS, and women in shelters with children.



**Lisa Barton** (Senior Executive Coordinator to the CEO) once again led the campaign, which concluded December 17. Donation bins were placed at seven different work sites, and employees responded with gifts of winter coats, children's books, games, and grocery gift cards, all delivered to the families before Christmas Day.

I am proud of the longstanding relationship and support that Team Blue offers to Bread for the Soul, and am grateful for the generosity of Team Blue, and every contribution received.



## Chaudhry Named as President-Elect of WateReuse Mid-Atlantic



On December 8, **Dr. Rabia Chaudhry** (Director, Water Supply Resilience) was nominated and elected the President-Elect of the WateReuse Association's Mid-Atlantic Section. This relatively new Section, created in 2022, joins 13 other Sections across the US and Canada, each facilitating a local focus on water reuse issues, legislation, and events germane to that region.

The Mid-Atlantic Section encompasses Virginia, DC, and Maryland and includes, among others, the Upper Occoquan Service Authority (UOSA), Hampton Roads Sanitation District (HRSD), and Anne Arundel County (MD) Department of Public Works - the three sites that our Resilience Task Force visited leading up to the Pure Water DC launch.

The formation of the section indicates an increased interest in water reuse in the region and speaks to the benefit of regional collaboration on water reuse topics. Dr. Chaudhry's election reflects the rapidly increasing profile of Pure Water DC and Dr. Chaudhry's respected expertise on the topic. The WateReuse Association is led by **Bruno Pigott**, Executive Director. Mr. Pigott has been a proponent of DC Water's recent efforts, speaking as a panelist at the Pure Water DC public launch in November and as a panelist at the recent Board retreat.




### DC Water Shines on World Stage in Saudi Arabia

On December 8, I was honored to deliver a keynote speech at the Innovation Drives Water Sustainability Conference, in Jeddah, Saudi Arabia. The Authority was invited to participate in the conference following our October meeting with His Excellency, Abdullah bin Ibrahim Al-Abdulkarim and a delegation from the Saudi Water Authority at HQO.

My keynote, 'The Triple ROI, reflected on the Authority's growth and progress over the years, and how our progress directly correlates to Blueprint 2.0, and how strategy can't just be a checklist – it's got to be baked into operations to embed in our culture. Although innovation and technology can help an organization tremendously, for your culture to truly work, it all must be built on a foundation of trust.

**Kirsten Williams** (Chief Administrative Officer and EVP) was featured in conversation with Richard Druce, Senior Managing Director, with National Economic Research Associates, which centered on the sometimes competing demands of the Authority's key stakeholders, such as our regulators, legislators, and customers.

**Wayne Griffith** (Chief of Staff and EVP) delivered a presentation on the importance of transparency through ESG and Resilience disclosures, which was highly attended and well received.

I would like to thank Kirsten and Wayne for their supportive roles during this important partnership and exchange of strategic approaches. I must also thank the team that supported our efforts and coordinated our participation: **Schannette Grant** (Vice President, Stakeholder Engagement / Marketing and Communications), **Ruth Werner** (Senior Program Manager / Marketing and Communications), and **Scott Ellinwood** (Senior Manager, Communications / Marketing and Communications).



# dc Highlights



## DC Water Again Earns Top GFOA Honors for FY 2024 Reports



DC Water has once again been recognized by the Government Finance Officers Association (GFOA), earning both the Certificate of Achievement for Excellence in Financial Reporting (ACFR) and the Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for our FY 2024 financial reports. These awards are the highest form of recognition in governmental accounting and reflect our continued commitment to transparency, accuracy and strong financial stewardship.

Congratulations to **Henok Getahun** (Controller), **Andrew Birbalsingh** (Senior Program Manager, Financial Reporting), and the entire Finance team for their leadership and dedication in producing award-winning reports year after year. Their work positions us strongly for another potential GFOA "Triple Crown" recognition.

Special thanks as well to **Kirsten Williams** (Chief Administrative Officer and EVP) and **John Lisle** (VP, Marketing and Communications) and the OMAC team for their collaboration on the Annual Report. Their partnership continues to elevate the clarity and accessibility of our financial communications. We look forward to building on this momentum as work begins on the FY 2025 reports.

## Healthy, Safe and Well

### Pure Water DC Community Outreach



During December, **Dr. Matt Ries** (Vice President, Strategy & Performance) and **Stephen Akyereko** (Community Affairs Specialist / Marketing and Communications) spoke to the Environmental Science/Studies class at Meridian High School in Falls Church about Pure Water DC and water management in the greater Washington Metropolitan Area.

Like DC Water, the City of Falls Church also receives its water from the Washington Aqueduct via Fairfax Water and could potentially benefit from improved water supply resilience via Pure Water DC solution options.

These visits open young minds to the water cycle, environmentalism, and public service, and I am very appreciative of the team's efforts to engage the students in learning about the work of the Authority. Educational outreach sessions, as well as events like the the annual Truck Touch build trust and create more informed future customers.



# Divisions

The CEO report includes service level based key performance indicators. 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 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 and continue to strive to meet high performance expectations.

The data in the CEOs Monthly Report reflects the most recent information available at the time of production and printing.



## Financial Metrics

Metric	Target	Aug-25	Sep-25	Oct-25	Nov-25
Operating Cash Balance (Millions \$)	\$341.6	\$363.5	\$333.7	\$410.6	\$402.2
Delinquent Account Receivables (%) †	3.30%	4.12%	4.16%	3.85%	3.81%
On-time Vendor Payments (%) ****	97%	96%	96%	95%	96%
Investment Earnings Data (Millions \$)	\$8.8	\$13.6	\$14.8	\$1.2	\$2.3
Core Investment Yield Data (%) - Merrill Lynch 1-3 Year Treasury Index *		3.7%	3.7%	3.6%	3.5%
Core Investment Yield Data (%) - Actual Monthly Yield ††	3.82%	3.6%	4.1%	4.1%	4.2%
Short Term Investment Yield Data (%)- Merrill Lynch 3-Month Treasury Index *		4.1%	3.9%	3.8%	3.8%
Short Term Investment Yield Data (%) - Actual Monthly Yield ††	4.06%	4.1%	3.9%	3.9%	3.9%
Days of Cash on Hand** and ***	282**	358	331	372	406***

### Notes:

\* Represents annual Treasury Index targets developed and provided by the Authority's investment advisor.

\*\* 282 days of cash is the Board policy requirement for annual days of operating reserves excluding the Rate Stabilization Fund.

\*\*\*406 days of cash is made up of 37 days in the Rate Stabilization Fund and 369 days in the operating cash balance.

In adherence to debt covenants, the Authority is required to spend bond proceeds to reimburse itself for capital expenditures from the cash balance account within three years to close out the Series 2022 Bonds. Finance reimbursed \$68.1 million in October 2025.

\*\*\*\* One-time vendor payment performance was impacted by the year-end closeout activities including payments of accrued invoices.

### Metrics Explanations:

† Delinquent account receivables as a percentage of 12-month rolling average retail revenue. The delinquent account receivables increased due to the impact of COVID-19.

†† Investment earnings lag the benchmarks. We are in a rising interest rate environment. As lower yielding investments are sold and reinvested, performance is expected to improve.

## Finance Highlights

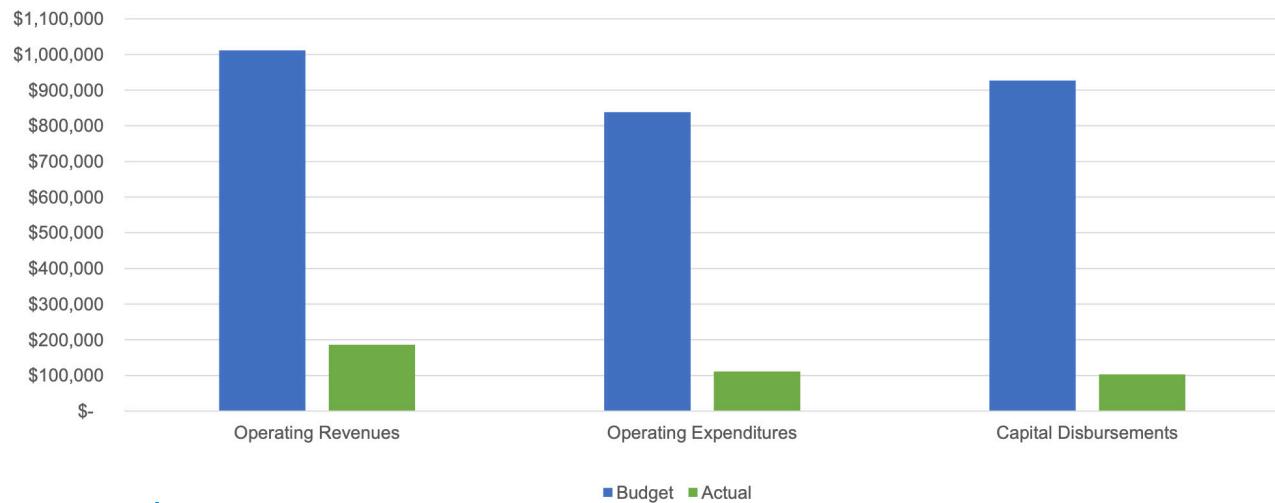
### FY 2026 Financial Performance

At this early stage in the fiscal year, DC Water is on track with its budget. As of the end of November 2025, with 17 percent of the fiscal year completed, total operating revenues were \$186.3 million or 18.4 percent of the budget. Overall year-to-date consumption is slightly higher than the budget.

Total operating expenditure was \$110.8 million or 13.2 percent and capital disbursements were \$102.6 million or 11.1 percent of the respective budgets.



### FY 2026 Year to Date Performance Budget vs. Actuals (\$000's)



### FY 2027 Budget Process

The Proposed FY 2027 Operating Expenditure, Two-Year Rates, Ten-Year Capital Improvement Program, and Financial Plan are being finalized. Management will deliver the budget and rates proposal to the Board of Directors during the Budget Workshop in January 2026, immediately after the Board meeting. The details of the budget and rates proposal will be reviewed with the various Board Committees over a two-month process with budget adoption anticipated by the full board on March 5.

### Procurement and Compliance

No new actions were approved by the DC Water Board in November. As of this report, for FY 26, DC Water is achieving 37 percent certified business utilization (in prime and subcontracting opportunities).

### Highlights

#### Certified Firm Participation

- In November, three certified firms were added as subcontractors on existing DC Water contracts.
- One new mentor -protégé relationship was established.

#### Process Improvement

- Procurement and Compliance are continuing to work with the Enterprise Performance Management Office (EPMO) to review, revise, and update the department's processes and procedures. Procurement is also collaborating with the Center of Excellence on the FDI dashboard to improve data collection, analytics, and reporting.
- In October, G&S Produced 174 POs; M&M Produced 309 POs.
- Successfully negotiated \$76k in new savings with Eastern Construction on the existing MPT contract.
- Successfully completed the new MB Staffing MSA.

#### Outreach and Engagement

- Procurement and Compliance listening sessions. Following the success of the DC Water Procurement Fair in October, Procurement and Compliance team members have been conducting (small group) listening sessions with representatives from the business community. The purpose of the sessions is to gauge the interest of firms in DC Water opportunities, discuss business development best practices, and discover/mitigate and potential barriers to participation. In November, DC Water held three sessions with more planned in the next few months.
- Continued our "Vendor Day" contractor engagement efforts. During this reporting period, meetings were held with four new and existing contractors interested in capital procurement and Goods and Service opportunities.



## Procurement and Business Development – continued

**Upcoming Business Opportunities:** All current and planned solicitations are available at [dcwater.com/procurement](http://dcwater.com/procurement). Those upcoming in the next three months are shown below.

### Goods and Services:

Project Title	Description	Solicitation Type	Contract Type	Contract Term	Estimated Total Contract Value	Utilization Program	Planned Solicitation Month and Year
Fleet Management Information System	Fleet Management Information System for the management of the DC Water Fleet	Request For Proposal	Master Service Agreement	5 years	\$1-\$5M	DBE/WBE	October, 2025
Electric Energy Services and Electricity Generation and Transmission	Qualified firm to provide on-going need for retail electricity services	Request For Proposal	Master Service Agreement	3 Year Base + Option Years	> \$10M	DBE/WBE	October, 2025
Industrial High Pressure and Vacuum Truck Services	Industrial High Pressure and Vacuum Truck Services to structures and equipment	Request For Proposal	Master Service Agreement	2-year Base + Option years	>\$1M	DBE/WBE	October, 2025
Boat Repair	Marine Vessel Maintenance and Repair Services	Request For Quote	Contract	1 year	< \$1M	DBE/WBE	October, 2025
Uniforms	Work Uniforms and Accessories	Request For Proposal	Master Purchase Agreement	5 years	\$1-\$5M	DBE/WBE	November, 2025
HVAC Maintenance & Repair Services	Provide maintenance and repairs to all HVAC systems throughout the Authority	Request For Proposal	Master Purchase Agreement	5 years	\$1-\$5M	DBE/WBE	November, 2025
ROCIP VI and OCIP Insurance Premiums	Insurance Broker that provides coverage for capital construction contractors and subcontractors	Request For Proposal	Master Service Agreement	3 Years Base + Option Years	>\$1M	DBE/WBE	November, 2025
Valve and Fire Hydrant Assessment and Maintenance and Unidirectional Flushing Services	Locating, assessing, documenting, re-conditioning and repair of select water and wastewater infrastructure which includes over 40,000 isolation valves, 6,000 control valves and 9,800 fire hydrants.	Request For Proposal	Master Service Agreement	5+ years	> \$10M	DBE/WBE	November, 2025

– procurement continued


**Procurement and Business Development** – continued

**Capital Projects:**

Planned Solicitation	Project Title / Description	Solicitation Type	Contract Type	Estimated Contract / Program Value	Utilization Program
Oct-25	Pure Water DC Discovery Center. DC Water is exploring potable water reuse among a portfolio of solutions to augment water supply resilience for the Washington region. The Pure Water DC Discovery Center will have a dual purpose: testing treatment technologies and configurations to create purified water, and a nucleus for the communications and public education campaign.	RFQ/RFP	Progressive Design Build (PDB)	\$8M - \$10M	DBE/WBE
Nov-25	Anacostia Force Main High Priority Project. This Project is designed to rehabilitate force mains and associated structures that have outlived its design life and/or are defective. The Project will use the CMAR method, with the CMAR partnering with DC Water and the Sewer Program (SPM) to deliver preconstruction and construction services.	Competitive Task Order	Construction CMAR MSA for Qualified Contractors	\$6M - \$8M	DBE/WBE
Nov-25	Green Infrastructure Maintenance Contract. The purpose of the contract is to maintain DC Water-constructed Green Infrastructure (GI) facilities installed pursuant to the Long-Term Control Plan Consent Decree and other facilities installed to comply with District stormwater regulations as part of Clean Rivers construction projects.	RFQ/RFP	Cost Reimbursement Maintenance Services	\$3M - \$5M	DBE/WBE
Nov-25	Miscellaneous Facilities Upgrade Phase 9 (MFU-9). This procurement will solicit qualified contractors for multiple contracts to perform urgent, emergency and non-emergency rehabilitation and upgrades to the Blue Plains AWTP, sanitary sewer pump stations, stormwater pump stations, and water facilities including, but not limited to, architectural, structural, process equipment, piping systems, electrical, mechanical, HVAC, instrumentation and controls.	RFQ	Construction MSA	\$170M - \$215M	DBE/WBE

– procurement continued


**Finance, Procurement, and Compliance**
**Procurement and Business Development** – Capital Projects continued

Planned Solicitation	Project Title / Description	Solicitation Type	Contract Type	Estimated Contract / Program Value	Utilization Program
Dec-25	Small Diameter Water Main (SDWM) Replacement - 19C: ~ 6.06 miles of small diameter water mains twelve inches in diameter and smaller and associated valves and appurtenances.	Competitive Task Order	Construction MSA for Qualified Contractors	\$20M - \$24M	DBE/WBE
Dec-25	230030.15 Lead Service Line Replacement Contract: Construction Package 22. This Task Order will support the LFDC Capital Improvement Project and Emergency Repair Replacement (CIPERR) program for both the private and public side work	Competitive Task Order	Construction MSA for Qualified Contractors	\$30M - \$35M	DBE/WBE
Dec-25	230030.16 Lead Service Line Replacement Contract: Construction Package 23. This Task Order will support the LFDC Capital Improvement Project and Emergency Repair Replacement (CIPERR) program for both the private and public side work	Competitive Task Order	Construction MSA for Qualified Contractors	\$30M - \$35M	DBE/WBE



In November, DC Water Contractors filled seven new positions. Seven of those positions, or 100 percent, were filled by local residents. The table highlights the total new hires for as of November 2025:

Location	# of New Hires
District of Columbia	6
Prince George's County	7
Montgomery County	1
Fairfax County	0
Loudoun County	0
Outside the User Jurisdiction	3



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

### Administration Metrics

Metric	Target	Oct-25	Nov-25
FACILITIES: Preventive Maintenance Completion Rate	90%	99%	98%
FACILITIES: Service Request Completion Rate	90%	93%	91%
FLEET: Technician Resource Allocation	50-90%	54%	60%
FLEET: Priority One Vehicles In-Service	90%	89%	87%
FLEET: Technician Productivity	81%	79%	73%
SAFETY: Contractor/ROCIP Lost Time Incident (LTI) (FY)	< 1.0	1.2	0.8
SAFETY: Contractor/ROCIP Recordable Incident Rate (RIR) (FY)	< 2.4	1.2	0.8
SAFETY: DC Water Employee Lost Time Incident (LTI) (FY)	< 1.1	0	0
SAFETY: DC Water Employee Recordable Incident Rate (RIR) (FY)	< 2.5	1.85	0.98
SECURITY: Percent of security investigations completed within 21 days	95%	100%	100%
SECURITY: Security Camera operational uptime	90%	96%	96%
SECURITY: Smart card readers operational uptime	90%	97%	97%

**Fleet Metric 1:** Priority One (P1) Unit Availability measures the percentage of units available to meet the organization's operational mission. The target is 90 percent. In November, 87 percent of P1 vehicles were available for operation. The expectation is that technicians will continue to spend at least 50 percent of their hours focused on serving P1 vehicles.

**Fleet Metric 2:** Priority One Assignment ensures the technician resources are allotted appropriately to the immediate service and repair of P1 units. In this period, 60 percent of the technician hours were allocated to P1 vehicles, (prior month 54 percent). The target is at least 50 percent to support the goal of minimizing unit downtime. Technician's remaining hours are split between servicing P2 & P3 units, representing 70 percent of the fleet.

**Fleet Metric 3:** Productivity tracks technicians on productive versus nonproductive activities, which may be defined as lunch, breaks, and on-site but unassigned duties while clocked in. In this period 73 percent of the technician hours were classed as productive, (prior month 79 percent). This variation can be explained that anything above 81 percent implies that technicians may be working through breaks/lunch. Taking scheduled breaks is a mandatory, safety requirement, especially when operating heavy machinery. Any drop may be interpreted as idle, non-productive time, and potential lack of supervision. The target ensures the balance of productive work vs necessary breaks.

While focusing on routine maintenance, 57 units arrived for unscheduled services including oil and filter changes, battery and safety checks, fluid top offs, and repair of seasonal equipment. Fleet responded to 30 roadside assistance calls and 30 fuel requests. Additionally, 13 units were sent to auction, pending sale.



**To boost awareness of our DC Water Cares Assistance programs, we:**

- Delivered 12,620 flyers via Lead-Free DC Activators.
- Promoted assistance during customer calls and emails.
- Added SPLASH donation reminders to daily Currents emails. Reminders will run through December for internal donations.
- Produced and shared social media posts for X, Bluesky, Facebook, and Stories to promote DC Water Cares.
- Collaboration with DOEE's Utility Discount Partnership (UDP) to advertise assistance.

**Update on Utility Assistance Enrollment:**

Due to a temporary pause in LIHEAP funding, DOEE has suspended new utility assistance enrollments until December 1, 2025. To prevent customers from being adversely affected by this delay, CAP assistance applications submitted in November will be retroactively enrolled effective October. Eligibility approvals received after December will be processed in accordance with the terms outlined in the MOU. Furthermore, DOEE has not yet finalized its review and approval of the CRIAC MOU; credits for CAP3 and CRIAC Non-profit enrollment will be applied once the executed MOU is received.

CAP+, CAP1, and CAP2 enrollments have been received for the UDP processing period impacted by the delay. All retroactive credits will be issued as of December 2025 and posted in January.

**Customer Assistance Programs (CAP)**

Program	FY2025 Enrolled	FY2025 Dollars	Nov. Enrolled	Nov. Dollars	# FY26 Enrolled	FY2026 Dollars	FY2026 Budget
CAP +	2174	\$1,537,636	52	\$405	57	\$79,625	\$2,700,000
CAP I	1,863	\$1,225,594	50	\$694	58	\$59,144	\$2,100,000
CAP II	238	\$102,654	18	\$18	20	\$5,322	\$200,000
CAP III	54	\$5,749		\$-	-	\$-	\$10,000
Non Profit CRIAC Relief	174	\$900,902		\$-	-	\$-	\$843,133

**Residential Leak Assessment and Repair Programs (RLAAP and RLRAP)**

Due to delays in CAP eligibility approvals, there were no qualified applicants for the Leak Assessment and Repair program in November. In addition, the Department of Energy and Environment (DOEE) is currently reviewing funding levels and has not yet returned the Memorandum of Understanding (MOU) required to initiate the program.


**Metrics:**

The team met all its targets this month. Call volume in the Contact Center was lower than in past months, as fewer customers phoned in due to the holidays.

**Key Performance Indicators**

Metric	Target/Service Level	Sept 25	Oct 25	Nov 25
% of bills issued on time (w/in 5 days)	97%	99.3%	99.47%	99.70%
% unbilled	< 2%	0.2%	0.1%	0.7%
# of bill investigations (Disputes)	trend only	191	208	157
% Bill Investigations/Dispute Resolution <= 30 Days	80%	85%	100%	98%
% of calls answered in 60 Seconds (Call Center) (revised)	75%	81%	78%	91%
Monthly call volume served (Call Center)	trend only	11,337	10,899	7,496
Average Wait Time (minutes) (revised)	<0:50	:39	:58	:24
Abandon rate	3%	2%	4%	1%
Emergency dispatch <= 10 Min (ECC)	> 92%	100%	100%	100%

**The Payment Plan Incentive Program participant and payment distribution:**
**The Payment Plan Incentive Program**

Adjustment Year	No. Accounts that Received Credits*	Adjustments
FY 2024	470	\$122,307
FY 2025	2250	\$601,461
FY 2026	656	\$195,684

**FY 2026 Payment Plan Incentive Program**

Adjustment Month	No. Accounts that Received Credits*	Adjustments
Oct-25	114	\$35,091
Nov-25	409	\$118,605
Dec-25	133	\$41,988
<b>FY26 Distribution</b>	<b>656</b>	<b>\$195,684</b>

\*This is the total number of distributions. (40 new accounts with no previous credits.)



## IT Monthly Report

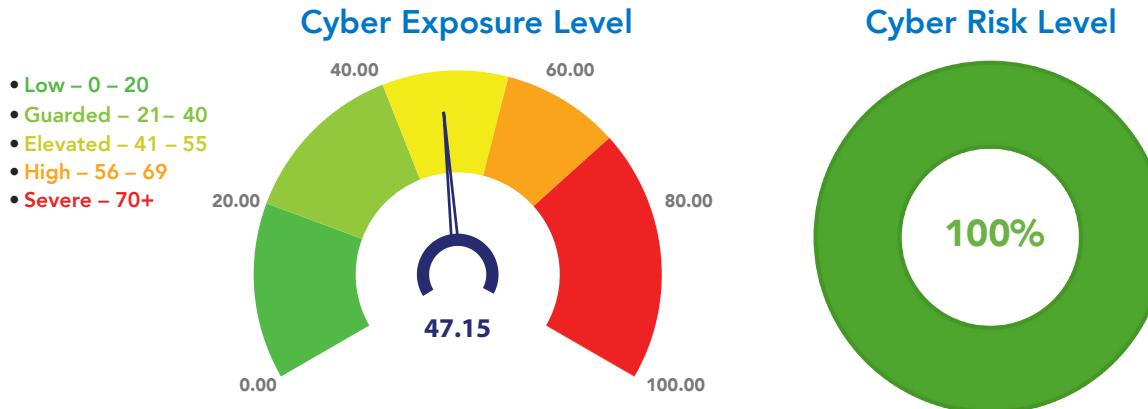
Metric	Target	Sept 25	Oct 25	Nov 25
Number of tickets submitted	Trend only	1035	1011	697
Number of open tickets	Trend only	50	19	4
SLA Compliance Rate	98%	100%	100%	99%
Number of active projects	Trend only	12	11	11
Number of completed projects	Trend only	4	0	0
On schedule performance	90%	91.67%	90.91%	90.91%
On budget performance	90%	100%	91%	90.91%
Cyber Awareness Training Compliance	97%	94%	93%	93%

## Cyber Security Risk Profile

### October Highlights:

**Cyber Exposure Level:** The current exposure score is 47.15, indicating a slightly elevated risk. This suggests a moderate potential for increased cyber threats such as hacking, viruses, or other malicious activities. While these threats are possible, no active exploits have been identified.

**Cyber Risk Level:** All assessed systems were classified as having a Low-Medium Risk. This indicates that any potential harm or negative impact is minimal and can typically be managed with standard precautions and controls.





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

### Key Performance Indicators

Metric	Target/Service Level	Aug-25	Sept-25	Oct-25	Nov-25
<b>Wastewater Operations</b>					
NPDES Permit Compliance , percent number of days	100%	100%	100%	100%	100%
Air Permit Compliance, percent number of days	100%	100%	100%	100%	100%
Biosolids Class A Exceptional Quality (EQ) Compliance, percent number of days	100%	100%	100%	100%	100%
Tunnel Dewatering Compliance, percent of events tunnel dewatered within 59 hours of end of rainfall	100%	100%	100%	100%	100%
Renewable Electrical Energy Generated On Site, percent of total use at Blue Plains AWTP	>20%	25%	15%	18%	24%
Reactive Maintenance , percent of total maintenance hours	<20%	30%	29%	29%	30%
Critical Asset Availability , percent of total critical assets at the Blue Plains AWTP	>95%	96%	95%	96%	97%
<b>Sewer Operations</b>					
Combined Sewer System (CSS) structures (all outfalls, regulators, tide gates) inspections	100%	100%	100%	100%	100%
*NPDES Permit Requirement to clean catch basins in the MSR area Annually	14,700	15,024	15,108	44	87
*NPDES Permit Requirement to inspect the catch basins in the Combined Sewer Anacostia Tributary area twice annually.	11,400	7,922	9,725	4,369	7,293
*NPDES Permit Requirements to clean 85% of Catch Basins in the Combined Sewer area annually	9,095	7,730	8,917	2,882	5,232
Miles per month Sewer Cleaning and Inspection to meet 1,400 Miles of Small Diameter (<12 inches) in 10Yr Cycle	>12	7.8	13	7.66	6.54
Sewer Backup (Investigation to Resolution) Within 24 Hours Excluding Line Breaks	>95%	100%	100%	100%	100%
Number of SSO's	Report	4	3	4	7
SSO's to Body of Water	Report	4	2	0	0
SSO's per 100 miles of pipe (YTD) (AWWA 2021 Utility Benchmarking Report)	2	2.4	2.6	0.3	0.84
SSO's per 100 miles of pipe (Water Body) (YTD)	Information Only	0.98	1.2	0	0
Combined Sewer Overflows (CSOs)/Dry Weather Overflows	0	0	0	0	0

\* Month-to-Month Cumulative Total for Catch Basin Inspection and Cleaning

Key Performance Indicators continued –



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

### Key Performance Indicators continued

Metric	Target/Service Level	Aug-25	Sept-25	Oct-25	Nov-25
<b>Pumping Operations</b>					
Firm Pumping Capacity Maintained	100%	100%	100%	100%	100%
Reactive Maintenance	<20%	22%	20%	13%	14%
Critical Asset Availability	>95%	98%	98%	98%	98%
<b>Water Operations</b>					
Safe Drinking Water Compliance	100%	100%	100%	100%	100%
Total Fire Hydrants Replaced	>21/Month	24	11	16	24
Approved Hydrant Flow Tests (Non-Winter Months)	>180	198	185	183	103
Fire Hydrant Operational Rate	99%	99.91%	99.9%	99.83%	99.8%
Priority 5 Emergency Water Service work orders completed w/in 24 hrs	>90%	100%	100%	100%	100%
Water Quality Complaint Resolution (within 48 hours)	>90%	84%	85%	97%	93%
Water Main Breaks	<28/Month	26	17	19	27
Water Main Break Rate /100 Miles (National Average is 25)	25	47.57	46.95	46.57	46.10
% of Hydrant Leaks in inventory that are not leaking	>90%	99%	99%	99%	99%
<b>Permit Operations</b>					
Overall On-time completion of Permit Reviews	90%	99.5%	100%	98%	100%
<b>Lead Free DC</b>					
Lead Service Line Replacements	100%*	67%	82%	95%	93%
Material Verifications	100%*	35%	62%	82%	87%
Right-of-Entry Authorizations	100%*	84%	235%	192%	170%
Payment Time	30 Days	26.7	27	25.8	26.2
Public Events & Presentations	N/A	14	9	21	6

\* Target is to complete 100% of the planned activity in each month

### Explanation of Missed Targets

**Wastewater Operations Reactive Maintenance (<20 percent):** DC Water has adopted a manufacturing industry best practice benchmark of less than 20% reactive maintenance hours as a percentage of total maintenance hours. To our knowledge, there is no similar benchmark used in the public water utility sector. Blue Plains manages around 45,000 assets within our asset management/maintenance management system, and this stringent industrial benchmark is tracked as a marker for continuous improvement. Over the last four fiscal years, we have observed a descending trend in the percentage of total reactive maintenance hours, measured at an annual average, at the Blue Plains Advanced Wastewater Treatment Plant. The goal is to remain on the reduction path towards a benchmark that is appropriate for Blue Plains.

**Hydrant Flow Tests (Non-Winter Months):** In November, 103 hydrant flow tests were performed. The monthly target was not met due to resource constraints.

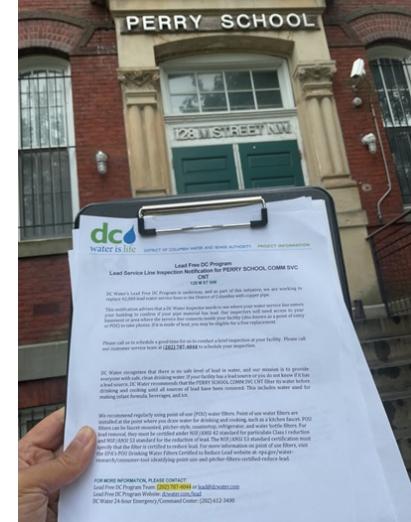
**Lead Service Line Replacements:** In November, LFDC completed 321 LSRs. Since receiving authorization to resume work on two previously paused projects, production has shown consistent growth month-over-month.



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



- LFDC completed 321 LSRs in November.
- EPA released funding allotments for Lead Service Line Replacements below:
  - FY22 \$723,000 (redistributed)
  - FY23 \$5,459,000 (redistributed)
  - FY24 \$5,861,000 (redistributed)
  - FY25 \$28,650,000
- LFDC continued coordination with District agencies for schools and daycares, which resulted in an additional 114 POE results to date.
- In November, outreach operations resulted in over 20,500 touchpoints with over 13,300 in-person engagements.
- LFDC participated in six stakeholder engagement events in November including three Community Meetings/Events & Pop-Up Events, one Civic & Citizens Association Engagement, one CBO Engagement, one ANC Presentation (2D).



LFDC Inspectors visited schools and daycares for targeted outreach and POEs.



## Updates on Consent Decree Projects

## Potomac River Tunnel Contract B – Tunnel System Construction:

Potomac River Tunnel is an 18' diameter, 5.5-mile-long tunnel designed to provide additional storage & conveyance for the sewer system & to reduce CSO discharges into the Potomac River.

- Rock excavation of the two starter tunnels from the Overflow Mining Shaft (OMS) shaft is complete. North TBM assembly is ongoing, and gantries have been repositioned next to the OMS shaft. Line power from Pepco was energized on to the WPP site on November 23. Installation of other mining support facilities such as the North TBM grout plant, muck storage bins, gantry crane system and the slurry treatment plant are ongoing.
- CSO-022: Secant pile installation for Near Surface Structure Support of Excavation has started. Capping beam and floodwall for the shaft was completed.
- CSO-028: Phase I of secant pile installation for drop shaft is complete.
- CSO-029: Installation of rock bolt dowels on the slope above Canal Road is complete. Preparing to install mesh system.
- CSO-024 & CSO-027: Mobilization is underway at both sites with maintenance of traffic, fencing, erosion and sediment controls as well as tree removal.

## Piney Branch Tunnel:

(A minimum 4.2-million-gallon tunnel to control CSO 049, the largest CSO to Rock Creek)

- The Early Work Package – Notice to Proceed for Site Access was issued on November 5, 2025. Work includes tree removal, roadway relocation, site setup, and design of temporary support of excavation.
- Clean Rivers received the approved Special Use Permit from the National Park Service (NPS). NPS staff were able to work with DC Water to advance the permit despite the Federal Government shutdown.



### Featured Project of the Month

#### Sliplining Rehabilitation Extends Life of Critical Potomac Interceptor Segment

In early December, DC Water's contractors successfully completed sliplining 800 linear feet of the 78-inch reinforced concrete Potomac Interceptor (PI) pipe with 72-inch fiberglass reinforced pipe (FRP). This critical rehabilitation, performed between the evening of December 4th and the morning of December 6th, addressed a deteriorated segment of the PI that has been in continuous service since 1963. Each pipe segment was 10 feet long.

This section of the interceptor, located along the Clara Barton Parkway within National Park Service (NPS) property, had experienced significant corrosion, making rehabilitation essential to ensure continued system integrity. Through careful planning, strong field execution, and teamwork, DC Water's contractors, along with oversight from the Potomac Interceptor Construction Management team, successfully advanced this high-priority project despite challenging winter conditions.

Upon Completion, this rehabilitation will extend the useful life of the PI segment by an estimated 100 years while improving hydraulic efficiency for the community it serves. This project highlights DC Water's commitment to renewing aging infrastructure and supporting a reliable wastewater conveyance system for the region.



Corroded pipe crown and exposed reinforcing steel.



Pipe crown removed to create access for slip lining.



Eighty ten-feet sections of FRP were used to rehabilitate the PI.



A 10-foot FRP section is lowered into the PI before being pushed into place.

# dc People and Talent

People and Talent has developed cluster-specific score cards measuring various items across talent management, employee/labor relations, compliance and employee engagement. The metrics are aligned with BluePrint 2.0, the Authority's strategic initiatives and the HCM Strategy.

## Highlights & Initiatives

### Employee Engagement

P&T is taking an exciting step toward strengthening relationships across our organization with our new initiative - Glimpse at the Day in the Life – Ride Along

This initiative gives our team the chance to gain firsthand insight into the daily activities, challenges, and workflows of employees in the field. By observing operations up close, we can better understand the realities of the work being done and align our support to meet those needs effectively.

The purpose is to see more of what is happening in the field so we can connect that knowledge to our responsibilities and identify ways to positively impact employees' lives. These "ride-alongs" help us build trust, foster collaboration, and create solutions that truly make a difference.

Ultimately, this is about partnership and working together to ensure every employee feels supported and valued.



Andre Montgomery and Beatrice Nyero (both of Talent Acquisition) at Potomac Pumping Station



Main Station Sewer and Main Station Water





### People and Talent Metrics

Metric	Target	Sept-25	Oct-25	Nov-25
Vacancies	N/A	154	169	168
FTEs	N/A	1128	1116	1117
*Vacancy Rate	10%	12.01%	13.15%	13.07%
Temporary Alternative Duty Program (TAD) +	50% of WC claims eligible for TAD program	86%	89%	90%

\*Reflects recommended position eliminations in the approved FY26 Budget.

Metric	Q1	Q2	Q3	Q4
Self-Identified Veterans (Active)	28	29	26	26
Female Workforce (Active)	22.8%	22.9%	22.8%	22.8%

### Key Performance Indicators (KPI Benchmark)

KPI Definition	Business Relevance
+ Percentage of Workers' Compensation claims eligible for placement into TAD program	The more claims eligible for TAD program will reduce overall Workers' Compensation costs and claim exposure for the Authority, leading to realized financial savings.

Annual Turnover Metrics					
Year	2020	2021	2022	2023	2024
Involuntary (Dismissal, Medical Disqualification)	0.58%	1.01%	0.78%	1.97%	1.92%
Voluntary (Resignation, Retirement)	4.08%	4.15%	5.77%	5.55%	5.93%
Other (Death)	0.25%	0.55%	0.10%	0.09%	0.26%
<b>Total Turnover Rate</b>	<b>4.92%</b>	<b>5.71%</b>	<b>6.65%</b>	<b>7.61%</b>	<b>8.11%</b>

NOTE: AWWA Turnover Benchmark: 7%



## Key Performance Indicators by Cluster

Cluster	Metric	Oct-25	Nov-25
Learning & Development	Total cost of tuition assistance/reimbursement	\$26,262.99	23,702.43
	Total # of employees participating in tuition assistance/reimbursement	12	14
	Total # of employees seeking associates degree	0	0
	Total # of employees seeking a bachelor's degree	2	0
	Total # of employees seeking a master's degree	2	3
	Total # of employees seeking a doctorate degree	1	0
	Total # of employees seeking a certification	2	3
	Total # of employees participating in external training	4	10
Talent Acquisition	Hires	4 (2 external, 2 internal)	10 (4 external, 6 internal)
	Positions Under Recruitment*	74 (56 of 74 positions are moving through the recruitment process)	65 (cancelled positions that were held during the freeze with no movement and can now provide the actual number of positions actively under recruitment)
Separations	Separations	10	4
	Term Reasons	<ul style="list-style-type: none"> <li>• 8 voluntary (8 resignations)</li> <li>• 2 involuntary (dismissals)</li> </ul>	<ul style="list-style-type: none"> <li>• 2 voluntary (2 resignations)</li> <li>• 2 involuntary (1 dismissal and 1 death)</li> </ul>
Benefits – Retirement Plan Participation	457(b) Pre-Tax	868 Employees Participated	871 Employees Participated
	457(b) Roth	125 Employees Participated	128 Employees Participated



**General Litigation** includes cases filed by and against DC Water. DGLA tracks all ongoing litigation and provides quarterly updates.\*

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

\*This data is current as of 9/30/25.

#### Revenue Recovery Cases

Currently, DGLA is managing 199 open foreclosure cases and 104 active bankruptcy cases. In FY 2025, \$1,578,372.78 was collected in receivership cases.

#### Freedom of Information Act

DGLA manages requests from the public for information as required by the DC Freedom of Information Act (FOIA). FOIA requests received in November 2025 related to bid tabulations, work orders, and customer communications.

#### FOIA Data

Open Requests	76
Requests Opened this Month	3
Requests Closed this Month	4

#### Other Legal Matters

Type of Legal Matter	# Reviewed/Processed
Contracts	12
Agreements	5
Easements	0
Subpoenas	0



## Internal Audit CEO Report January 2026

This timeline represents the FY 2026 audit plan and the status of each project. The Cherry Bekaert Internal Audit team is executing the FY 2026 internal audit plan, following up on prior audit findings and monitoring the hotline..

FY2026 Timeline	Oct - 25	Nov - 25	Dec - 25	Jan - 26	Feb - 26	Mar - 26	Apr - 26	May - 26	Jun - 26	Jul - 26	Aug - 26	Sept - 26	Oct - 26	Status
Customer Billing and Collections Audit														Started
Emergency Management Policy Gap Analysis														Started
Legal Operational Audit														Started
Recruitment, Performance Evaluation, Compensation Analysis & Training/LMS Assessment														Not Started
Asset Management Lifecycle														Not Started
Cloud Security														Not Started
Work Order Management - Department of Maintenance Services														Not Started
Procurement, Contracting, & Contract Compliance Audit														Not Started
Physical Security - HQO & Fort Reno														Not Started
Operational Technology Resiliency Audit														Not Started
FY 2027 Risk Assessment														Not Started
Ongoing Follow-up Procedures														Ongoing
Ongoing Hotline Monitoring														Ongoing

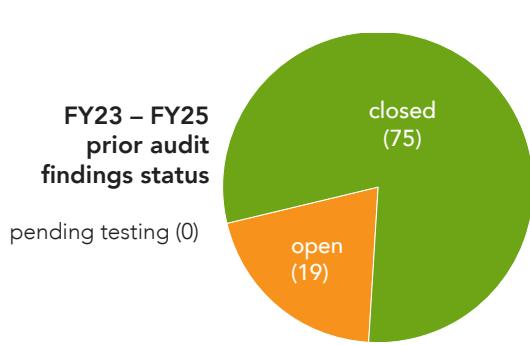
## Open Prior Audit Findings

Audit Report / Subject	Issue Date	Open
Work Order Management Audit - DWO	7/27/2023	1
Fleet Management Audit	10/27/2023	2
Work Order Management Audit	4/11/2025	6
Safety Audit	6/18/2025	2
Strategic Plan Monitoring Audit	9/29/2025	3
Third-Party Vendor Management Audit	11/6/2025	3
Budget Monitoring Audit	11/12/2025	2
At least one original remediation target date has been extended.		<b>total 19</b>

### 7 Finding Closed this month:

- 4 FY25 Safety Audit Finding
- 1 FY25 Work Order Management-Facilities Audit Finding
- 2 SCADA Findings

In total, 80 percent of all prior audit findings from FY23-FY25 are closed. Management's target closure rate is 95 percent.



Previously, total audit findings were calculated from FY17 through FY25, reflecting open items that have since been resolved from FY17. As a result of focusing on a shorter reporting period, the percentage closed has decreased significantly to 80 percent this month.

"Pending Testing" indicates that Management represents that the Action Plan is completed, but Internal Audit has not yet performed testing to validate the status.





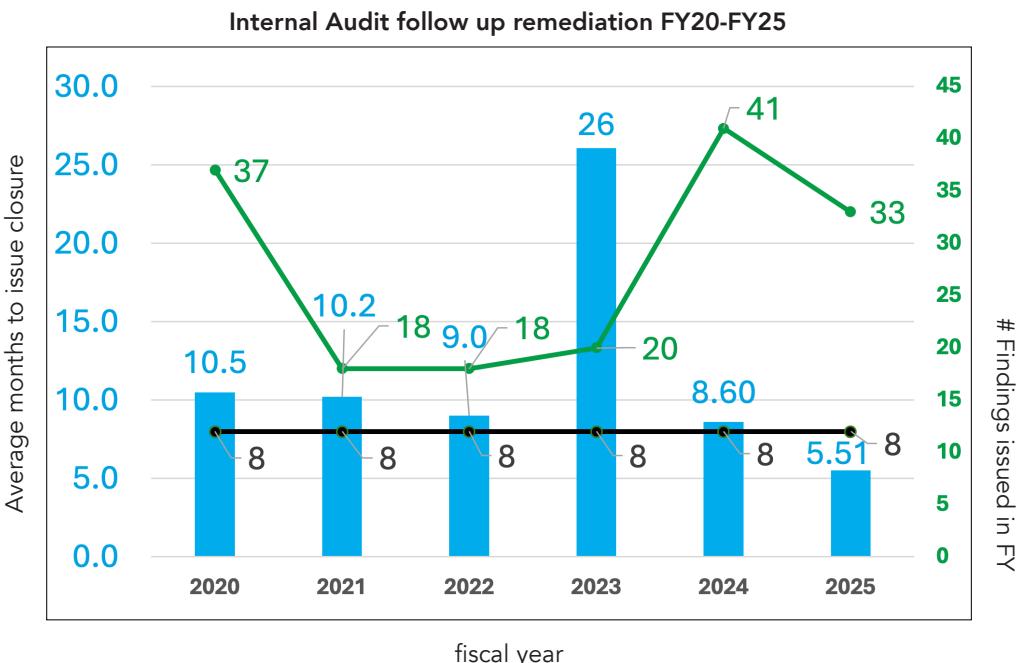
### FY23-FY24 Open High Risk Prior Audit Findings\*

	Audit FY	Issue Date	Audit Report	High Risk Open Finding	Original Target Date	New Target Date	# Extensions
1	2023	10/26/2023	Fleet Management Audit	Lack of current policies and procedures <small>Fleet has drafted a RACI and 15 Authority wide Fleet policies. Legal provided commentary on the Fleet policies submitted and as a result the department has requested an extension to allow time to implement edits identified during Legal's review. The extension will allow time for these changes to be made in collaboration with the Union and for Legal to conduct a final review of the updated policies and standard operating procedures.</small>	9/1/2024	12/31/2025	2
2	2025	4/15/2025	Work Order Management Facilities Audit	Lack of Current Asset Retirement and Disposal Standard Operating Procedures (SOPs) <small>Facilities team is currently working towards completing the set action plans.</small>	3/31/2026		

\*Note: The audit findings reported above represent open findings through the FY25 Audit Plan year.

### Time to closure by fiscal year

The graph below illustrates the average number of quarters from audit finding issuance to audit finding closure year-over-year as of December 2025. Management has made significant improvements to achieve timelier audit finding closure as illustrated by the decline from FY23 to FY24.



\*Management goal is eight months from issue to closure

\*\*Data before FY2023 was provided by RSM





**Presented and Adopted: January 15, 2026**

**SUBJECT: Approval of Additional Funding for Contract No. 10528,  
Audio-Visual Equipment Upgrade and Support, Bridges  
System Integration**

**#26-00  
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, ("DC Water") at its meeting held on January 15, 2026, upon consideration of a joint-use matter, decided by a vote of \_\_\_\_ ( ) in favor and \_\_\_\_ ( ) opposed to approve additional funding for Contract No. 10528, Bridges System Integration.

**Be it resolved that:**

The Board of Directors hereby authorizes the CEO and General Manager to execute the approval of additional funding for Contract No. 10528, Bridges System Integration. The objective of this contract is to provide a comprehensive turnkey upgrade of the audio-visual (AV) systems at DC Water's Headquarters boardroom, as well as other key meeting, conference, and event spaces, including the first-floor patio, lobby, second-floor atrium, and rooftop. To proceed with phase two of the AV upgrade project, supplemental funding is necessary. The total amount required for this phase is \$600,000.00.

This Resolution is effective immediately.

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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 AWARD**

**AUDIO-VISUAL EQUIPMENT UPGRADE AND SUPPORT**  
**(Joint use Indirect)**

This contract action is to approve additional funds in the amount of \$600,000.00 for the upgrade of audio-visual equipment at the headquarters office.

**CONTRACTOR/SUB/VENDOR INFORMATION**

PRIME:	SUBS:	PARTICIPATION:
Bridges System Integration 516 Herndon Parkway Herndon VA 20170		LSBE 100%

**DESCRIPTION AND PURPOSE**

Base Year Value:	\$570,267.99
Base Year Date:	07-01-2025 – 06-30-2026
Base Year Additional Value:	\$600,000.00
Base Year Date:	07-01-2025 – 06-30-2026

**Purpose of the Contract:**

This contract is to provide a comprehensive, turnkey solution to upgrade the audio-visual (AV) systems in DC Water's headquarters (HQO) boardroom and other HQO key areas utilized for meetings, conferences, and events, including the 1<sup>st</sup> floor patio and lobby, the 2<sup>nd</sup> floor lobby and the rooftop.

**Contract Scope:**

To provide a comprehensive AV solution that meets DC Water's current HQO needs and provides a pathway for future technological enhancements while enhancing the user experience for various meetings and events. The work includes design, procurement, installation, testing, troubleshooting, and support of state-of-the-art AV equipment in all five spaces used for events and public meetings.

Additional funds are necessary to implement phase 2 of the AV upgrade project which includes the 1st floor patio and lobby, the 2nd floor lobby and the rooftop.

**Solicitation:**

An RFP was issued on March 7, 2025, to identify potential suppliers, with responses due by May 5, 2025. Four responses were received, with two bidders certified LBE/LSBE.

Subsequent to technical and pricing evaluation, DC Water downselected to three vendors, and after further review and negotiations, awarded to Bridges System Integration.

Due to AV equipment failures and a safety incident in the boardroom on Friday, July 18, 2025, an urgent need to replace the AV equipment was created.

The RFP award was divided into two phases: phase 1 and phase 2. Phase 1 focused on updating the AV equipment in the boardroom while phase 2 included the other spaces. Phase 1 was awarded in the amount of \$570,267.99 to address the urgent need for boardroom AV equipment replacement.

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**Spending:**

Cumulative Contract Value:	07-01-2025 to 06-30-2026: \$570,267.99
Cumulative Contract Spending:	07-01-2025 to 11-30-2025: \$456,214.39

**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.

**PROCUREMENT INFORMATION**

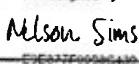
<b>Contract Type:</b>	Goods and Services	<b>Award Based On:</b>	Highest Ratings
<b>Commodity:</b>	IT	<b>Contract Number:</b>	10528
<b>Contractor Market:</b>	Open Market with LBE/LSBE Goal		

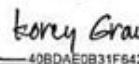
**BUDGET INFORMATION**

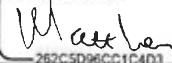
<b>Funding:</b>	Capital	<b>Department:</b>	IT
<b>Project Area:</b>	DC Water HQO	<b>Department Head:</b>	Nelson Sims

**ESTIMATED USER SHARE INFORMATION**

User - Capital	Share %	Dollar Amount
District of Columbia	85.46%	\$ 512,760.00
Washington Suburban Sanitary Commission	7.67%	\$ 46,020.00
Fairfax County	2.69%	\$ 16,140.00
Loudoun Water	1.77%	\$ 10,620.00
Other (PI)	2.41%	\$ 14,460.00
<b>TOTAL ESTIMATED DOLLAR AMOUNT</b>	<b>100.00%</b>	<b>\$600,000.00</b>

DocuSigned by:  
  
 Nelson Sims  
 12/10/2025  
 Date  
 Chief Information Officer and  
 Executive Vice President (Acting)

DocuSigned by:  
  
 Korey Gray  
 12/10/2025  
 Date  
 VP Compliance and  
 Chief Procurement Officer

DocuSigned by:  
  
 Matthew T. Brown  
 12/10/2025  
 Date  
 CFO, COO(Acting), and EVP of  
 Finance, Procurement and Compliance

DocuSigned by:  
  
 David L. Gadis  
 1/12/2025  
 Date  
 CEO and General Manager

**Presented and Adopted: January 15, 2026**

**SUBJECT: Approval to Award Two Base Years of Contract No. 10572,  
Furnish and Install HVAC Equipment, Complete Building  
Services, Inc.**

**#26-01  
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, ("DC Water") at its meeting held on January 15, 2026, upon consideration of a joint-use matter, decided by a vote of \_\_\_\_ ( ) in favor and \_\_\_\_ ( ) opposed to approve the Award of Two Base Years of Contract No. 10572, Complete Building Services, Inc.

**Be it resolved that:**

The Board of Directors hereby authorizes the CEO and General Manager to approve the Award for the Two Base Years of Contract No. 10572, Complete Building Services, Inc. This contract aims to provide all necessary labor, materials, tools, insurance, and equipment for removing and installing fifteen HVAC systems at the Blue Plains Wastewater Treatment Facility and the Bryant Street Pumping Station. The total value of the two base years is \$3,204,257.00.

This Resolution is effective immediately.

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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 NEW AWARD**

**FURNISH AND INSTALL HVAC EQUIPMENT**

**(Joint Use Direct)**

Approval to exercise award and approve funding for two (2) base years for the furnishing and installation of HVAC equipment in the amount of \$3,204,257.00.

**CONTRACTOR/SUB/VENDOR INFORMATION**

PRIME:	SUBS:	PARTICIPATION:
Complete Building Services, Inc. 5151 Wisconsin Avenue, Ste 400 Washington, DC. 20016	N/A	DBE - 100%

**DESCRIPTION AND PURPOSE**

Base Years (2) Contract Value:	\$3,204,257.00
Base Years Contract Dates:	02-01-2026—01-31-2028
No. of Option Years in Contract:	0
Total Option Years Value:	\$0.00
Total Number of Proposals:	2
Proposal Price Range	\$2,912,961.00 -\$2,983,500.00

**Purpose of the Contract:**

This contract is for the furnishing and installation of 15 HVAC equipment systems located at the Blue Plains Wastewater Treatment facility and the Bryant Street Pumping Station.

**Contract Scope:**

Under this contract, the supplier shall furnish all labor, materials, tools, insurance, and equipment necessary to remove and replace with new equipment the specified existing HVAC equipment at two DC Water facilities. The period of performance for this contract will be two years.

**Solicitation:**

The solicitation was released by Procurement on September 3, 2025, and closed on September 30, 2025. Two suppliers, Complete Building Services, Inc., and Mo Construction, Inc., who can meet all the requirements responded to the RFP. The final award selection is based on the evaluation criteria of qualifications, experience, technical approach, and price. Complete Building Services had the highest technical score and offered the best price. A 10% contingency has been added to this contract for any unforeseen issues that may arise.

**PROCUREMENT INFORMATION**

<b>Contract Type:</b>	Goods and Services	<b>Award Based On:</b>	Highest Rating
<b>Commodity:</b>	Furnish & Install HVAC equipment	<b>Contract Number:</b>	10572
<b>Contractor Market:</b>	Open Market with goals for DBE 20% and WBE 10% Participation		

**BUDGET INFORMATION**

<b>Funding:</b>	Capital	<b>Department:</b>	Facilities
<b>Project Area:</b>	Blue Plains	<b>Department Head:</b>	Brent Christ

**ESTIMATED USER SHARE INFORMATION**

User - Operating	Share %	Dollar Amount
District of Columbia	41.22%	\$947,570.27
Washington Suburban Sanitary Commission	45.84%	\$1,053,775.37
Fairfax County	8.38%	\$192,640.44
Loudoun Water	3.73%	\$85,745.68
Potomac Interceptor	0.83%	\$19,080.14
<b>TOTAL ESTIMATED DOLLAR AMOUNT</b>	<b>100.00%</b>	<b>\$2,298,811.90</b>

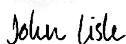
**BUDGET INFORMATION**

<b>Funding:</b>	Capital	<b>Department:</b>	Facilities
<b>Project Area:</b>	Bryant Street	<b>Department Head:</b>	Brent Christ

**ESTIMATED USER SHARE INFORMATION**

User - Operating	Share %	Dollar Amount
District of Columbia	100%	\$905,445.10
Washington Suburban Sanitary Commission		
Fairfax County		
Loudoun Water		
Potomac Interceptor		
<b>TOTAL ESTIMATED DOLLAR AMOUNT</b>	<b>100.00%</b>	<b>\$905,445.10</b>

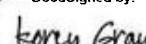
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John Lisle  
Date  
VP Marketing and Communications

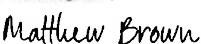
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Korey Gray  
Date  
VP Compliance and Chief Procurement Officer

DocuSigned by:



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Matthew T. Brown  
Date  
CFO, Interim Chief Operating Officer  
and EVP of Finance and Procurement

1/12/2025

David L. Gidis  
Date  
CEO and General Manager

**Presented and Adopted: January 15, 2026**

**SUBJECT: Approval to Execute Change Order No. 002 of Contract No. 200110, Public Space Restoration Contract FY22 – FY25, Capitol Paving of DC, Inc.**

**#26-02  
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, ("DC Water") at its meeting held on January 15, 2026, upon consideration of a joint-use matter, decided by a vote of \_\_\_\_ ( ) in favor and \_\_\_\_ ( ) opposed to approve the execution of Change Order No. 002 of Contract No. 200110, Capitol Paving of DC, Inc.

**Be it resolved that:**

The Board of Directors hereby authorizes the CEO and General Manager to execute Change Order No. 002 of Contract No. 200110, Capitol Paving of DC, Inc. DC Water must permanently restore any public roadways, sidewalks, tree spaces, or structures affected by infrastructure repairs. The Public Space Restoration Contract covers permanent restoration and pavement for water and sewer construction sites in public areas. The total value of this modification is \$7,689,450.00.

This Resolution is effective immediately.

---

Secretary to the Board of Directors

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

**ACTION REQUESTED**

**CONSTRUCTION CONTRACT CHANGE ORDER:**

**Public Space Restoration Contract FY22- FY25  
(Joint Use)**

Approval to execute Change Order No. 002 for \$7,689,450.00 to complete contract term. The modification exceeds the Chief Executive Officer's approval authority.

**CONTRACTOR/SUB/VENDOR INFORMATION**

<b>PRIME:</b>	<b>PARTICIPATION:</b>
Capitol Paving of DC, Inc 2211 Channing St NE Washington, DC 20018	DBE – 30%* WBE – 10%*

\*See Attachment A for list of certified firm participation (See Attachment A).

**DESCRIPTION AND PURPOSE**

Original Contract Value:	\$21,880,658.00
Value of Change Order 1 for Two Option Years	\$21,061,000.00
Value of this Change Order:	\$ 7,689,450.00**
Cumulative CO Amount, excluding Two Option Years:	\$ 7,689,450.00
Total Contract Value, including this CO:	\$50,631,108.00
Original Contract Time + Two Option Years:	1826 Calendar Days (5 Years, 0 Months)
Time extension, this CO:	0 Calendar Day
Total CO contract time extension:	0 Calendar Day
Contract Start Date (NTP):	01-05-2022
Contract Completion Date:	01-04-2027
Cumulative CO % of Original Contract:	17.91%
Contract completion %:	79%

\*\*This additional funding is required to complete the contract period through January 4, 2027.

**Purpose of the Contract:**

- DC Water is required to permanently restore all paved and non-paved public space areas - roadways, sidewalks, tree spaces, and other structures that are damaged or disturbed during infrastructure rehabilitation and repair activities. The Public Space Restoration Contract provides permanent restoration and pavement services for Water and Sewer construction locations in public space.

**Original Contract Scope:**

- Restore and/or replace asphalt and concrete roadways, brick and concrete sidewalks, landscaped areas, and other miscellaneous repairs that result from excavations performed during water and sewer infrastructure rehabilitation and repair activities in public space.
- Scope of work is developed and issued as task orders and as needed. Restoration work is at various locations throughout Washington, DC. The nature, extent, and location of the work for each task order varies.
- The water and sewer operations, on an annual basis, typically generate an average of 1,700 task orders for public space restorations.

**Previous Change Order Scope:**

- Change Order 1 was executed to exercise the two option years in the contract, with a total value of \$21,061,000.00. This action extended the contract term through January 4, 2027, retaining the bid prices that were previously negotiated under the original agreement.

**Current Change Order Scope:**

- This Change Order No. 2 is necessitated due to increases in the number of water and sewer emergency repairs as well as system rehabilitation projects. Also, the magnitude and complexities of these system rehabilitation projects have increased, which subsequently expanded the public space impacts and disturbance limits. These situations significantly contributed to increases in restoration costs and contract burn rates.
- This change order increases the contract limit by \$7,689,450.00 and allocates additional funds to support contract completion through January 4, 2027.
- A new solicitation for Public Space Restoration Contract is planned for advertisement in FY 2026 to evaluate and select contractors through competitive bidding.

**PROCUREMENT INFORMATION**

<b>Contract Type:</b>	Unit Price	<b>Award Based On:</b>	Request for Proposal, Best Value
<b>Commodity:</b>	Construction	<b>Contract Number:</b>	200110
<b>Contractor Market:</b>	Open Market		

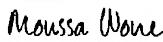
**BUDGET INFORMATION**

<b>Funding:</b>	Capital	<b>Department:</b>	Water Operations
<b>Service Area:</b>	Water, Sanitary	<b>Department Head:</b>	Chris M. Collier
<b>Project:</b>	KZ, BW		

**\*\*\*ESTIMATED USER SHARE INFORMATION**

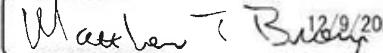
User	Share %	Dollar Amount
District of Columbia	100.00%	\$ 7,689,450.00
Federal Funds	0.00%	\$
Washington Suburban Sanitary Commission	0.00%	\$
Fairfax County	0.00%	\$
Loudoun County & Potomac Interceptor	0.00%	\$
<b>Total Estimated Dollar Amount</b>	<b>100.00%</b>	<b>\$ 7,689,450.00</b>

\*\*\* Work under this contract will be assigned as needed under specific task orders. It is anticipated that Joint Use work may be assigned during the contract period. As tasks are developed for work associated with specific facilities and costs are developed, the individual users will be notified and billed according to agreed cost sharing.

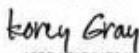
Signed by:  
  
 Moussa Wone  
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12/8/2025

Date  
 Chief Engineer and Vice President

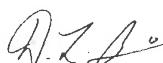
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 Matthew T. Brown  
 12/8/2025  
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Date  
 Chief Financial Officer and Interim  
 Chief Operating Officer

DocuSigned by:  
  
 Korey R. Gray  
 40BDA00B31F0429

12/8/2025

Date  
 Vice President of Compliance and Chief  
 Procurement Officer

  
 David L. Gadir  
 1/12/2025  
 040C0000000000000000000000000000

Date  
 Chief Executive Officer and General Manager

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**ATTACHMENT A**

**CONSTRUCTION CONTRACT CHANGE ORDER:  
PUBLIC SPACE RESTORATION CONTRACT FY22- FY25  
LIST OF CERTIFIED FIRM SUBCONTRACTORS**

<b>FIRM</b>	<b>CERTIFICATION</b>	<b>PARTICIPATION</b>
Omni Excavators Washington, D.C.	DBE	10.00%
Other identified Scopes are being negotiated.	DBE	20.0%
<b>Subtotal DBE</b>		30.0%
Royal Construction Materials Mc Lean, VA	WBE	10.0%
<b>Subtotal WBE</b>		10.0%

**Presented and Adopted: January 15, 2026**

**SUBJECT: Approval of the Award of Three Base Years and Two Option Years of Contract No. 10517, Valve and Hydrant Assessment Services, Hydromax USA**

**#26-03  
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, ("DC Water") at its meeting held on January 15, 2026, upon consideration of a non-joint use matter, decided by a vote of        (    ) in favor and        (    ) opposed to approve the Award of Three Base Years and Two Option Years of Contract No. 10517, Hydromax USA.

The Board of Directors hereby authorizes the CEO and General Manager to execute the Award of Three Base Years and Two Option Years of Contract No. 10517, Hydromax USA. This contract aims to conduct a comprehensive assessment of 9,600 fire hydrants and 46,000 system valves over five years, helping to ensure system reliability and support maintenance planning as well as operational efficiency. Fire hydrant assessment services are reimbursable by the District of Columbia in accordance with the Memorandum of Understanding between DC Water and the District. The total value for three base years and two option years is \$7,941,968.24.

This Resolution is effective immediately.

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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 NEW AWARD**  
**VALVE AND HYDRANT ASSESSMENT SERVICES**  
**(Non-Joint Use Direct)**

Approval to exercise award and approve funding of \$7,941,968.24 for a three-year base period and two option years for the assessment of 9,600 hydrants and 46,000 valves.

**CONTRACTOR/SUB/VENDOR INFORMATION**

<b>PRIME:</b> Hydromax USA 3700 River Walk Drive Suite 145 Flower Mound, TX 75028	<b>SUBS:</b> Traffic Services and Control Ashland, VA EBA Engineering Laurel, MD  LVL-Up Strategies	<b>PARTICIPATION:</b> DBE -10%  WBE- 5%
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**DESCRIPTION AND PURPOSE**

3-Base Year Value:	\$4,524,439.50
3-Base Year Dates:	02-01-2026- 01-31-2029
Number of Option Years:	2
Option Year 1- 2 Value:	\$3,417,528.74
Option Year 1- 2 Dates:	02-01-2029 - 01-31-2031
Total Number of Proposals:	2
Proposal Price Range:	\$3,602,996.80 - \$6,264,286.18

**Purpose of the Contract:**

To conduct comprehensive assessments of 9,600 fire hydrants and 46,000 system valves over a five-year period to support system reliability, maintenance planning, and operational efficiency. Services associated with fire hydrants are reimbursable by the District of Columbia and will be submitted per the terms of an existing MOU between DC Water and the City.

**Contract Scope:**

Under this contract the supplier shall furnish all labor, services, materials, tools, insurance and equipment to assess, all 9,600 fire hydrants and 46,000 valves in DC Water's system. Of the total contract funding:

- \$3,892,378.84 is allocated for guaranteed hydrant and valve assessment work.
- \$4,049,590.15 is allocated for optional hydrant and valve repair work, to be performed at DC Water's discretion and subject to the availability of internal operational resources.

**Solicitation:**

An RFP was issued on October 23, 2025 and closed on November 14, 2025 with compliance goals of 10% DBE and 5% WBE. Two suppliers responded to the RFP, Hydromax and M.E. Simpson. The final selection was based on the technical evaluation criteria and pricing. Hydromax was selected due to their strong technical approach, competitive pricing, and extensive experience delivering similar assessment and services programs.

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**PROCUREMENT INFORMATION**

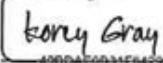
<b>Contract Type:</b>	Good and Services	<b>Award Based On:</b>	Highest Rating
<b>Commodity:</b>	Valve and Hydrant Services	<b>Contract Number:</b>	10517
<b>Contractor Market:</b>			Open Market with Goals for 10% DBE and 5% WBE Participation

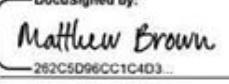
**BUDGET INFORMATION**

<b>Funding:</b>	Capital	<b>Department:</b>	Water Operations
<b>Project Area:</b>	Washington D.C.	<b>Department Head:</b>	Chris Collier

**ESTIMATED USER SHARE INFORMATION**

<b>User - Operating</b>	<b>Share %</b>	<b>Dollar Amount</b>
District of Columbia	100%	\$7,941,968.24
Washington Suburban Sanitary Commission	0%	\$0.00
Fairfax County	0%	\$0.00
Loudoun Water	0%	\$0.00
Potomac Interceptor	0%	\$0.00
<b>TOTAL ESTIMATED DOLLAR AMOUNT</b>	<b>100.00%</b>	<b>\$7,941,968.24</b>

DocuSigned by:  
  
 Korey Gray 12/11/2025  
 VP Compliance and Chief Procurement Officer

DocuSigned by:  
  
 Matthew T. Brown 12/11/2025  
 CFO, Interim Chief Operating Officer  
 and EVP of Finance and Procurement

  
 David L. Gadis 1/12/2025  
 CEO and General Manager

**Presented and Adopted: January 15, 2026**

**SUBJECT: Approval to Execute Phase One of Progressive Design-Build Contract No. 250170, Water Pumping and Storage Facilities, PCL Civil Constructors, Inc.**

**#26-04  
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, ("DC Water") at its meeting held on January 15, 2026, upon consideration of a non-joint use matter, decided by a vote of \_\_\_\_ ( ) in favor and \_\_\_\_ ( ) opposed to approve the execution of Phase One of a Progressive Design-Build Contract No. 250170, PCL Civil Constructors, Inc.

The Board of Directors hereby authorizes the CEO and General Manager to execute Phase One of Progressive Design-Build Contract No. 250170, PCL Civil Constructors, Inc. Phase one of this contract covers program management, engineering design, and pre-construction services for a design-build portfolio consisting of seven water pumping stations and storage projects: major upgrades to Anacostia Pump Station; replacement of Fort Stanton Reservoirs #1 and #2; improvements to Bryant Street Pump Station; enhancements to Anacostia's 3rd high pressure zone; and upgrades to Anacostia Tanks 1 and 2. The total contract value of phase one is not-to-exceed \$18,400,000.00.

This Resolution is effective immediately.

---

Secretary to the Board of Directors

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

**ACTION REQUESTED**

**PROGRESSIVE DESIGN-BUILD CONTRACT:**

**Water Pumping and Storage Facilities  
(Non-Joint Use)**

Approval to execute Phase One of a Progressive Design-Build contract not to exceed \$18,400,000.

**CONTRACTOR/SUB/VENDOR INFORMATION**

<b>PRIME:</b>	<b>SUBS:</b>	<b>PARTICIPATION:</b>	
PCL Civil Constructors, Inc 800 E Indian River Rd, Norfolk VA 23523	C.C.Johnson & Malhotra, P.C. Rockville, MD	DBE	4.5%
<u>Headquarters:</u> Denver, CO 80222	Sigma Associates, Inc Bingham Farms, MI	DBE	2.0%
	Delon Hampton & Associates Washington, DC	DBE	1.0%
	Interagency Washington, DC	DBE	0.5%
	SZ PM Consultants, Inc. Washington, DC	WBE	1.0%
	River to Tap, Inc.(R2T) Philadelphia, PA	WBE	0.5%
	Rossi Group Hunt Valley, MD	WBE	0.5%

DBE Participation = 8.0% WBE Participation = 2.0%

**DESCRIPTION AND PURPOSE**

Phase One - Contract Value, Not-To-Exceed:	\$18,400,000.00
Phase One - Contract Time:	663 Days (1 Years, 10 Months)
Anticipated Contract Start Date:	01-05-2026
Anticipated Contract Completion Date:	10-29-2027
Other firms submitting proposals/qualification statements:	

American Contracting & Environmental\*

\* Asterisk indicates short listed firms.

**Purpose of the Contract:**

Phase one of this contract will provide program management, engineering design, and pre-construction management services required for the planning and execution of the progressive design build portfolio of seven water pumping stations and storage facilities projects:

- Anacostia Pump Station Major Upgrades
- Phase I Fort Stanton Reservoir #2 Replacement
- Phase 2 Fort Stanton Reservoir #1 Replacement
- Bryant Street Pump Station Improvements
- Anacostia 3rd High Pressure Zone Improvement
- Anacostia Tank 1 Upgrades
- Anacostia Tank 2 Upgrades

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**Phase One - Contract Scope:**

This work is for Phase I Preconstruction services, and it will progress to Phase 2 Guaranteed Maximum Price (GMP) development through 60% detailed design, work package phasing strategy, detailed cost modeling, and early work package recommendations. Phase 2 Construction services will be developed once we have a GMP. The scope of work includes:

- Develop Preliminary Design including verification of existing infrastructure conditions, capacity, and performance
  - Scope Validation
  - Site Investigation
  - Preliminary Engineering Report and Concept Design report (CDR)
- Provide Detailed Design and engineering
  - 30% Design and Concept Finalization Report (CFR)
  - 60% Detailed Design
  - Permitting
- Provide Cost Modeling and GMP Development
- Provide Preconstruction Phase Services including Project Management
  - Project Kickoff and Milestone Workshops
  - Risk Management
  - Procurement
  - Work Package Development and Project Phasing
  - Construction Sequencing and Coordination with Operations (MOPO- Maintenance of Project Operations)

**PROCUREMENT INFORMATION**

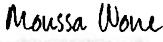
<b>Contract Type:</b>	Cost-Plus Fixed Fee	<b>Award Based On:</b>	Best Value
<b>Commodity:</b>	Engineering Design Services	<b>Contract Number:</b>	250170
<b>Contractor Market:</b>	Open Market		

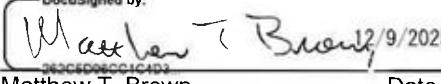
**BUDGET INFORMATION**

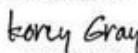
<b>Funding:</b>	Capital	<b>Department:</b>	Water Program and LFDC
<b>Service Area:</b>	Water	<b>Department Head:</b>	William Elledge
<b>Project:</b>	QG		

**ESTIMATED USER SHARE INFORMATION**

User	Share %	Dollar Amount
District of Columbia	100.00%	\$ 18,400,000.00
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>\$ 18,400,000.00</b>

Signed by:  
  
 Moussa Wone 12/8/2025  
 Date  
 Chief Engineer and Vice President

DocuSigned by:  
  
 Matthew T. Brown 9/2025  
 Date  
 Chief Financial Officer and Interim  
 Chief Operating Officer

DocuSigned by:  
  
 Korey R. Gray 12/8/2025  
 Date  
 Vice President of Compliance and Chief  
 Procurement Officer

DocuSigned by:  
  
 David L. Gadis 1/12/2025  
 Date  
 Chief Executive Officer and General Manager

**Presented and Adopted: January 15, 2026**  
**Subject: Approval for the CEO & General Manager to**  
**Negotiate the Terms and Conditions for the**  
**Acquisition of the Washington Aqueduct**

**#26-05**  
**RESOLUTION**  
**OF THE**  
**BOARD OF DIRECTORS**  
**OF THE**  
**DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY**

The District members of the Board of Directors ("Board") of the District of Columbia Water and Sewer Authority ("DC Water") at the Board meeting held on January 15, 2026, upon consideration of a non-joint use matter, decided by a vote of        () in favor and        () opposed, to authorize the CEO & General Manager to negotiate with the federal executive and legislative branches regarding the terms and conditions for the purchase of the Washington Aqueduct..

**WHEREAS**, pursuant to an Act of Congress, dated March 3, 1859 (11 Stat 84) "the Act", the ownership, management, and superintendence of the Washington Aqueduct is under the control of the Chief of Engineers of the United States Army Corps of Engineers; and

**WHEREAS**, pursuant to the Act, the Chief of Engineers is responsible for supplying water in the District for use by the Federal government and for the use and benefit of the inhabitants of Washington, D.C.; and

**WHEREAS**, pursuant to the Water Sales Agreement between the Secretary of Army and DC Water, effective July 31, 1997 and Memorandum of Understanding between the Department of the Army, Chief of Engineers and Among DC Water, Arlington County, Virginia and Fairfax, DC Water is a Wholesale Water Customer and member of the Wholesale Customer Board of the Washington Aqueduct; and

**WHEREAS**, the District of Columbia Water and Sewer Authority ("Authority") was established as an independent authority of the District government to maintain, repair, operate, extend, enlarge, investigate, design, construct, and improve the water distribution and sewage collection, treatment, and disposal system; and

**WHEREAS**, the Authority possesses the general power acquire, by purchase, gift, lease, or otherwise, and to own, hold, improve, use, sell, convey, exchange, transfer, lease, sublease, and dispose of real and personal property of every kind and character, or any interest therein, for its corporate purposes; and

**WHEREAS**, the Authority is expressly authorized to enter into contracts with the United States for goods and services as needed to achieve its purposes; and

**WHEREAS**, the Authority has the power to manage and operate the storage and distribution of potable water to the inhabitants of the District and other jurisdictions;

**WHEREAS**, the District members of the Board of Directors ("Board") have the authority to authorize and approve the purchase, management and operation of the Washington Aqueduct; and

**WHEREAS**, the Board has determined that it is in the best interest of the Authority to pursue the potential acquisition of the Washington Aqueduct to ensure a stable and sustainable water supply to the District and other jurisdictions; and

**NOW THEREFORE, BE IT RESOLVED THAT:**

1. The Board hereby authorizes the General Manager (CEO) and his designees to negotiate with the federal executive and legislative branches regarding the terms and conditions for the purchase of the Washington Aqueduct.
2. The General Manager and his designees are authorized to conduct due diligence and represent the Authority's interests in all discussions with federal officials and representatives of the United States Congress.
3. Any final agreement to purchase the Washington Aqueduct remains subject to the final approval of the Board and any other requirements set forth in the Authority's enabling legislation.
4. This resolution is effective immediately.

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Secretary to the Board of Directors