



**DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY
269th MEETING OF THE BOARD OF DIRECTORS
Thursday, November 5, 2020
9:30 a.m.**

<https://dcwater.com/watch-board-meetings>

- I. Call to Order (Chairman Tommy Wells)**
- II. Roll Call (Linda Manley, Board Secretary)**
- III. Approval of the October 1, 2020 Meeting Minutes**
- IV. Chairman's Overview**
- V. Committee Reports**
 - 1. [Environmental Quality and Operations Committee](#) (Adam Ortiz)
 - 2. [DC Retail Water and Sewer Rates Committee](#) (Rachna Bhatt)
 - 3. [Audit Committee](#) (Floyd Holt)
 - 4. [Finance and Budget Committee](#) (Major Riddick)
- VI. Issues of General Interest**
- VII. [CEO/General Manager's Report](#) (David Gadis)**
- VIII. [Contract Summary](#) (FYI)**
- IX. Consent Item (Joint Use)**
 - 1. [Approval to Exercise Option Year Two \(2\) of Contract No. 18-PR-DMS-19, M.C. Dean Inc. – Resolution No. 20-79](#) (Recommended by the Environmental Quality and Operations Committee 10/15/20)
- X. Consent Items (Non-Joint Use)**
 - 1. [Approval to Exercise Option Year Three \(3\) of Contract No. 17-PR-DSS-49, Rodgers Brothers Custodial Services, Inc. – Resolution No. 20-80](#) (Recommended by the Environmental Quality and Operations Committee 10/15/20)

2. [Approval to Execute Contract No. 170060, Capitol Paving – Resolution No. 20-81](#)
(Recommended by the Environmental Quality and Operations Committee 10/15/20)
3. [Approval to Publish Notice of Emergency and Proposed Rulemaking to Establish the Customer Assistance Program – DC Water Cares Emergency Relief Program for Low-Income Customers – Resolution No. 20-82](#) (Recommended by the DC Retail Water and Sewer Rates Committee 10/20/20)

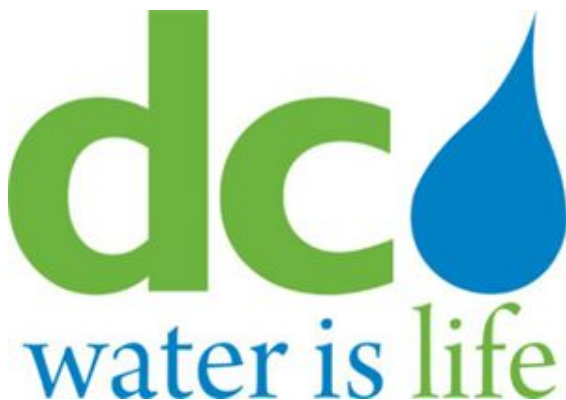
XI. Executive Session

XII. Adjournment (Chairman Tommy Wells)

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

Upcoming Committee Meetings – (via Microsoft Teams)

- Human Resource and Labor Relations Committee, Tuesday, November 10th @ 11:00 a.m.
- Environmental Quality and Operations Committee – Thursday, November 20, 2020 @ 9:30 a.m.
- DC Retail Water and Sewer Rates Committee – Tuesday, November 17 , 2020 @ 9:30 a.m.
- Finance and Budget Committee – Tuesday, November 17 , 2020 @ 11:00 a.m.



**District of Columbia
Water and Sewer Authority**

Board of Directors

**Environmental Quality and Operations
Meeting**

Thursday, October 15, 2020

9:30 a.m.

MEETING SUMMARY

Committee Members

Adam Ortiz, Chairperson
Tommy Wells, Board Chair
Howard Gibbs
Ivan Frishberg
Randy Bartlett

DC Water Staff Present

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

CALL TO ORDER

Mr. Ortiz called the meeting to order at 9:30 A.M. The meeting was conducted via teleconference.

II. ROLL CALL

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

III. AWTP STATUS UPDATE

1. BPAWTP PERFORMANCE

Mr. Aklile Tesfaye, VP, Wastewater Operations, DC Water, briefed the Committee on the performance of the Blue Plains Advanced Wastewater Treatment Plant. Mr. Tesfaye stated that all performance parameters were excellent, and all permit requirements were met. Mr. Tesfaye stated the priority of the department remains the health, safety and well-being of employees in light of the present pandemic.

In September 2020, a total of 267 million gallons (MG) of combined wet weather flows, captured in the tunnel system, were treated through the Wet Weather Treatment Facility (WWTF). The treated discharge of captured combined flows to the wet weather treatment outfall was 103 MG. The remaining 164 MG was directed to the complete treatment train. Mr. Tesfaye specifically highlighted the performance of the WWTF during the September 10,

2020 storm event that had rainfall amounts between 2 to 6 inches at different locations within the city. During the event, peak flow rate through complete treatment reached 628 MGD, exceeding the 555 MGD four-hour peak capacity. This storm resulted in intense diversions of captured combined flows and rapid rise of water levels and filled the tunnel system to capacity in approximately 35 minutes. The volume retained in the tunnel system was pumped and treated through Enhanced Clarification at the design and permitted capacity of 225 MGD until the water level and corresponding volume in the tunnel system subsided. The total volume captured by the tunnel during the storm was 195 MG. Approximately 108 MG of overflow was measured at outfall structures after the tunnel filled. Tunnel dewatering and wet weather treatment operations continued for over 33 hours and the tunnel system was emptied at 11:30 PM on September 11, 2020, within 59 hours of the last diversion, as stipulated by the NPDES permit. All effluent quality and operating parameters were within the NPDES permit limits.

Mr. Tesfaye also mentioned that all biosolids produced during the month of August met Class A Exceptional Quality requirements required by the EPA. A total of 1,800 tons of Bloom was marketed in the month. Even though Bloom sales (43,681 tons) exceeded FY2019 totals, the total sales for the month fell short of the projected goal (60,000 tons) largely due to the pandemic and unanticipated weather.

The Committee inquired if there was a stockpile of Bloom product as a result. Mr. Tesfaye replied that the material that is not marketed still ends up being land applied on farms.

The Committee also inquired if the reason for the lower program management cost was due to a lower unit price for hauling. Mr. Tesfaye replied in the affirmative. The Committee also suggested modifying the Bloom Sales chart to show the sales numbers relative to production due to the fact that the sales is seasonal while the production is not. Mr. Tesfaye agreed to modify the chart accordingly.

Mr. Tesfaye next mentioned that DC Water's research on more efficient nitrogen removal process was recently presented at the International Water Association Nutrient Removal and Recovery Conference.

IV. DC CLEAN RIVERS PROJECT UPDATE

Mr. Carlton Ray, Director, DC Clean River Project, briefed the Committee on the status of the ongoing Clean Rivers Project. Mr. Ray also provided a high-level update on ongoing and upcoming projects.

Mr. Ray also briefed the Committee on how the Program was being managed through the COVID-19 pandemic. Construction has not been stopped and the Program continues to meet consent decree deadlines. Some measures taken during this pandemic include but are not limited to:

- Daily temperature checks of construction work force
- PPE, social distancing and cleaning protocols observed
- No visitors or tours of tunnels during pandemic
- Contact tracing and isolation for affected staff
- Etc

Mr. Ray briefed the Committee on tasks that are active and in progress for Division J – Northeast Boundary Tunnel. In addition, updates were provided on the Potomac River Tunnel.

The Committee inquired as to potential impacts to the Clean Rivers project during significant weather events. Mr. Ray replied weather does have an impact on schedule and deadlines but that some effort has been made to try and incorporate some 'float' in construction contract schedule to accommodate such unforeseen events to the extent possible. Even so, there are instances where components of work may be stopped or delayed due to extreme weather events.

V. ACTION ITEMS

JOINT USE

1. Contract No: 18-PR-DMS-49 – Annual Maintenance and Repair of Electrical Power Distribution Equipment, M. C. Dean

NON-JOINT USE

1. Contract No: 17-PR-DSS-49 – Sand, Gravel and Topsoil, Rodgers Brothers Custodial Services
2. Contract No. 170060 – Small Diameter Water Main Replacement 14A, Capital Paving DC Inc.,

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

VI. PROCUREMENT PROPOSAL AND CONTRACT VETTING

Mr. Dan Bae, VP of Procurement and Compliance, DC Water, gave an update to the Committee on DC Water's process of verifying contracts and proposals prior to being presented to the Committee for approval.

Mr. Bae mentioned that the procurement process is comprised of 5 high-level steps/categories:

- Identifying Needs
- Solicitation
- Negotiations
- Award Recommendation and Approvals
- Board Action (if and when required)

All proposals are reviewed by 'evaluation committees' comprised of subject matter experts (SMEs) from across the Authority's departments including Engineering, Procurement, Legal, Compliance and Safety. Mr. Bae mentioned that there is a total of twenty seven (27) Procurement and Compliance checks that must be completed prior to award of a contract.

The Committee inquired as to how the SMEs that make up the evaluation and selection committees are selected. Mr. Bae mentioned that the selection depends on the type of project that is being procured and that in general, SMEs are selected from the stakeholders that are relevant to each individual project and so their makeup can be different from one contract to the other.

The Committee also inquired as to the compliance/assurance efforts of the Authority especially as it relates to the ensuring MBE/WBE status is maintained throughout the life of the contracts and payments to subcontractors are being made on time. Mr. Bae replied that the certifications and eligibilities of disadvantaged business entities is checked at every new contract period against known and widely used databases to ensure they are current and up to date. In addition, the Authority uses internal resources to continuously check on subcontractors and their payment situation including field visits to job sites and meetings with subcontractors as needed. Also, a direct hotline to the Compliance Officers is available for subcontractors for any escalations.

VII. SEPTEMBER 10, 2020 FLASH FLOOD BRIEFING

Ms. Kishia Powell, Chief Operating Officer & EVP, DC Water, gave an update to the Committee on the After-Actions resulting from the significant wet weather event that occurred on September 10, 2020. Ms. Powell mentioned that the After-Action report documents activities of DC Water relating to the operations and performance of the stormwater, sewer collection and treatment system during the event, an analysis of core capabilities and areas of improvement based on lessons learned from this event.

Ms. Powell next discussed the performance of certain 'core capabilities' of DC Water's Operations and how they performed under the challenges of the flash flood event. Some core capabilities such as Environmental Response/Health and Safety (as relates to response to basement backups) and Infrastructure Systems (as relates to Blue Plains Treatment Plant accommodating peak flows) performed with 'Major Challenges' (M) because the system was surcharged at multiple locations and limited our response capabilities. Operations capabilities of critical infrastructure including stormwater and combined sewer pump stations performed with 'Some Challenges' (S) as evidenced by the power outage at the Eastern Avenue Pump Station and clog-related issues experienced at Portland Avenue Pump Station.

Next, Mr. Salil Kharkar, Sr. VP, Operations & Engineering, provided observations noted in the After-Action report including recommendations and areas of possible improvement. He stated the September 10, 2020 event was comparable to a 10 to 25 year storm intensity and was considerably more significant than recent flood events. Mr. Kharkar stated that there are four (4) categories of recommendations in the report:

- Leveraging existing programs and infrastructure solutions
 - Implementation of Backwater Valve Program
 - Limited sewer system evaluation in Nicholson St. to assess repeated backups
 - Develop platform to view SCADA, DCCR and PCS (plant data) as an integrated system
- Climate adaptations
 - Implementation of early weather warning system
 - Establish a dedicated Incident Management Team (IMT) for extreme weather
 - Requirement for Post-Event Granular Rainfall Record
 - Work with DOEE staff to develop/access stormwater model for the city
- Enhanced customer service and experience
 - Conduct storm event staffing analysis
 - Enhancement of command center staffing including training and skills to manage flood events and dispatching crews and services
 - Review roles/responsibilities for stormwater flooding with the District and

- develop coordinated services for better customer experience
- Proactive and timely leadership engagement
 - Develop notification procedure for Command Center and Leadership
 - Establish real-time monitoring access for executive management

The Committee inquired as to what efforts have been made to update and improve the Authority's Emergency Communication protocols, especially in-light of two such previous failures during Boil Water Alerts.

VIII. ADJOURNMENT

Meeting was adjourned at 11:01 AM.

Follow-up Items

1. Director, VP, Wastewater Operations - modify the Bloom Sales chart to show the sales numbers relative to production due to the fact that the sales is seasonal while the production is not.
2. Chief Operating Officer & EVP – brief committee on what efforts have been made to update and improve the Authority's Emergency Communication protocols, especially in-light of two such previous failures during Boil Water Alerts.



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors

DC Retail Water and Sewer Rates Committee

Tuesday, October 20, 2020

9:30 a.m.

MEETING MINUTES

Committee Members in Attendance

DC Water Staff

Committee Members Via Teleconference

Rachna Bhatt, Chairperson
Howard Gibbs
Anthony Giancola
Emile Thompson
Jedd Ross
Krystal J. Brumfield
Reverend Dr. Kendrick Curry
Joe Leonard Jr.
Ivan Frishberg

DC Water Staff Via Teleconference

David L. Gadis, CEO/General Manager
Kishia Powell, COO/EVP
Matthew Brown, CFO/EVP, Finance & Procurement
Marc Battle, EVP, Office of Legal Affairs
Linda Manley, Secretary to the Board
Armon Curd, Executive Vice-President, Customer Experience
Carolyn Mackool, Director of Customer Service

Call to Order

Chairperson Rachna Bhatt convened the meeting at 9:30 a.m.

Roll Call

Linda Manley, Board Secretary conducted a roll call of the Committee members.

**Proposal to Amend Customer Assistance Program Regulations to (Attachment A)
Establish “DC Water Cares”, an Emergency Residential Relief Program for Low-Income
Residential (CAP and CAP2) Customers**

Carolyn Mackool, Director of Customer Service, presented the proposed plan for the new Emergency Residential Relief Program (DC Water Cares). Ms. Mackool stated that the new assistance program will differ slightly from the existing Department of Energy and Environment (DOEE) \$1.3 million assistance program. She noted that the District program is a one-time credit not to exceed \$2,000, whereas, the DC Water program could be applied for multiple times in a year but still not to exceed \$2,000. She mentioned that the District funding is available until the conclusion of the current public health emergency plus 105 days, while the DC Water program is expected to last for all of FY 2021.

Ms. MacKool stated that to qualify for the DC Water Cares benefit, eligible customers must have an active DC Water account and a single-family home with a household income below or equal to 80% of the Area Median Income (AMI) for the District of Columbia, which is equivalent to the CAP and CAP 2 eligibility levels. DOEE will review applications to determine customers who qualify for the program.

Ms. MacKool stated that the Board previously approved \$3 million in residential funding for households impacted by COVID-19 in FY 2021 and \$5 million in FY 2022. Ms. Mackool noted that DC Water would continue the program if authorized by the Board into FY 2022. Customers would have to reapply in FY 2022 to receive benefit.

Joe Leonard inquired if the District has a similar program for small businesses. Ms. Mackool noted that she is not aware of a program for small businesses but shared that DC Water is working on a secondary program around assistance for multi-family locations for low income that will be shared with the Committee the following month.

Action Items (Attachment B)

Ms. MacKool mentioned that the Committee is asked to recommend the following action item to the Full Board for approval.

Action Item 1 – Proposal to Amend Customer Assistance Program Regulations to Establish “DC Water Cares”, an Emergency Residential Relief Program for Low-Income Residential (CAP and CAP2) Customers

Chairperson Bhatt asked the Committee members was there any opposition to move the action item to the full Board, hearing none, the action item was recommended to the Board.

CAP Update (Attachment C)

Mr. Brown, CFO, EVP mentioned that the Customers Assistance Programs (CAP) presentation is a response to Mr. Giancola’s request to provide information on the number of enrollments in each program. Mr. Brown stated that CAP and CAP2 programs are funded by DC Water and recently CAP2 was made permanent. Mr. Brown mentioned that CAP3, Emergency Residential Relief Program (ERRP) and Nonprofit Relief Programs are funded by the District. Mr. Brown noted that the ERRP is a new program that will be succeeded by DC Water Cares program, which was presented to the Committee by Ms. Mackool.

Mr. Brown stated that the CAP program provided \$1.584 million in benefits in FY 2020 compared to \$1.291 million in FY 2019 and the benefits provided under CAP2 was tripled to one hundred seventy-three thousand dollars in FY 2020 compared to forty-seven thousand dollars in FY 2019. Mr. Brown mentioned that the District funded programs: (i) CAP3 program provided benefits of about twenty-six

thousand dollars in FY 2020 compared to nine thousand dollars in FY 2019; (ii) FY 2020 Nonprofit Relief program benefits were decreased to \$1.028 million compared to \$1.360 million in FY 2019 while the number of enrolled accounts increased. Mr. Brown noted that the Clean Rivers Impervious Area Charge (CRIAC) decreased in FY 2020 compared to FY 2019; (iii) the new ERRP program provided \$0.884 million in benefits. Mr. Brown mentioned that the number of enrollments increased from 3,249 to 3,818 in the CAP program whereas CAP2 enrollments increased from 260 to 624 in FY 2020 compared to FY 2019. Mr. Brown stated that FY 2020 enrollments in CAP3 and Nonprofit programs were 133 and 189 compared to 48 and 175 respectively in FY 2019. Mr. Brown mentioned that the total enrollments for the new ERRP program in FY 2020 were 2,098. Mr. Brown explained that the increased in the number of enrollments are due to advertising and outreach by DC Water and increased need caused by COVID.

Customer Feedback Strategic Priority Update (Attachment D)

Mr. Armon Curd, EVP Customer Experience presented DC Water's customer feedback approach update. The program aims to better understand the community DC Water serves and to deliver exceptional customer experience. Mr. Curd noted that to capture and analyze the response data, the new feedback tool Qualtrics was acquired in September 2019 with the plan of launching in March 2020. Mr. Curd indicated that Qualtrics allows for survey data to be pulled from various touchpoints including DC Water's website, social media, and call center. Mr. Curd stated that a pause was put on the program implementation due to COVID-19 and started back up in August.

Ms. Helia Costa Lopes, Project Manager, shared more insight into the methodology of the feedback program, which will focus on mass market customers (residential, commercial and multifamily). Ms. Lopes stated that surveys would be grouped into three groups to allow for proper data disintegration: i) the first group, brand survey, will capture the overall customer experience and is a reboot of the previous customer surveys conducted by IMPAQ in prior years; ii) the second group, transactional survey, will measure the quality of interactions across various touchpoints; and iii) the last group, ad hoc survey, would consist of different surveys that would target specific customer programs. Ms. Lopes stated that metric drivers would be used to determine scores to provide clear insights into the customer journey.

Ms. Lopes noted the first brand survey is expected to go live in November 2020 and the second survey in August 2021, with 6,000 anticipated respondents per cycle. The transactional survey would require more responses of about 100,000 measuring across 6 touch points (customer channels). This survey will be launched in December 2020 and August 2021. Ms. Lopes stated that the goal in year 1 of the program is to reestablish the baseline with survey output to uncover existing gaps and opportunities. She continued that process owners across the Authority would be assigned to the survey results and would be responsible for developing and implementing improvements.

Mr. Anthony Giancola inquired on the investment of the initiative and expressed concern of over surveying. Mr. Curd stated that special attention is being given to the initiative to ensure customers are not over surveyed. He stated that one project manager is assigned to the project and because the project is digital, a lot could be done by one person.

Mr. Joe Leonard inquired about capturing experiences for small businesses, specifically restaurants. Mr. Curd replied that restaurants could be addressed.

DC Retail Water Sewer Rates Committee Workplan

- FY 2020 Completed DC Retail Rates Committee Workplan (Attachment E)
- FY 2021 Proposed DC Retail Rates Committee Workplan (Attachment F)

There was no discussion on the DC Retail Water and Sewer Rates Committee Workplans.

Agenda for November 17, 2020 Committee Meeting (Attachment G)

There was no discussion on the agenda for the November 17, 2020 Committee meeting.

Other Business

None

Executive Session

There was no executive session.

Adjournment

Chairperson Rachna Bhatt adjourned the meeting at 10:25 a.m.

FOLLOW-UP ITEMS – DC Retail Water and Sewer Rates Committee Meeting (October 20, 2020)



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors

Audit Committee

Thursday, October 22, 2020

9:30 a.m.

Meeting Minutes

COMMITTEE MEMBERS PRESENT

Floyd Holt, Committee Chairman
Anthony Giancola, Committee Vice-Chair
Ivan Frishberg, Committee Member
Howard Gibbs, Committee Member
Jed Ross, Committee Member

INTERNAL AUDIT STAFF PRESENT

Dan Whelan, RSM US LLP
Jill Reyes, RSM US LLP
Sophie Tomeo, RSM US LLP
Ethan Bickford, RSM US LLP
Charles Barley Jr., RSM US LLP
Nico Guetatchew, RSM US LLP

DC WATER STAFF PRESENT

David Gadis, CEO & General Manager
Linda Manley, Secretary to the Board
Kishia Powell, COO & EVP
Wayne Griffith, Chief Strategy and Performance Officer, and EVP, Strategy & Performance
Marc Battle, Chief Legal Officer and EVP, Government & Legal Affairs
Paul Guttridge, Director, CIP Infrastructure Management

Call to Order (Item 1)

Floyd Holt, Committee Chair called the Audit Committee meeting to order at 9:31am.

Roll Call (Item 2)

Linda Manley, Board Secretary took roll call of Audit Committee and DC Water staff in attendance.

Internal Audit Update (Item 3)

RSM Partner, Dan Whelan, presented the FY20 internal audit plan status update. He noted that all FY20 audits are now complete with the exception of Oracle Embedded Risk Assurance Phase 1. The Oracle Embedded Risk Assurance Phase 1 fieldwork is complete and observations have been provided to management, but Internal Audit is

awaiting management responses to finalize the report. The report will be issued to the Committee upon completion and presented at the next meeting.

Sophie Tomeo presented the status of prior audit high-risk findings. The original target dates for 16 high-risk open findings have been updated to reflect new target dates. There is one open high-risk FY 2016 audit finding, pertaining to the Training, Licensing, and Certification report. The ownership of this risk response has changed hands, and is now tied to a strategic planning initiative related to identification of training by job position. There are four open high-risk audit findings from FY 2017, related to the Data Privacy Assessment, Entity Level Assessment, and Materials Management Operations and Inventory. Mr. Giancola inquired why the new target dates for the Entity Level Assessment findings, related to an entity-wide risk management function and Authority-wide policy and procedure management function, are over a year away. Wayne Griffith explained that it is taking time to determine how to leverage the ISO framework throughout the entire organization, and Performance is working with People & Talent and the Office of Legal Affairs to determine the best way to administer the relevant policies and procedures. It was noted that the COVID-19 pandemic has influenced the delay as well. Francis Cooper added that implementing an enterprise risk management function (ERM) is a long process, as each DC Water staff member is a key stakeholder in identifying and evaluating risk. Ms. Tomeo proceeded to provide an update that there are three open high-risk findings from FY 2018 and five open high-risk FY 2019 findings, two of which come due by the end of this month in relation to the Occupational Safety and Health Internal Audit. Three of the six high risk open FY 2020 findings, pertaining to the Work Order Planning Assessment and Physical Security Penetration Testing Phase 2, have not yet come due. The other three findings for FY 2020 relate to Facilities Management and Physical Security Penetration Testing, which have been delayed because of COVID-19.

Ms. Tomeo followed with an action-deferred update. Items considered “action deferred” are contingent on other action occurring and not included in the prior audit findings update. The Intellectual Property Personnel Policy is under review by management. The Authority has also been reviewing overarching policy management procedures, which is an open finding from the FY16 Entity-Level Assessment. DC Water is working with Accenture on an enterprise-wide innovation refresh, including an IP Agreement template, which will be delivered in November 2020. Ms. Tomeo notes that DC Water is exploring the idea of incorporating the Policy in new employee orientation for new hires, while having existing employees sign an agreement for the Policy.

Ethan Bickford shared the results of the Engineering Change Order Internal Audit. It was noted that the change order process was examined on a holistic basis, and data traced back to FY 2017 was reviewed. Detailed testing was performed in relation to change order intake, change order scope and entitlement review, change order cost/estimate review, change order negotiations, and change order approval. Mr. Bickford provided further detail noting that the change order review and approval process has transitioned from a

paper-based manual system to a new SharePoint-based electronic system workflow. Mr. Giancola expressed he is leery of the reduction in the number of change orders, and concerned that the shift to an electronic system may slow the process. Mr. Paul Guttridge responded that he would look further into the reasoning behind the reduction though the initial review noted the normal ebb and flow of the projects and that several major projects were completed in FY17 and FY18; he also noted that SharePoint has allowed an improvement in the process speed so far. Mr. Jed Ross inquired whether there were any disputes on the change orders resulting in contract appeals or litigation that are notable for the Committee to know about. Mr. Guttridge replied that some change orders were part of disputes, but those have all now been agreed upon and included in the contracts. Mr. Ross followed up on that response to inquire how often disputes are occurring that may impact the bottom line on a regular occurrence. Mr. Bickford shared that the full report identifies change orders that had the largest dollar impact, as well as the corresponding context around those change orders. There were no high-risk findings to report. The full report included two moderate and one low risk finding.

Ms. Tomeo shared the results of the Billing and Collections Internal Audit. She noted that this project was not in the original FY 2020 audit plan, but was brought up as an emerging risk in April of this year given the pandemic's financial strain on ratepayers. Although there were no high-risk findings in the collections process when audited previously, this project was conducted in order to validate that the right controls were in place given the anticipated uptick in activity related to the COVID-19 impact. The billing process was also scoped in as a result of previous backlog issues related to exceptions to automated billing. Since DC Water suspended all collection activities in response to the pandemic on March 12, 2020, Internal Audit examined the collections activities pre-COVID since these activities will recommence once the Public Health Emergency is lifted. Ms. Tomeo highlighted the fact that 60+ day accounts receivable increased by 68.1% (\$7.23M) from FY19 to FY20. Ultimately, the control environment was operating effectively and there were no high-risk findings to report. The full report included one moderate and two low risk findings.

Jill Reyes provided an update on the Hotline. She informed the Board that Internal Audit has plans to update the hotline standard operating procedure, as well as remarket the hotline to employees through the employee newsletter to increase awareness and effective usage. Ms. Reyes highlighted the fact that only 10 calls were received in FY20, which is the lowest number of calls since 2013. The two open calls from FY20 have subsequently closed since these materials were presented, with no corrective action necessary. The three open calls from FY19 have experienced investigative delays due to the pandemic, but the corresponding investigation has recommenced and is being worked through with the Chief Legal Officer and Procurement. Internal Audit hopes to have a resolution to share at the next Audit Committee meeting.

Mr. Whelan presented an overview of the FY21 Risk Assessment approach. He detailed that the risk assessment is performed on an annual basis through interviews with various members of management and the Board. This year, Internal Audit conducted 25 interviews and distributed a survey to the full Board for input. Thirteen (13) Board members responded to the survey. Mr. Whelan reviewed the top risk themes that emerged during the risk assessment. He noted that as part of the interview process, Internal Audit tracks every comment they hear in order to ensure each are ultimately addressed in some way. These comments are captured and tracked in an internal spreadsheet maintained by Internal Audit. Ms. Reyes outlined the results of the Board survey, and noted that the proposed audit plan encompasses cycle audits of high transaction, high dollar value processes such as timekeeping, work order management and engineering change orders, as well as the traditional internal audits that are produced each year. She reminded the Committee that project deliverables include process maps and risk matrices, as well as the reporting, which are provided to management for ongoing update and use.

Ms. Tomeo reviewed the proposed FY21 Internal Audit Plan that resulted from risk assessment insights. Hotline Case Management, Ongoing Remediation & Follow-up, FY22 Risk Assessment, Procurement Pre-Award and Selection, Contract Compliance, Succession Planning, Work Order Management – DMS, Penetration Testing – PCS, Remote Workforce Security Assessment, and Strategic Plan Monitoring are all the projects on the proposed plan. Materials Management, Permit Operations, Incident Response Tabletop, and Oracle Embedded Assurance Phase 2 are also proposed for FY21, but will likely need to be deferred as a result of COVID-19 budget constraints. It was also reiterated that cycle audits are included in the plan for those highly transactional processes that have elevated risk exposure across the industry. Mr. Giancola inquired the reason as to why the FY21 deferred projects are not currently included in the 5-year audit plan. Ms. Tomeo responded that the intention is to move the projects to the following year if ultimately deferred, but Internal Audit will reassess following the next risk assessment to determine if those projects remain high risk in comparison to the other proposed projects. The Committee concurred with the proposed FY21 audit plan.

Executive Session (Item 4)

There was a motion to move into Executive Session by Chairperson Holt to discuss legal, confidential, and privileged matters pursuant to Section 2-575(b)(11) of the D.C. Official Code. It was so moved and seconded, and motion carried. The meeting was cleared of non-Executive members and all public individuals. The Audit Committee went into Executive Section at approximately 10:36 AM.

Adjournment (Item 5)

The Audit Committee reconvened into open session and adjourned at 10:59 AM.



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors

Finance and Budget Committee

Thursday, October 22, 2020

11:00 a.m.

MEETING MINUTES VIA MICROSOFT TEAMS

Committee Members

Major Riddick, Chairperson
Krystal Brumfield
Anthony Giancola
Adriana Hochberg
Sara Motsch

DC Water Staff

David L. Gadis, CEO & General Manager
Kishia L. Powell, COO & Executive Vice President
Matthew T. Brown, CFO & EVP, Finance and Procurement
Marc Battle, EVP, Legal Affairs
Lisa Stone, Chief People & Inclusion Officer & EVP, People and Talent
Lola Oyeyemi, Director, Budget
Ivan Boykin, Director, Finance
Francis Cooper, Director, Enterprise Program
Linda Manley, Secretary to the Board

Other Presenters and Guests

David Calvert, Financial Consultant, Public Financial Management

Call to Order

Major Riddick, Chairperson, called the meeting to order at 11:06 a.m.

September 2020 Financial Report

Ms. Lola Oyeyemi, Director, Budget, reported that DC Water ended the fiscal year 2020 favorably despite the impact of the COVID-19 pandemic on the Authority's revenues. The year-end estimated revenues were above budget and estimated operating expenditures and capital disbursements ended below budget. At the end of September 2020, operating revenues were \$710.1 million, or 101.6 percent of budget, operating expenditures were \$566.6 million, or 93.4 percent of budget, and capital disbursements were \$345.9 million, or 76.5 percent of budget. She noted that the year-end financial results are preliminary estimates and subject to change based on results of the financial audit.

Next, Ms. Oyeyemi provided highlights from the Finance department, noting that the FY 2022 Budget development is underway, and it is anticipated that a proposed budget will be presented to the Board and Committee in early 2021. The activities for the FY 2020 year-end closeout

process and Green Bond Attestation are underway. She also stated that the Enterprise Resource Planning System (ERP) for the Finance and Procurement functions went live on October 1, 2020. She informed the Committee of the upcoming meeting with the Rating Agency on November 18, 2020 for the Water Infrastructure Finance and Innovation Act (WIFIA) application.

Ms. Oyeyemi explained that although the total receipts exceeded the budget, the year-over-year total revenue increase of 2.3 percent was lower than anticipated. This was due to the commercial consumption decline of 15.2 percent compared to the previous year. In addition, there were higher receipts early in October 2019 partly due to the increased year-end billing of the unbilled accounts and higher than anticipated receipts in other/miscellaneous revenue during FY 2020 compared to FY 2019. The unfavorable variance to budget in the overall Residential, Commercial, and Multi-family customer category was due to decline in consumption resulting from the COVID-19 pandemic as previously reported. She also noted that the unfavorable variance for the Wholesale category was due to lower flows than anticipated during budget development.

Ms. Oyeyemi stated that year-end operating expenses are \$11.5 million or 1.9 percent lower than previously reported projections; however, these are preliminary estimates and subject to change based on final audit. The underspending in personnel services is due to the deliberate measures in effect for the hiring process, lower than anticipated benefits costs and lower overtime costs at \$6.8 million. The lower spending for contractual services is mainly due to DC Water efforts in reducing and allowing only critical purchases in response to the impact of COVID-19 pandemic. Areas of underspending included lower use of consultants including the ERP project, performing critical repairs only for sewer repair and water main infrastructure contracts, work transferred in-house for maintenance electrical services, and lower estimated costs for worker's compensation claims, legal matters, and Authority-wide travel and training. She explained that the underspending in water purchases is linked to decline in water consumption and subject to change as part of the annual true-up process with Washington Aqueduct. The underspending for supplies and chemicals was due to lower unit prices of major chemicals. Ms. Oyeyemi explained the variances in the debt services and capitalized labor expenditures. She stated that due to the favorable operations and maintenance position at 91.6 of budget, the Cash Financed Capital Improvements was fully utilized for Pay-Go financing.

Ms. Motsch inquired if the lower training and travel expenditure is affecting DC Water employee's accessibility to quality and professional training resources. Ms. Oyeyemi responded that due to the COVID-19 pandemic, most training activities have been converted to virtual training sessions and as a result the associated costs and fees have been reduced. Ms. Kisha Powell, Chief Operating Officer and EVP, and Ms. Lisa Stone, Chief People & Inclusion Officer and EVP, People and Talent also expounded that DC Water has been taking proactive steps in developing internal training programs, thereby reducing the historical cost of outsourcing these services.

In response to Mr. Giancola's inquiry related to the 11 percent vacancy rate and the impact on maintenance efforts, Mr. Brown stated that vacancies do not include temps or contractors, and only reflects DC Water staff. Ms. Powell added that several employees have retired which contributed to the vacancy rate, however, hiring operational staff and filling mission critical positions are current top priorities for the Authority. Ms. Stone added that DC Water is introducing

a new concept of internal mobility, career advancement and development which allows internal talents to be considered for openings before resorting to outside candidates.

Ms. Oyeyemi provided an update on the overall capital disbursements were below budget and approximately \$6.1 million lower than previously reported projections. Detailed performance on the overall capital projects will be provided next month to the Committee.

She noted that the cash balances comprised of the operating reserve, Rate Stabilization Fund (RSF), and restricted unrestricted reserve funds. The RSF balance of \$90.2 million includes Board-approved transfers of \$15 million from the FY 2020 net cash surplus position to provide future assistance to targeted customers impacted by COVID-19 in FY 2021 & 2022, and \$10.3 million from the billed amount for ROCIP (Rolling Owners Control Insurance Program). In closing, Ms. Oyeyemi stated that the appendix contained detailed information on the operating revenues, retail accounts receivable of \$17.9 million, overtime expenditures, accounts payable performance and grants performance. In response to Mr. Giancola's concern about the growing balance of the RSF, Mr. Brown responded that detailed information will be provided in the upcoming months or as part of the budget process, on how management will achieve the 250 days of cash metrics and related impacts on the RSF.

Enterprise Resource Planning (ERP) Update

Mr. Matthew Brown, Chief Financial Officer and EVP, Finance and Procurement began by thanking the DC Water employees that were involved in the ERP Project. He reminded the Committee that at the onset of the COVID-19 pandemic and after employees transitioned to working remotely, management had reevaluated whether to continue with Phases I and II of the project. Mr. Brown explained that the project continued in a remarkable way because of the time and dedicated effort of staff. He explained that we did not rely, in a large part, on backfilling employees to bring on consultant support to cover the day to day activities. Mr. Brown thanked the various employees in Finance, Procurement, People & Talent and Engineering Departments that worked on the project. He noted that the success of the implement has been due to the strong governance, great work and collaboration by staff and leveraging technology by using the Teams environment.

Mr. Francis Cooper, Director, Enterprise Program Management Office (EPMO), provided an update on the Oracle Cloud-Based ERP system, including the major accomplishments, program timelines, various activities, financial update and change management implementation strategy for the project. He was pleased to announce that the implementation of the Financials and Procurement Phases (I & II) of the project successfully went live on October 1st for review by process owners, and 5th for the end-users including vendors. The implementation of the remaining Phases III, IV and V (Human Capital Management, Budgeting and Advanced Human Resources) are on schedule with kickoff for Phases III and IV to start in November 2020.

Next, Mr. Cooper stated that current estimate to complete the ERP project is \$18.7 million, which is \$3.4 million less than the approved budget. He explained the drivers for the increase in the program estimate from the initial estimate of \$18 million to \$18.7 million. This included increases for additional integrations, extension of program management due to COVID-19, offset by negotiated contract savings and estimated savings from decommissioning the legacy systems.

He anticipates that the ERP project will be completed on time and within budget. In closing, he commended the executive management team for providing excellent guidance and DC Water staff, including subject matter experts and systems leads, for their hard work during this implementation.

Merchant Card Fee Update and Plan Forward

Mr. Boykin, Director, Finance, provided an update on the merchant credit card fees and discussions on how to control these costs. He stated that the average annual increase in the credit card fees is 32 percent from FY 2016 to FY 2020. He noted that WEB credit card fees are the largest portion and have the highest costs, growing from \$0.2 million or 0.4 percent of credit card revenue in FY 2016 to \$1.2 million or 1 percent of credit card revenue in FY 2020. The WEB non-residential credit card transactions accounted for approximately 5 percent of all transactions and 50 percent of all credit card revenue in FY 2020. Additionally, as WEB non-residential revenue increases by almost 52 percent, credit card fees are now significantly higher.

Next, Mr. Boykin reviewed the timeline of activities undertaken to understand the fees and ways of reducing costs, including various options considered. He is leading DC Water efforts in finding ways to reduce credit card fee costs. As an example, it was noted that payment aggregators are using their reward cards via corporate credit cards to process payments, while DC Water absorbs the fees. A cost saving option is to consider restricting credit card processing to Residential customers only, while non-residential customers will only pay by cash via ACH online or check mailed to DC Water. This would help eliminate payment aggregators from processing high end reward cards, reduce credit card fees, and limit businesses from paying via credit card.

Mr. Boykin went on to provide an overview of the merchant card fees by other utilities, noting that select utilities charge convenience fees, both locally and across the country. He stated that there are other utilities, including DC Water, that absorb these fees. Ms. Motsch asked why some of the utilities did not differentiate between the different payments. Mr. David Calvert, Financial Consultant, Public Financial Management, explained that some entities instead of paying fees for the gateway being hosted, they want their customers to pay for the entire cost. To show a very low overall transaction cost, the ACH transactions are basically much cheaper and subsidizing the higher cost credit card transactions.

In closing, Mr. Boykin noted that management will continue to explore the options discussed and include Committee's feedback in proceeding with a desirable option.

Adjournment

Hearing no further business, Board Member Sarah Motsch adjourned the meeting at 12:18 p.m.



CEO's Report

NOVEMBER
2020



ACCOUNTABILITY TRUST TEAMWORK CUSTOMER FOCUS SAFETY WELL-BEING

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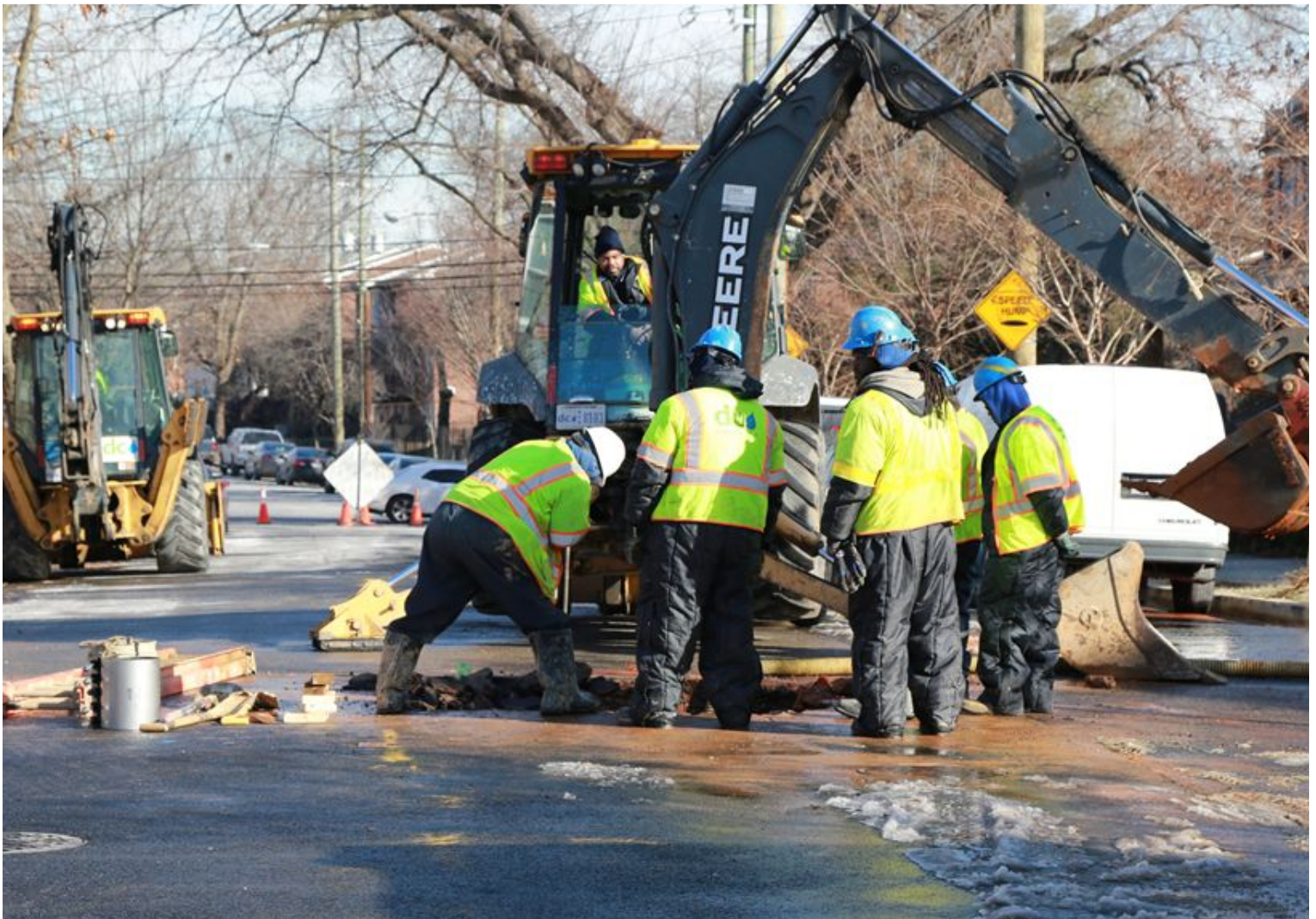
Interpretation of Charts A

Color Key

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

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dc November Highlights

The new fiscal year is off to an eventful start at DC Water, with progress to report on many of our short and long-range objectives. I want to touch on a couple highlights that I think may be of particular interest to the Board.

We are hard at work on finalizing the FY2022 Budget. Over the past few weeks, CFO Matt Brown, Budget Director Lola Oyeyemi and I have been meeting with all of the departments across the Authority to review their budget submissions. We have asked them to meet conservative targets and part of our challenge during

this process is deciding which critical enhancements to approve given that the needs exceed available funds. As you know we will be bringing the FY2022 budget to the Board for approval in the coming months.

I am also happy to report that we began work in October on the development of the new strategic plan that will set the direction for DC Water for the next five years. We look forward to working with the Board on this important effort and a summary of our planned approach is included below.

Strategic Planning Program

The development of the new strategic plan was initiated in October with a number of planning meetings, document requests, project team introductions, and coordination with the Enterprise Program Management Office in an effort to fine tune and finalize the approach. We will be working very closely with our strategic planning advisor/partner Arup + Deloitte over the next 20 weeks. This program will be led by Chief Strategy and Performance Officer, Wayne Griffith.

The figure below summarizes the five-phased approach to deliver DC Water's five year strategic plan.

The first phase of the approach is highlighted and will

be the focus of the efforts over the months of October and November. Stakeholder engagement and a review of the current state are the initial elements. This is the opportunity to gain insight and perspective of the Board of Directors and other key stakeholder groups. We took the opportunity to initiate this engagement at the Joint Management / Board of Director's meeting on Friday, October 30, 2020.

A number of leading state-of-the industry frameworks will be applied to review the current state. These frameworks include the UN's Sustainable Development Goals, The Six Capitals, Resilience in the Round and City Water Resilience Approach.



dc November Highlights



September 10 Flooding

I want to thank Kishia Powell (Chief Operating Officer and EVP) and Marc Battle (Chief Legal Officer and EVP) for leading our response to the flash flooding that occurred on September 10, impacting several hundred of our customers. We have completed our After Action review of the event, studying the particular characteristics of the storm that precipitated the flooding; assessing the operational performance of our sewers, pumping station, treatment plant and deep tunnel system; and identifying 12 recommendations to improve our readiness and resilience. In October we provided separate briefings on the report to HSEMA and other District and regional stakeholders; the Stakeholder Alliance; and the Environmental Quality and Operations Committee. We also anticipate briefing A briefing for Mayor Bowser was also scheduled for October 29.

We continue to provide impacted customers with assistance to clean-up their properties. We're also processing claims for reimbursement of clean-up costs, and we have received more than 300 applications for our Backwater Valve Program.

COVID-19 Recovery

In October, Mayor Muriel Bowser issued an executive order extending her previous declaration of a Public Health Emergency through December 31, 2020. This order extends restrictions on water service disconnections through at least the end of the year. It also influences our own decision making on the timing of the move to Phase 3 of our strategic reopening.

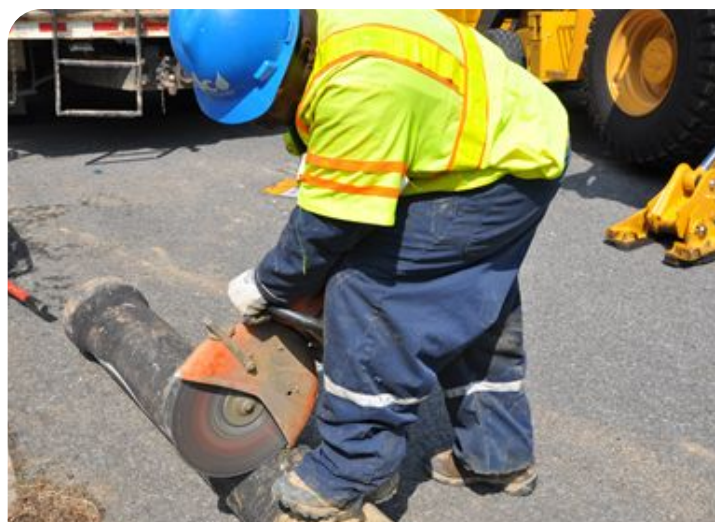
Our Recovery Task Force team, led by Chief Operating Officer Kishia Powell, will meet in early November to discuss the path forward. They continue to monitor

pandemic conditions, the status of schools within the region and the development and availability of an effective vaccine or treatment for COVID.

Employee Town Halls

The last week of October, the Senior Executive Team and I hosted the Authority's first-ever virtual Employee Town Hall Meetings. Originally slated for mid-September, the meetings were postponed to allow staff to fully focus their efforts on our response to the September 10 flooding.

Employees voted on the topics they would like to hear addressed, including security, the financial status of the Authority, and the COVID-19 response. They also submitted specific questions for the leadership team to answer. This has been a difficult year for many members of our team, and these meetings represented an opportunity to speak to their most pressing concerns, in a format tailored to their preferences.



dc November Highlights



'We are DC Water' Campaign

The Town Halls also were the perfect platform for the launch of the new 'We are DC Water' promotional campaign. Lisa Stone (Chief People and Inclusion Officer and EVP / People and Talent) and People and Talent, created the campaign with support from the

Office of Marketing and Communications (OMAC).

The campaign will be directed at both external and internal audiences and will highlight a different cross-section of employees each month as they share their personal stories and are celebrated by their peers and the community on social media.

Initiatives such as the 'We Are DC Water' campaign represent historic first steps for the Authority as we transition from a culture of diversity to one of true inclusion. At the same time, these are excellent opportunities to showcase DC Water as a welcoming, inclusive employer of choice within the region.



Project ZEUS Launch

The Authority celebrated the launch of the new enterprise resource management platform in October. 'Project Zeus' is delivering the platform as

an integrated solution for data management across multiple channels of Authority business. Oracle Cloud Fusion will eventually replace several existing systems including Lawson, Dayforce and Maximo. The launch represents a major milestone for the Authority in that it will offer powerful new tools for staff in People and Talent, Procurement and Finance among others, and is replacing and integrating data from systems that were more than 20 years old with increasingly limited capabilities.



Project Management Award

DC Water's Information Technology Project Management Office (PMO) won the international Project Management Office of the Year Award from the Project Management Institute. Please join me in congratulating Tom Kuczynski (Vice President, Information

Technology) and his team for their outstanding work that led to this well deserved recognition.



COVID-19 Recovery



The Authority's COVID-19 Recovery Incident Management Team (IMT) continues into the new fiscal year under partial activation, with EVP Maureen Holman as Incident Commander and Director Dusti Lowndes leading the Planning Section with support from her team in Emergency Management.



Operations remain steady as DC Water continues to assess and plan for COVID-19 impacts into 2021, with updates to the COVID-19 Pipeline page on procedures, travel, wellness and security which assists staff in seamlessly finding information, processes, and forms.



Accomplishments

The Department of Emergency Management has lead DC Water in completing DC Water's America's Water Infrastructure Act (AWIA) - **Emergency Response Plan compliance and certification with EPA**. During the last ten months, all nine of the emergency management plans have been updated and four plans were revised.

DC Water has completed two hazard mitigation grant projects - Main Pump Station Flood Hardening and 14th St. Bridge Flood Proofing. These are two of three Federal Emergency Management Agency (FEMA) grants that have been completed this year and are the first three FEMA grants completed by DC Water, bringing in over \$2M in federal cost share.

Facility and Security Upgrade Projects

Fencing projects are underway and there are increased contracted officers at specific locations to address perimeter vulnerabilities in the meantime. Duress buttons, different visual alarms, and message board are all being evaluated for installation at different campuses.

Completed Facilities projects at the end of the FY:

Purchased office trailer at Fort Reno

Fort Reno water tower replacement and lightning protection installation

O Street Pump Station switchgear room HVAC replacement

Upcoming Priorities

DC Water Leadership has agreed on a set of leading & lagging safety indicators to be managed & tracked by every department. These metrics will give us an opportunity to observe trends, manage preventative measures more closely, and **develop a comprehensive Safety Scorecard for each department to drive safety improvements**.



Fleet, Facilities, Safety, Security and Emergency Management
Administration Metrics

Metric	Target	Jun-20	Jul-20	Aug-20	Sep-20
Security Camera operational uptime	90%	95.4%	95.03%	95%	95%
Smart card readers operational uptime	90%	100%	100%	100%	100%
Percent of security investigations completed within 21 days	95%	100%	60%	100%	83%
Facilities Preventive Maintenance (PM) Completion Rate (within 5 days of due date)	90%	New for FY21			100%
Facilities Service Request Completion Rate (within 30 days)	90%	25%	27%	10%	11%
Fleet Preventive Maintenance (PM) Completion Rate (within 5 days of due date)	96%	7%	3%	6%	18%
Fleet Priority Vehicles/Equipment (In-Service)	96%	92%	90%	91%	91%
DC Water Employee Recordable Incident Rate (RIR)*	< 5.8	2.4	3	2.9	3.3
DC Water Employee Lost Time Incident (LTI)*	< 1.9	0.9	1.4	1.5	2
Contractor/ROCIP Recordable Incident Rate (RIR)*	< 3	2	1.8	1.8	2
Contractor/ROCIP Lost Time Incident (LTI)*	< 1.2	0	0	0	0

* Employee and Contractor RIR and LTI benchmarks provided by the Bureau of Labor Statistics (BLS)

Service Level Targets related to Facilities Service Requests and Fleet Preventative Maintenance have not been met due to reductions in services and activities related to COVID-19.

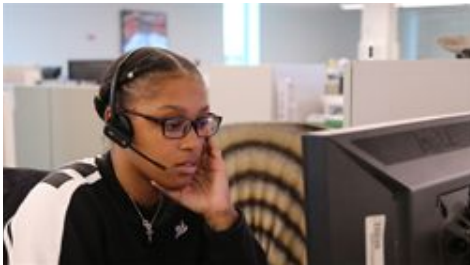


dc Customer Experience Cluster

Customer Care and Information Technology

Customer Assistance Programs

Program	Sept. # Enrolled	Sept. Dollars	# FY2020 enrolled	FY2020 Dollars
Customer Assistance Program	225	\$ 209,760	3,818	\$1,584,808
Customer Assistance Program 2	32	\$22,948	624	\$173,837
Customer Assistance Program 3	10	\$2,337	133	\$25,863
Non Residential CRiAC Relief	27	\$87,291	171	\$1,028,753
Emergency Relief Program	197	\$127,376	2098	\$884,388



IT Monthly Report

SR/WO Type	SL Target/ SLA	% On-Time Jan 2020	% On-Time Feb 2020	% On-Time Mar 2020	% On-Time Apr 2020	% On-Time May 2020	% On-Time Jun 2020	% On-Time July 2020	% On-Time Aug 2020	% On-Time Sept 2020
Number of Tickets submitted	N/A	2233	2443	3738	1028	1802	1731	1606	1026	1028
Number of open tickets	N/A	53	27	69	50	25	56	57	24	99
Helpdesk SLA	96%	99%	95%	96%	93%	100%	98%	98%	96%	97%
Number of active projects	N/A	11	11	15	12	12	11	9	9	11
Number of completed projects	N/A	5	5	6	10	15	17	19	22	23
on schedule performance	71%	86%	83%	83%	75%	74%	74%	74%	75%	94%
on budget performance	71%	93%	96%	97%	97%	97%	100%	100%	96%	100%

Delinquency Snapshot

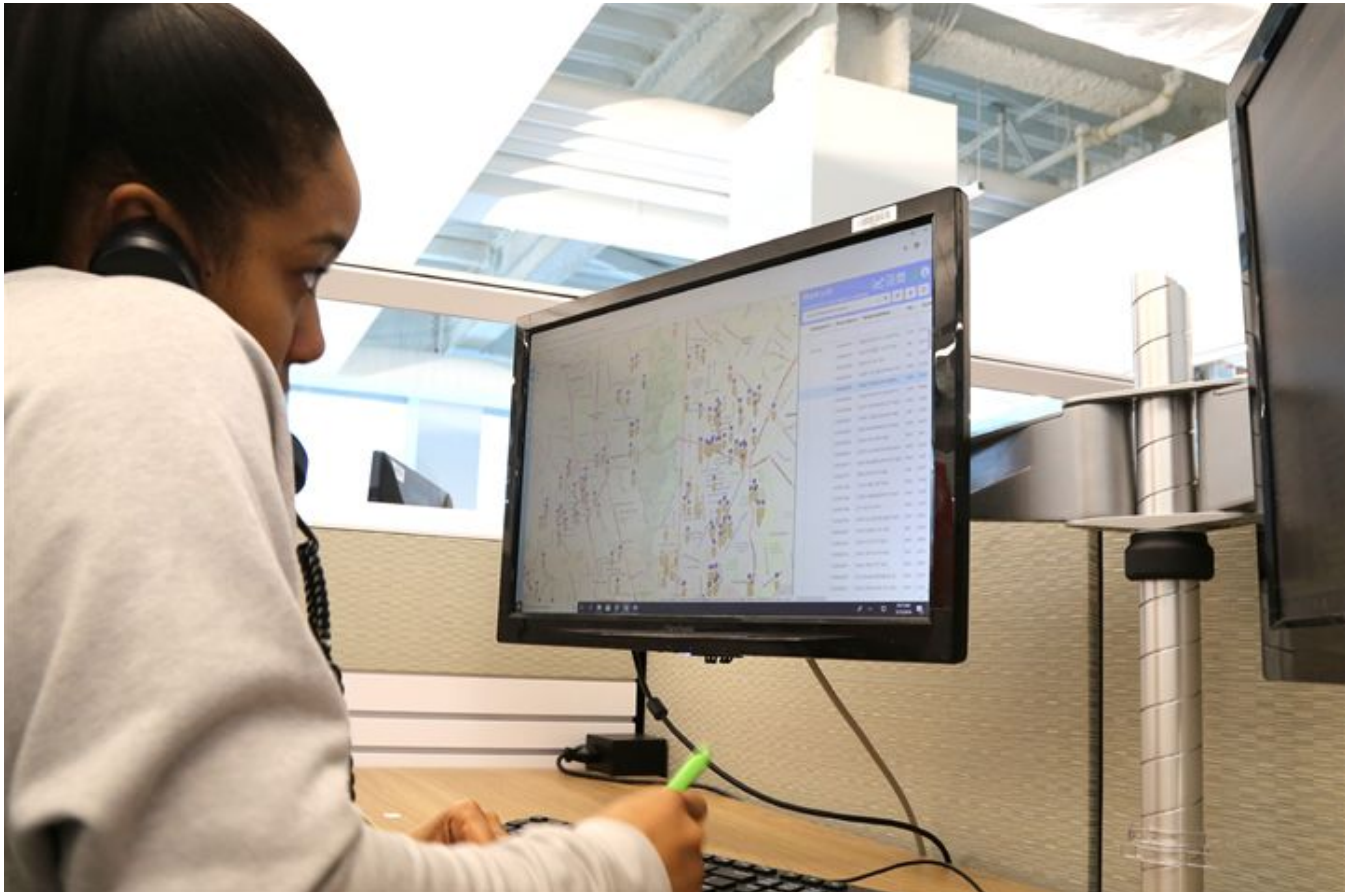
	Total Number of Accounts			Total Receivable Amounts	
	Total	1+ Past Due	60+ Past Due	1+ Past Due	60+ Past Due
Commercial	11,294	2,439	1,390	\$8,302,379.48	\$5,064,120.60
Multifamily	8,775	1,957	1,140	\$9,271,655.72	\$6,161,973.97
Residential	108,961	21,893	11,241	\$10,133,102.38	\$6,633,184.67
Total Mass Market	129,030	26,289	13,771	\$ 27,707,137.58	\$17,859,279.24

dc Customer Experience Cluster

Customer Care and Information Technology

Key Performance Indicators

Metric	Target/ Service Level	Jun-20	Jul-20	Aug-20	Sep-20
% of Bills issued on time (w/in 5 days)	95%	98.9%	98.1%	96.6%	97.6%
Estimated bills as a percent of meters read	tbd	5.20%	5.00%	5.00%	5.20%
# of High Bill Complaints	N/A	231	305	316	298
Delinquency % (<60 days)	8%	9.0%	10.1%	10.3%	10.8%
% of OPC inquiries resolved within 14 days	95%	90%	100%	93%	100%
Monthly Call Volume Served (Call Center)	N/A	7,378	9,284	8,147	8284
Average Talk Time (minutes)	4:28	5:28	5:41	6:14	5:34
Average Wait Time (minutes)	1:30	1:05	3:07	3:13	2:05
Abandoned Calls (%)	6.3%	5.90%	8.50%	8.00%	6.00%
% of calls answered in 40 seconds	85%	81%	74%	68%	59%

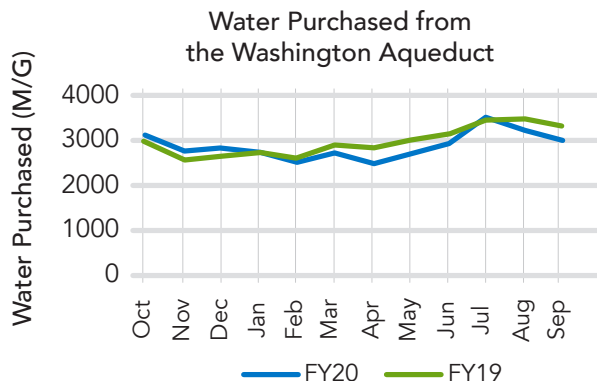


dc operations and Engineering Cluster

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

Compliance Highlights

- In September, Wastewater Operations maintained full compliance with all regulatory requirements for wastewater effluent, air quality, and Class A biosolids. In addition, requirement to dewater the Anacostia River Tunnel within 59 hours after the end of a rainfall was met during each event.
- The target for Non-Anacostia CSS Area annual Cleaning/Inspection is 85%. Sewer Operations is currently on schedule to have these completed by the end of the calendar year.



Key Performance Indicators

Metric	Target/Service Level	20-Jun	20-Jul	20-Aug	20-Sep
Wastewater Operations					
NPDES Permit Compliance	100%	100%	100%	100%	100%
Air Permit Compliance	100%	100%	100%	100%	100%
Biosolids Class A	100%	100%	100%	100%	100%
Tunnel Dewatering	100%	100%	100%	100%	100%
Combined Heat and Power	>20%	23%	18%	18%	22%
Reactive Maintenance	<20%	38%	37%	34%	31%
Critical Asset Availability	>95%	97%	96%	97%	97%
Sewer Operations					
CSS Structures Inspection	100%	100%	100%	100%	100%
MS4 Area Catch basins Cleaning/Inspections *	100%	53%	53%	71%	82%
CSS Area Catch basins to Anacostia – Cleaning/Inspections	100%	100%	100%	100%	100%
Non-Anacostia CSS Area Catch Basins – Cleaning/Inspections	85%	30%	49%	49%	54%
Sewer Cleaning and Inspection (Miles) *	>12	0.1	0.41	0.0547	0.035
Sewer Backup (Investigation to Resolution)	>95%	100%	100%	100%	100%
Sanitary Sewer Overflow	1.4 per 100 Miles	2	6	0	5
Combined Sewer Overflow	0	0	0	0	0
Pumping Operations					
Firm Pumping Capacity Maintained	100%	100%	100%	100%	100%
Reactive Maintenance *	<20%	21%	18%	29%	30%
Critical Asset Availability *	95%	92%	94%	96%	97%

* Targets not met are the result of the pandemic

dc Operations and Engineering Cluster

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

Key Performance Indicators continued

Metric	Target/Service Level	20-Jun	20-Jul	20-Aug	20-Sep
Water Operations					
Safe Drinking Water Compliance	100%	100%	100%	100%	100%
Replace Non-Standard Hydrant *	>21/Month	4	6	14	6
Hydrant Flow Tests	>180	33	5	249	145
Fire Hydrants Operational	99%	99%	100%	99%	100%
Emergency Water Service Orders	>90%	NEW	NEW	NEW	NEW
Water Quality Complaints	90%	100%	100%	100%	88%
Water Main Breaks	28	26	30	35	21
Water Main Break Rate (National Average)	25	28	27	28	27
Hydrant Leaks	90%	NEW	NEW	NEW	NEW
Permit Operations					
Overall On-time completion of Permit Reviews	90%	91%	85%	87%	89%

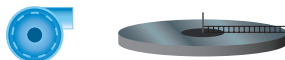
* Targets not met are the result of the pandemic



dc DC Water Capital Improvement Program

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

Wastewater Program 39 projects underway.



Raw Wastewater Pumping Station No. 2 Upgrades are **90% complete**, rehabilitation of 7 of 9 pumps has been completed.

Gravity Thickener Upgrades Phase II construction is underway (\$60.7M construction contract with 4-year overall duration), project is **20% complete**.

Headworks Influent Structures Rehabilitation design is underway.

Critical repairs are underway in the west grit effluent channels. Construction of the full project is scheduled to begin in FY22.

Sewer Program 32 projects underway.

Final Design of Soapstone Valley Sewer Rehabilitation

Main & O St. PS Intermediate Upgrade **55% complete**.

Draft basis of design report completed for the rehabilitation of Potomac Interceptor between MH31 & MH30.

Blue Plains

Blue Plains Floodwall Segment C design-build contract is underway (\$5.5M D-B contract, 18-month overall duration), design is **75% complete**.

Blue Plains Solar Power Project underway through a PPA arrangement, **4 MW of power being constructed**, with commercial operations expected in Q1 of FY21.

Headworks Electrical Upgrades preliminary design is complete, detailed design is now underway. Construction is scheduled to begin in FY22.



38 CIP Full Replacements

- Full = both public and private side replaced

2 CIP Partial Replacements completed in FY20

- Partial = only public side replaced

Collaborating with the National Resources Defense Council, DC Environmental Network, and Earth Justice to gain equity and accessibility insights for draft plan.



4 projects underway.



Northeast Boundary Tunnel is a 23' diameter, approximately 5-mile long tunnel designed to provide CSO control and flooding relief.

As of September 30, 2020, approximately **73% of the tunnel has been mined**.

DC Water is required to separate CSO 025/026, in Georgetown in the vicinity of Wisconsin Ave and K Street NW.

The tunnel is planned to be placed in operation in 2023



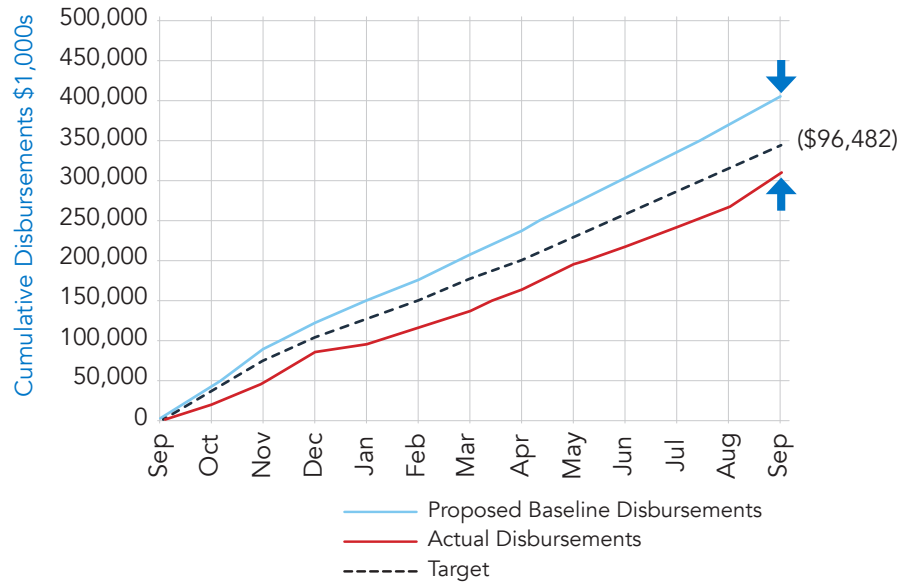
DC Water Capital Improvement Program

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

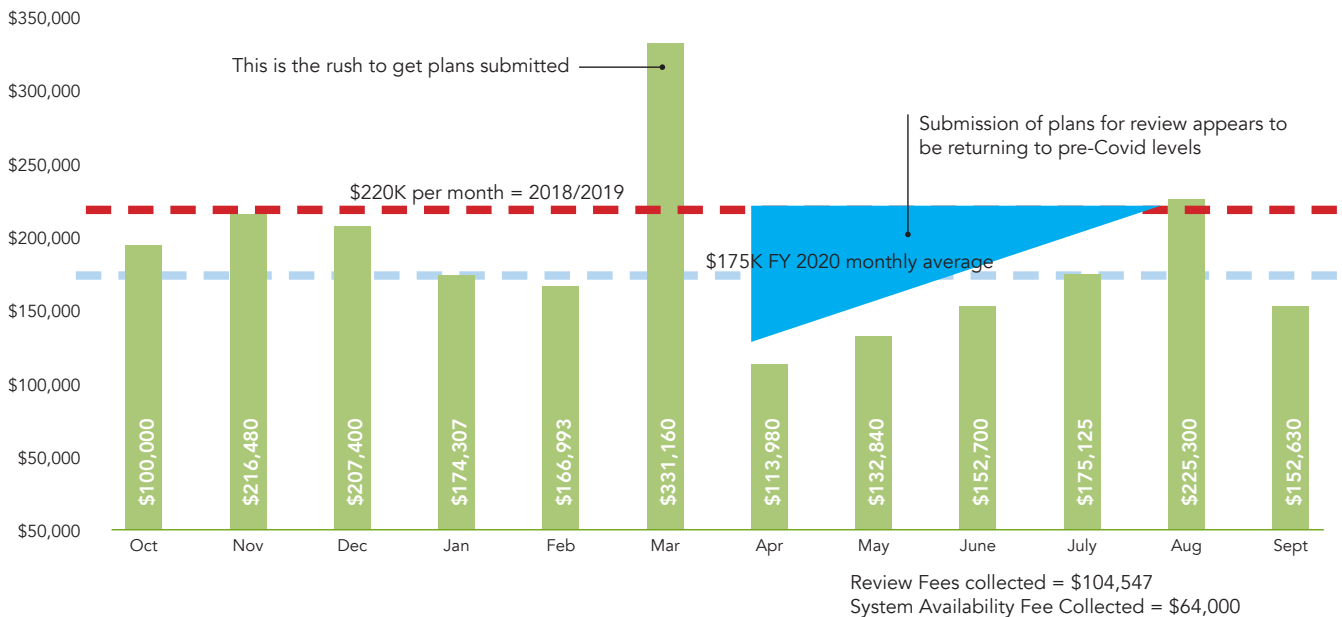
Key Metrics Total Expended for the Month \$40.8M



Disbursement Projection Summary / Capital Improvement Program
FY20 Budget vs Actual & Projected Disbursements



FY 2020 Permit Review Fees by Month





High Risk Audit Findings

Open High Risk Prior Audit Findings (Prior to FY20)

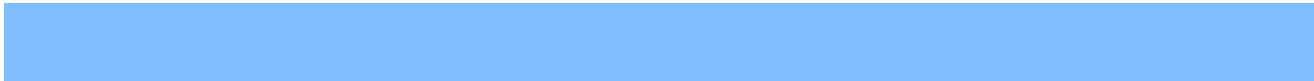
Audit FY	Issue Date	Audit Report	High Risk Open Finding	Original Target Date	New Target Date	
1	2016	7/28/2016	Training, Licensing, and Certification	Identification and monitoring of training requirements by position	9/30/2017	10/1/2021
2	2017	4/27/2017	Data Privacy Assessment	<i>Finding Issued in Executive Session</i>	5/1/2017	3/31/2021
3	2017	10/26/2017	Entity Level Assessment	Lack of a comprehensive risk management function to evaluate entity-wide risk	10/1/2018	3/31/2022
4				Lack of Authority-wide policy and procedure management function	9/30/2018	2/28/2022
5	2017	10/26/2017	Materials Management Operations and Inventory	Inadequate documentation of variance review and root cause analysis for Lawson inventory data	1/17/2018	3/31/2021
6	2018	1/24/2019	Enterprise Work Order Management Assessment	DWO – Inadequate capture of labor and materials cost data in Maximo work orders	9/30/2020	12/31/20 for pilot completion
7				DWO – No formal process for monitoring of performance metrics	9/30/2020	
8				DWO – Inconsistent supervisory review of work orders within Maximo	8/21/2019	
9	2019	4/25/2019	Legal Operations Assessment	Lack of definition of Office of Legal Affairs' role in matters across the Authority	9/30/2020	9/30/2021
10	2019	4/25/2019	Occupational Safety and Health Internal Audit	Outdated comprehensive safety plan for the Authority	3/1/2020	10/31/2020
11				Inadequate review and enforcement of required safety training program by role	2/1/2020	10/31/2020
12	2019	7/25/2019	Purchasing Card Internal Audit	Non-compliance with documented PCard and TCard policies	5/25/2020	On hold (COVID-19)
13	2019	1/23/2020	Asset Management Assessment	Inaccurate data captured in GIS map and data table	7/31/2020	7/31/2021

Open High Risk Prior Audit Findings (FY20)

Audit FY	Issue Date	Audit Report	High Risk Open Finding	Original Target Date	New Target Date	
14	2020	4/15/2020	Work Order Planning Assessment	Inconsistent and poorly defined roles and responsibilities for the planning function	12/1/2020	N/A
15				Missing and inconsistent job planning for equipment maintenance	12/1/2020	N/A
16	2020	4/15/2020	Facilities Management Audit	Facilities – Inadequate capture of labor and materials cost data in Maximo work orders	6/15/2020	11/30/2020
17				Facilities – Lack of supervisory review of Maximo work orders and KPI monitoring	6/15/2020	
18	2020	4/15/2020	Physical Security Penetration Testing Phase 2	<i>Finding Issued in Executive Session</i>	8/31/2020	10/31/2020
19	2020	4/15/2020	Physical Security Penetration Testing Phase 2	<i>Finding Issued in Executive Session</i>	10/31/2020	N/A

Legend	
	Past due
	Original target date has not yet come due





Financial Highlights

302									
Net Operating Cash (\$tho)		Operating Revenue (\$m)		Operating Expenses (\$m)		Capital Disbursement (\$m)		Operating Cash Bal (\$m)	
Actual	159,879.00	Actual	710.10	Actual	566.60	Actual	345.90	Actual	224.60
Target	111,795.00	Target	698.98	Target	606.50	Target	452.20	Target	180.00
Core Invest Yield (%)		Short Term Invest Yield (%)		Delinquent Acct Receivables (%)		On-me Vendor Payments (%)			
Actual	1.53	Actual	0.30	Actual	3.13	Actual	96.30		
Target	0.13	Target	0.10	Target	3.00	Target	97.00		

Operations and Engineering Highlights

Lead Concentraon (ppb)	Total Coliform Rule (%)	Biosolids Producon (wet tons)		Total Nitrogen (lbs/yr mil)	
		Actual	451		
Plant Influent Flow (gal mil)	Excess Flow (gal mil)	Water Main Leaks	Water Valve Leaks		
	73	21	2		
Fire Hydrants Insps. And Maint.	Fire Hydrants out of Service	Fire Hydrants Replaced (YTD)	Non-revenue Water (CCF Mil)		
428	44	6	Purchased	12.59	
			Sold	9.03	
Sewer Main Backups	Sewer Lateral Backups	Dry Weather CSO	Permits Processed within SLA (%)	Electricity Usage (Kwh)	
9	136	0	89	20772	

Customer Experience Highlights

Call Center Performance	Command Center Performance	Emergency Response Time
Actual 57% !	Actual 59% !	Actual 88% !
Target 85%		Target 90% (% of calls Received)

Low Income Assistance Program Highlights

SPLASH Contribuons (\$tho)	Customer Assist. Program (\$tho)
Actual 72.39	Current 209.76
Target 80.00	Previous 160.32

People and Talents Highlights

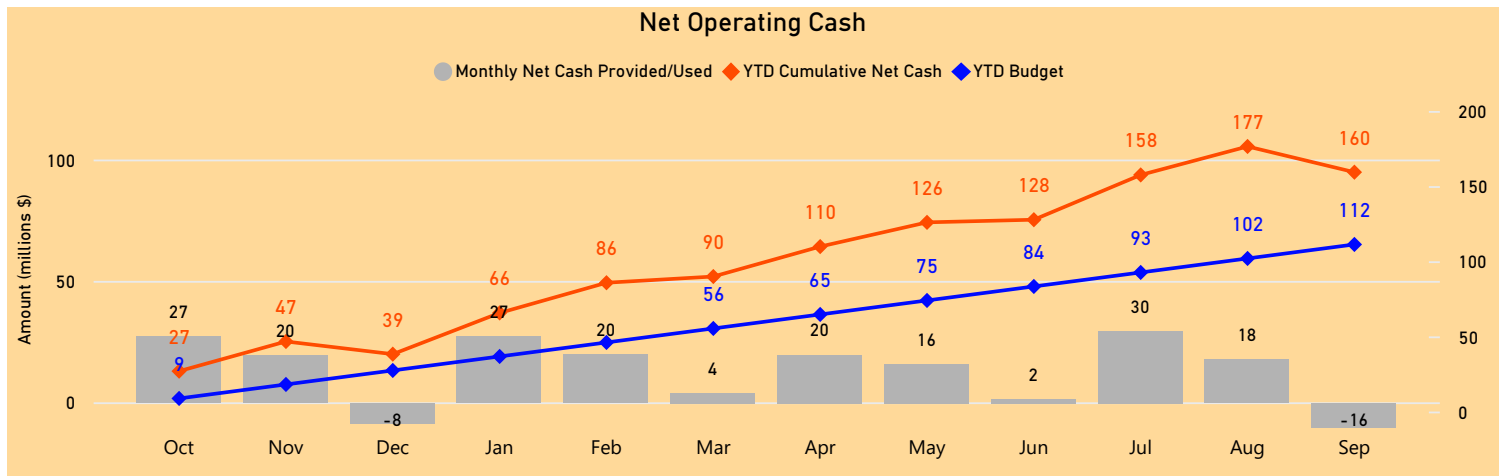
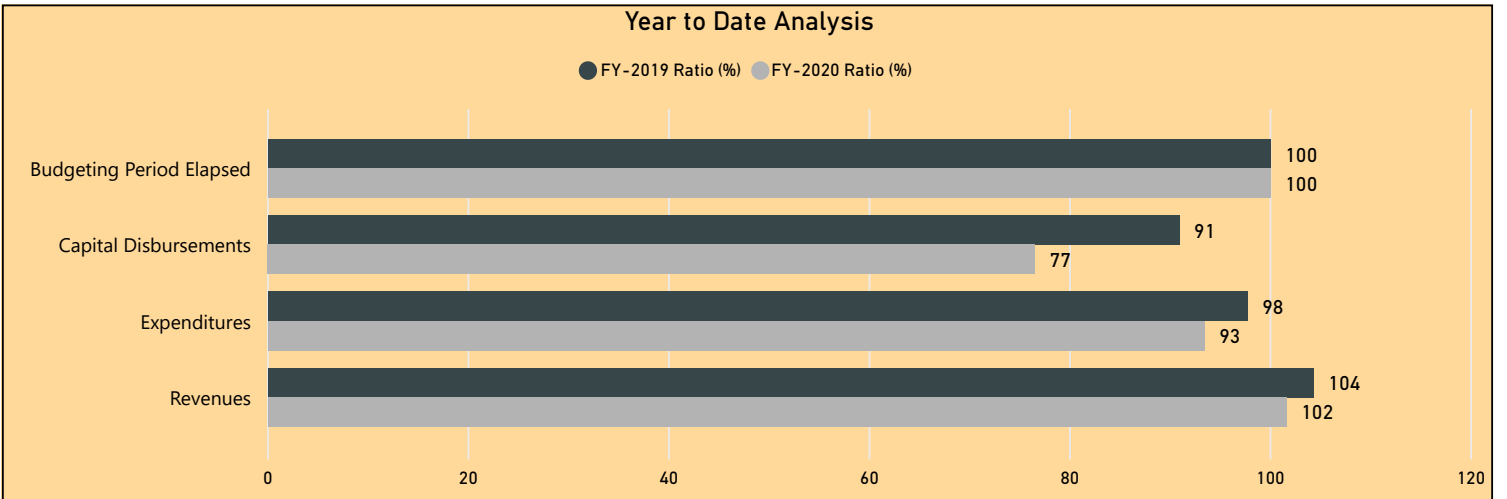
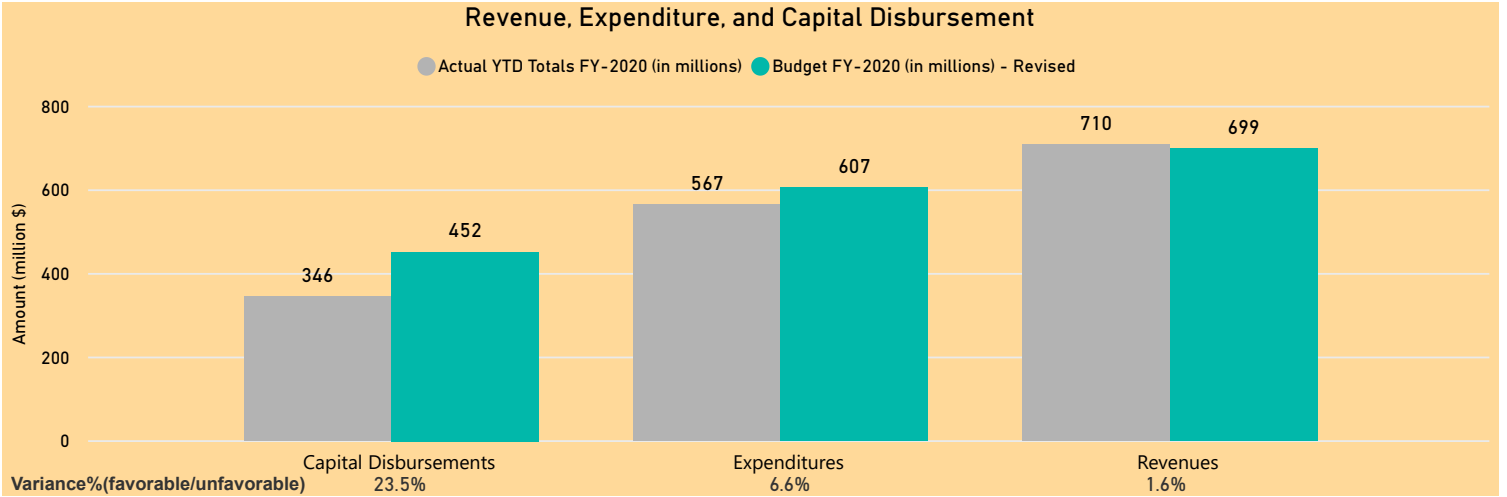
Recruitment Acvity
Filled 7
Open 36

Administration Highlights

Employee Lost Time Incidence Rate
1.80%

FINANCIAL HIGHLIGHTS

Financial Performance Summary

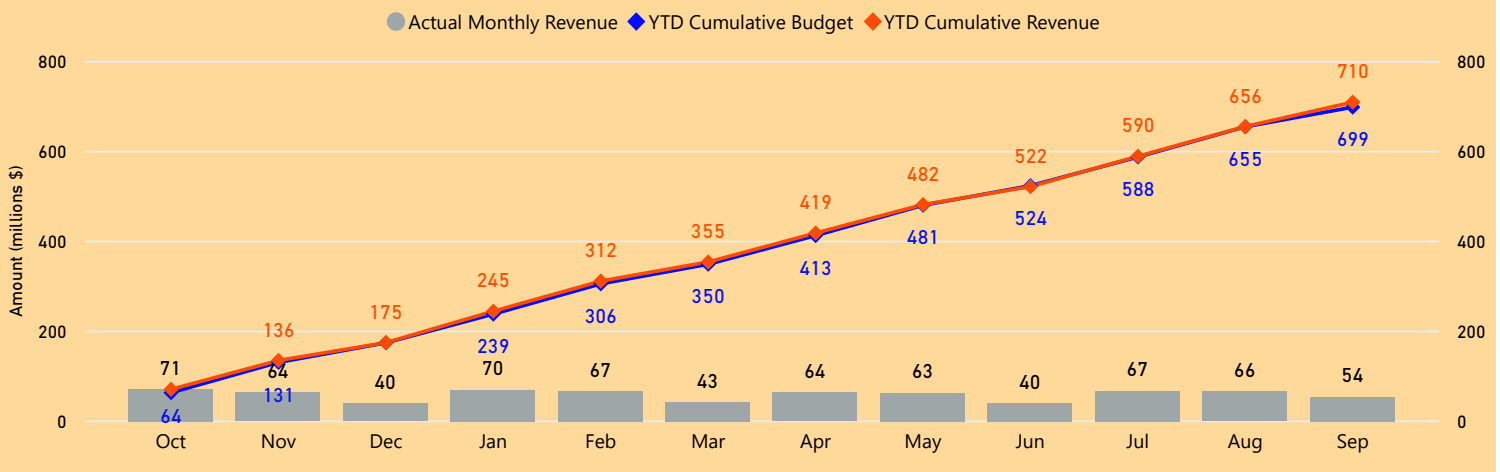


Net cash to date for September was above budget by \$48.1 Million

FINANCIAL HIGHLIGHTS

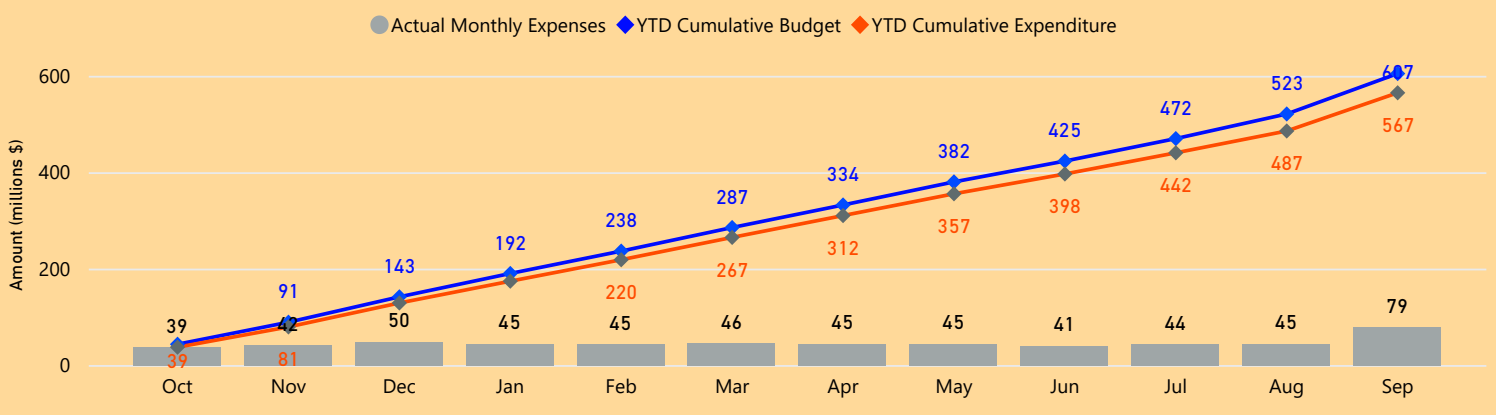
Revenues & Operating Expenses

Operating Revenues



Revenue to date for September was above budget by \$11.12 Million

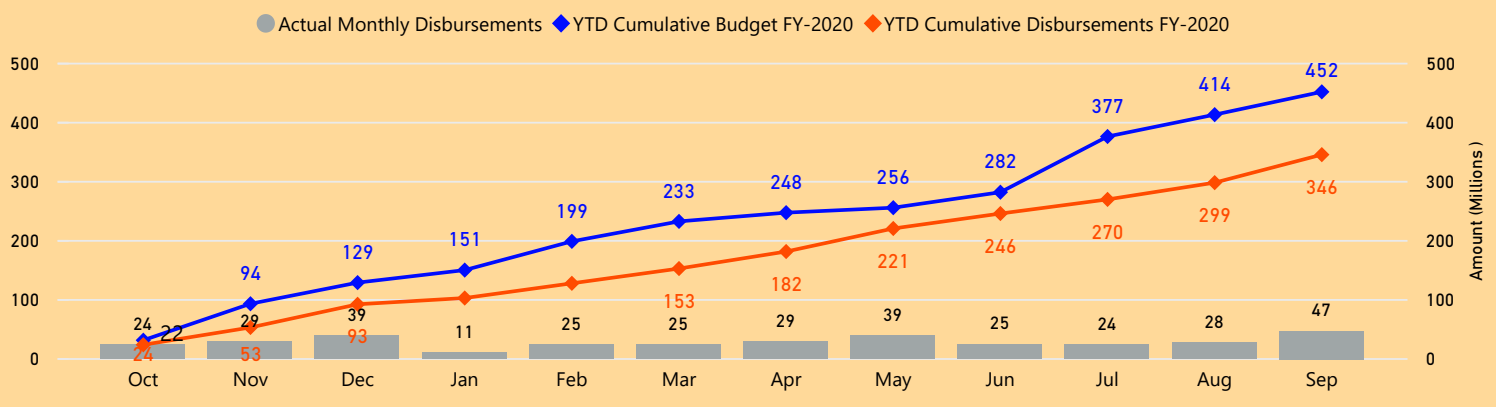
Operating Expenses



Expenditure to date for September was below budget by \$39.90 Mill...

Capital Spending

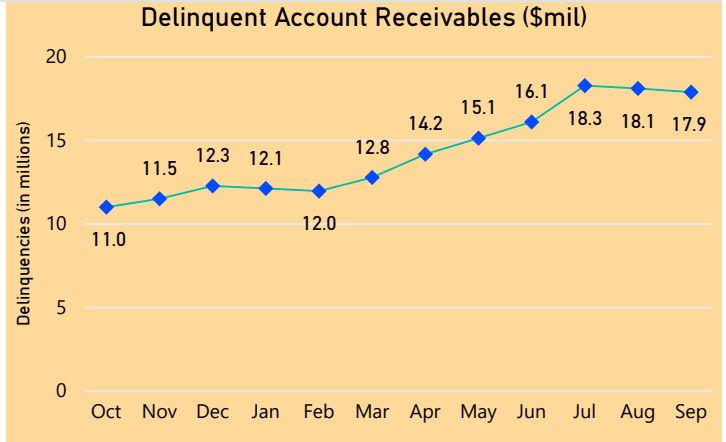
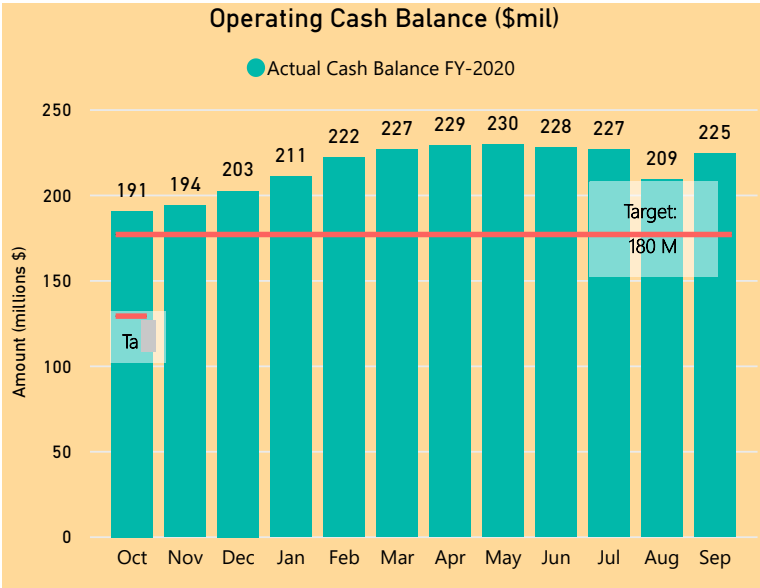
Capital Disbursement



Disbursements to date for September was below budget by \$106.3 Million. YTD spending reflects comparison to the revised budget.

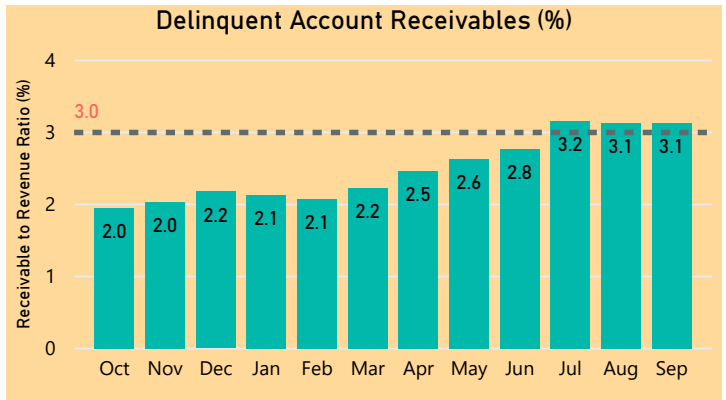
FINANCIAL HIGHLIGHTS

Operating Cash & Receivables



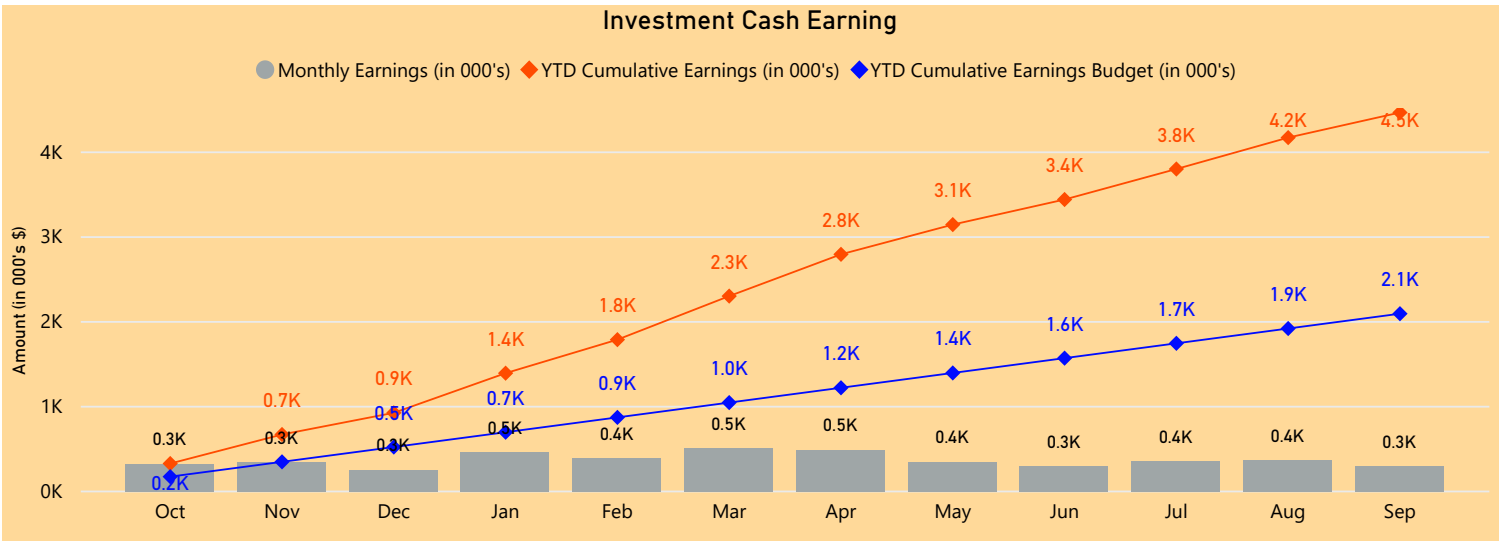
Starting March, the increase is primarily due to increased delinquencies and deferred payments resulting from the COVID-19 pandemic

Cash Balance for September was above target by \$44.60 million



September Receivables to Revenue Ratio is 3.13, Delinquency is \$17.90 milli...

Investment Earnings

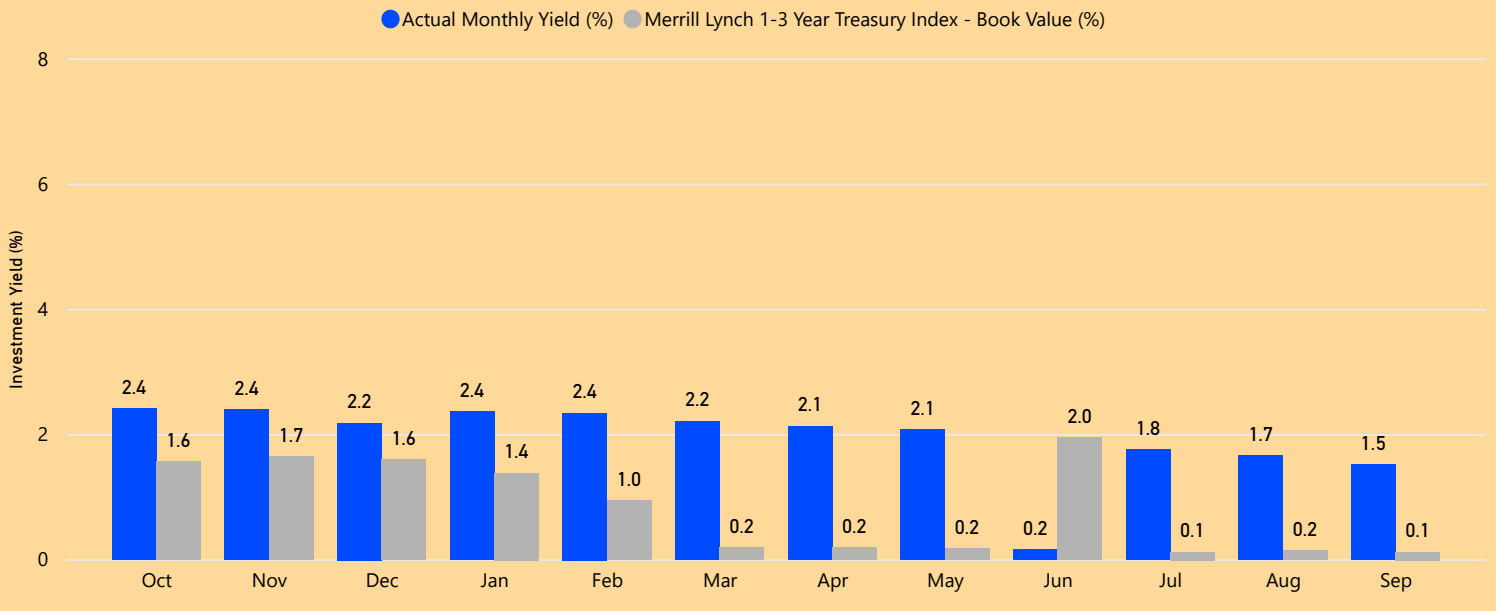


Earnings to date for September were above Projected Budget by \$2,372,522.

FINANCIAL HIGHLIGHTS

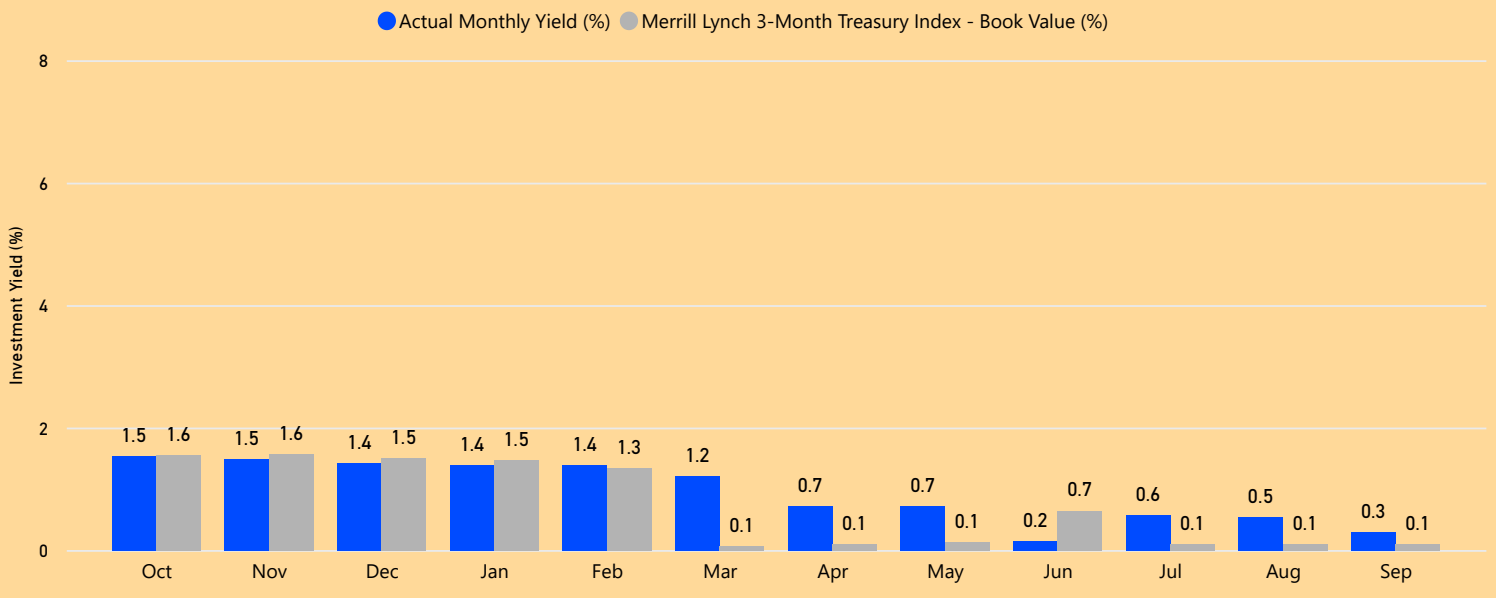
Investment Yields

Core Investment Yield



Yield for September was more than the treasury index by 0.78%

Short Term Investment Yield

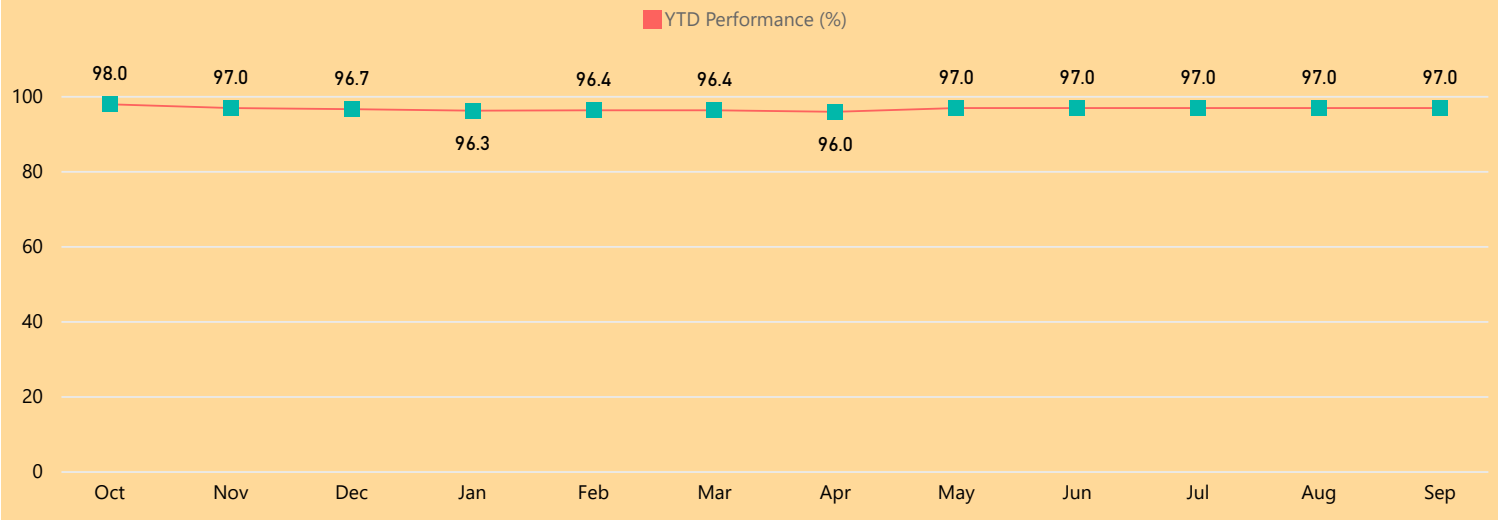


Short Term Yield for September was more than the Merrill Lynch yield by 0.20%

FINANCIAL HIGHLIGHTS

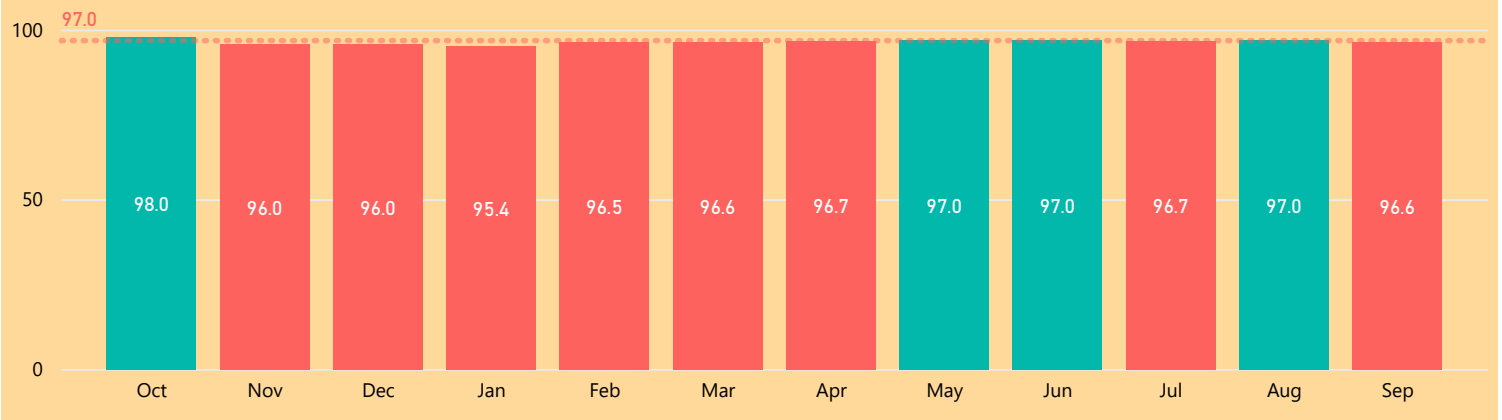
Vendor Payments

YTD Performance



Monthly Performance (%)

Target: 97%



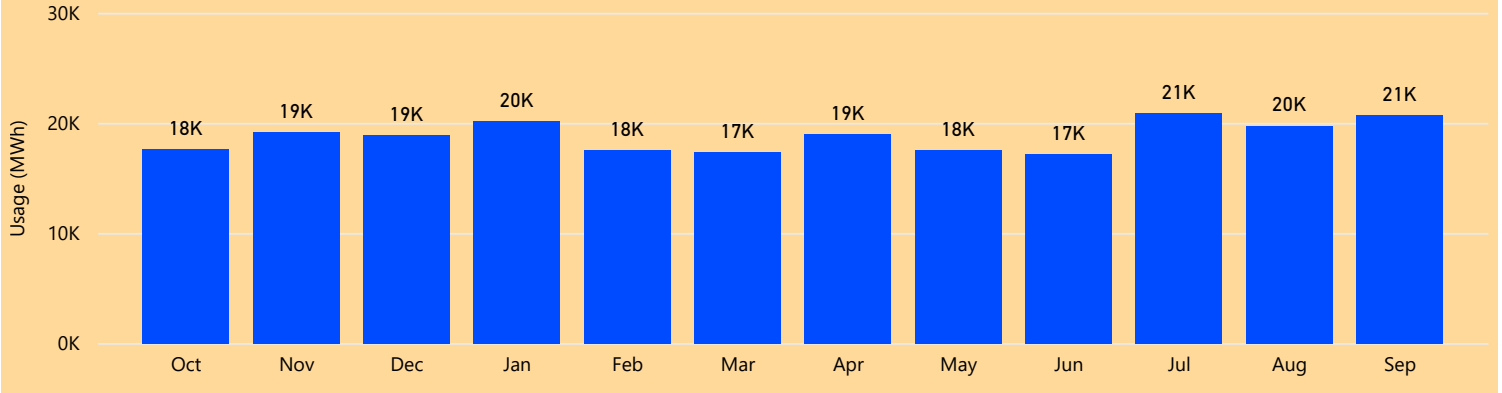
Performance for September was 0.4% below the monthly target of ...

OPERATIONS AND ENGINEERING

Energy Consumption

Electricity Usage Summary

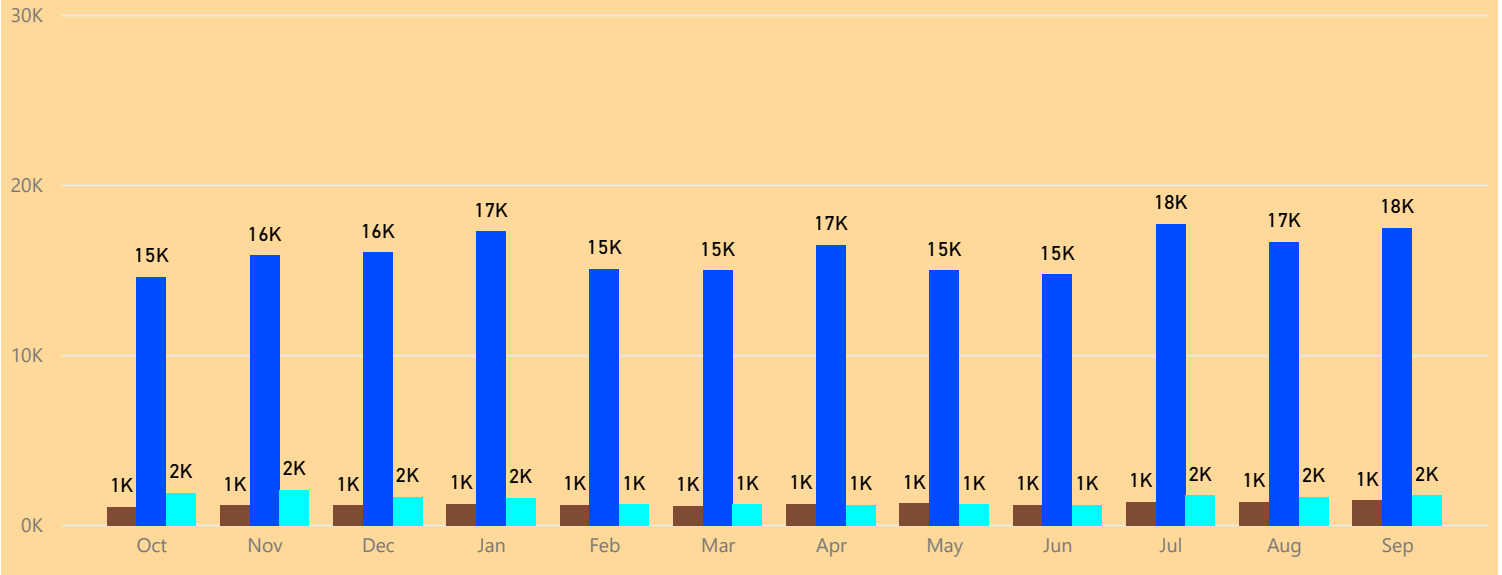
● Total Consumption (KWh)



Electricity consumption in Sep 2020 was 20772 KWh.

Electricity Usage by Service Area

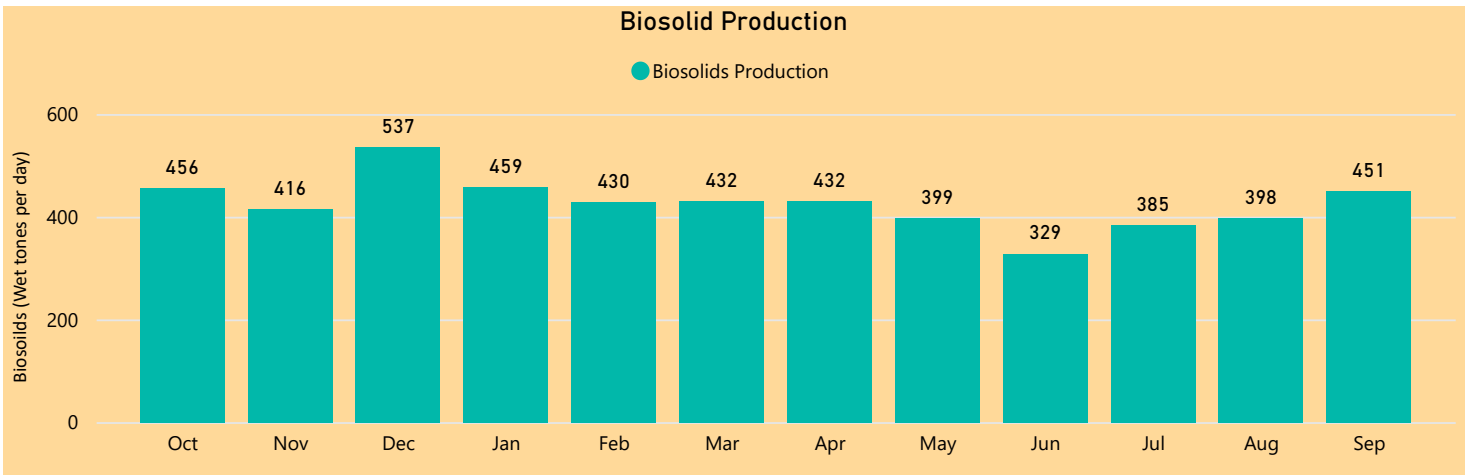
● Sewer Pumping ● Wastewater Treatment ● Water Pumping



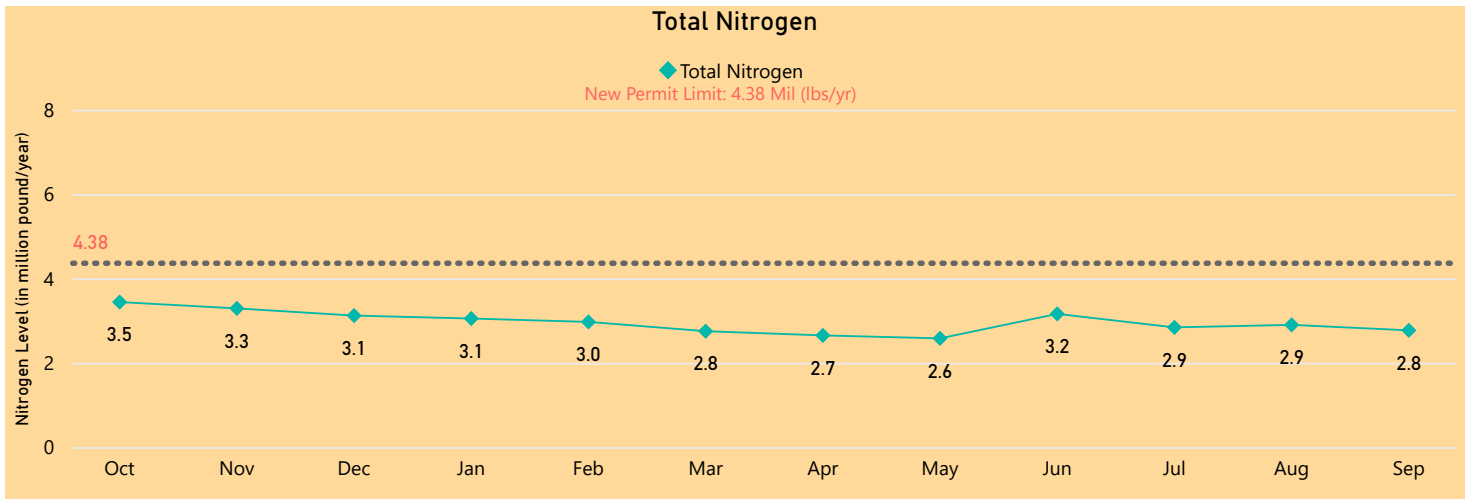
Wastewater treatment has the highest electricity consumption in Sep 2020 at 17524 KWh.

OPERATIONS AND ENGINEERING

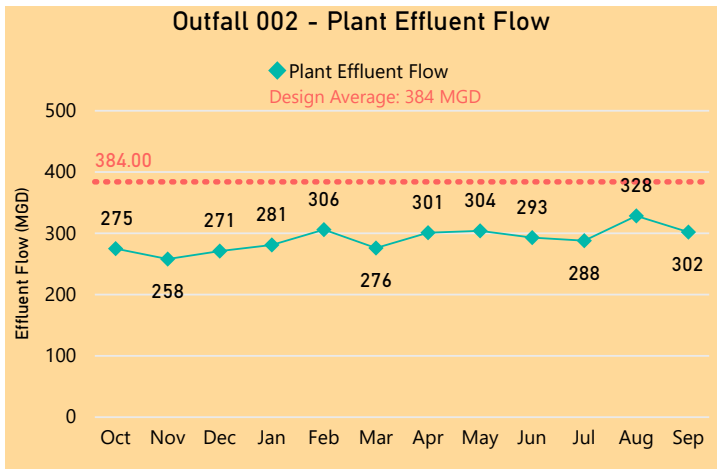
Wastewater Treatment



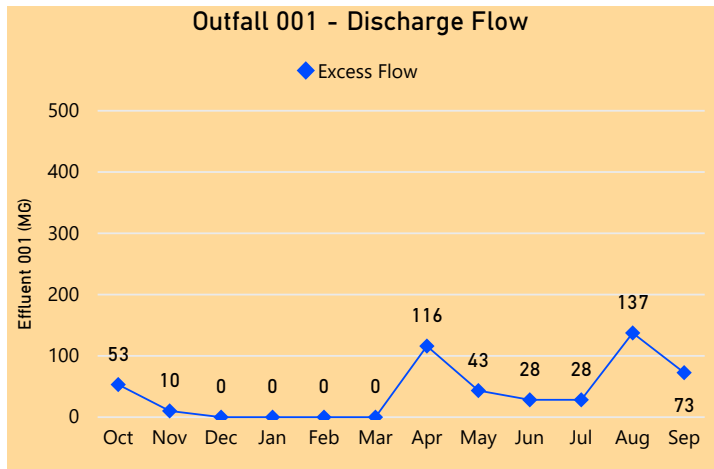
Biosolids daily production for Sep 2020 was 451 wet ton per day.



Nitrogen level for Sep 2020 was below permit by 1.59 million lbs/yr.



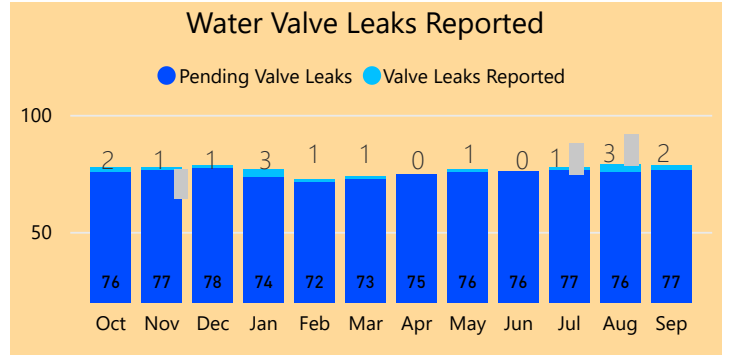
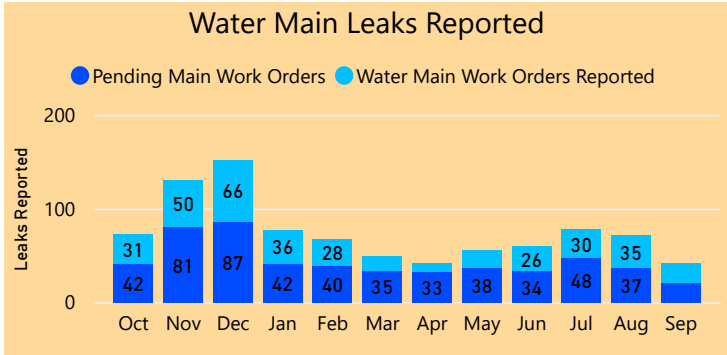
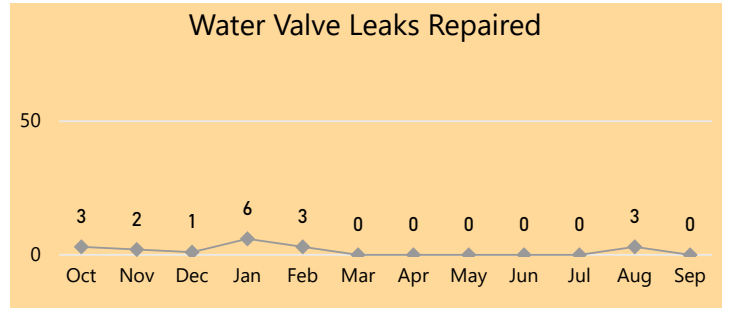
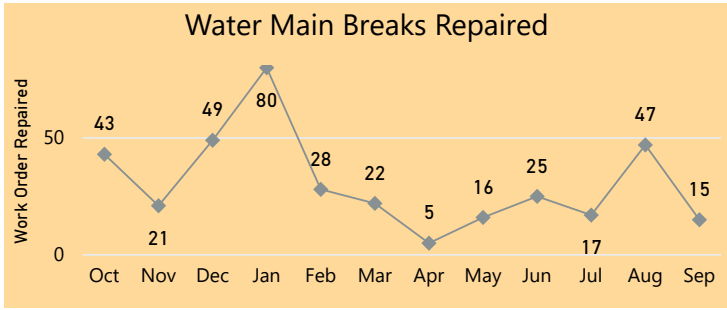
In Sep 2020 effluent flow was below permit by 82 MGD.



Excess flow events were recorded at 72.6 MG in Sep 2020.

OPERATIONS AND ENGINEERING

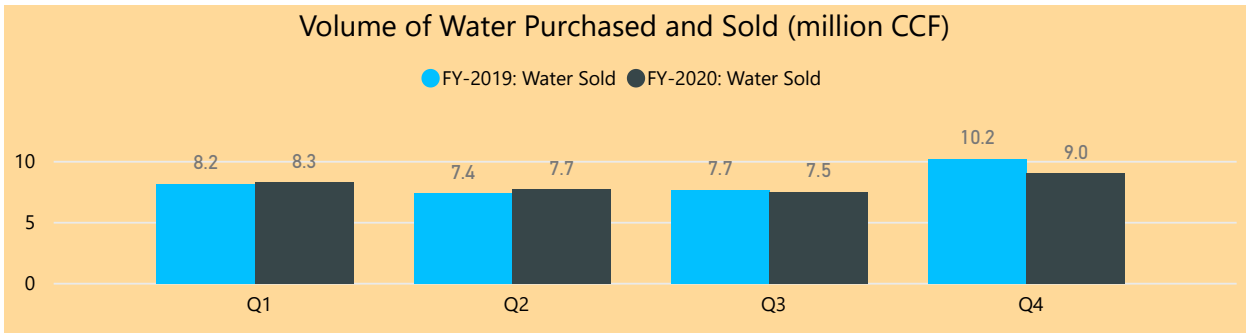
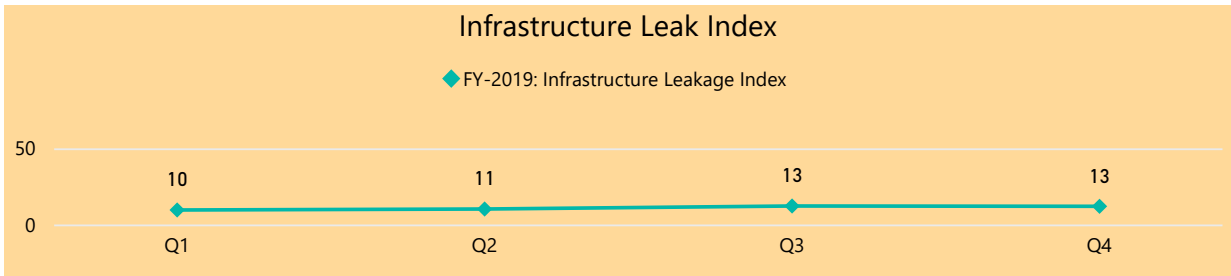
Water Distribution Operations



There were 21 Water Main Work Orders reported in September.

2 leak was reported in September.

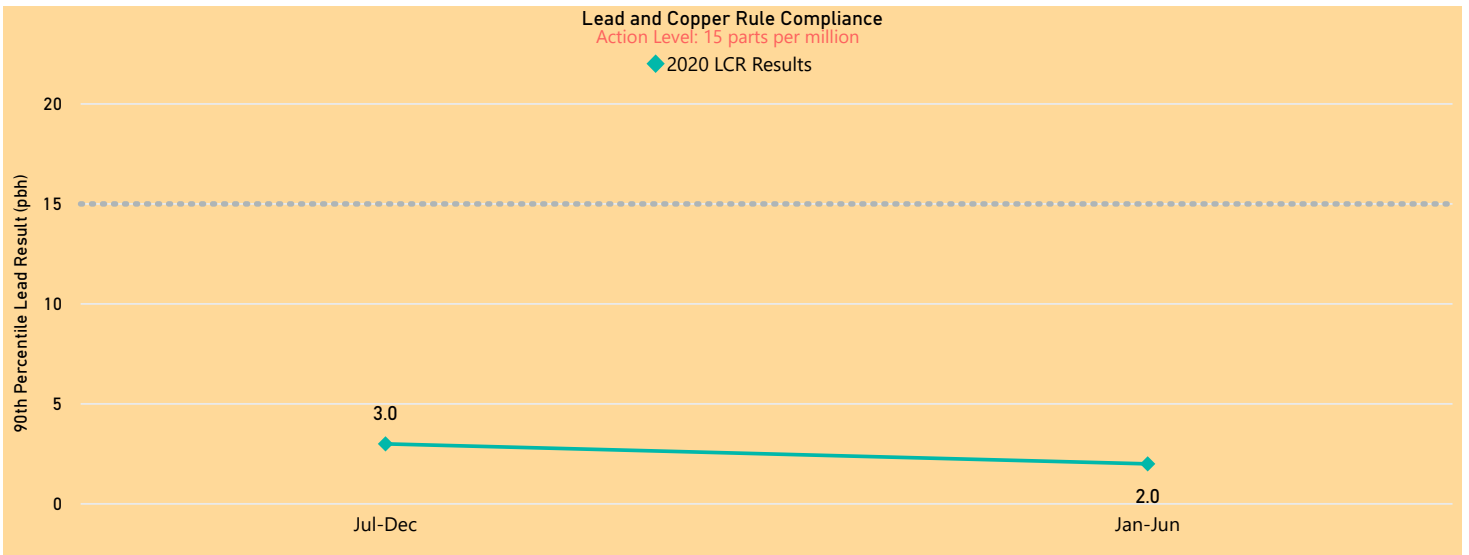
Water Balance



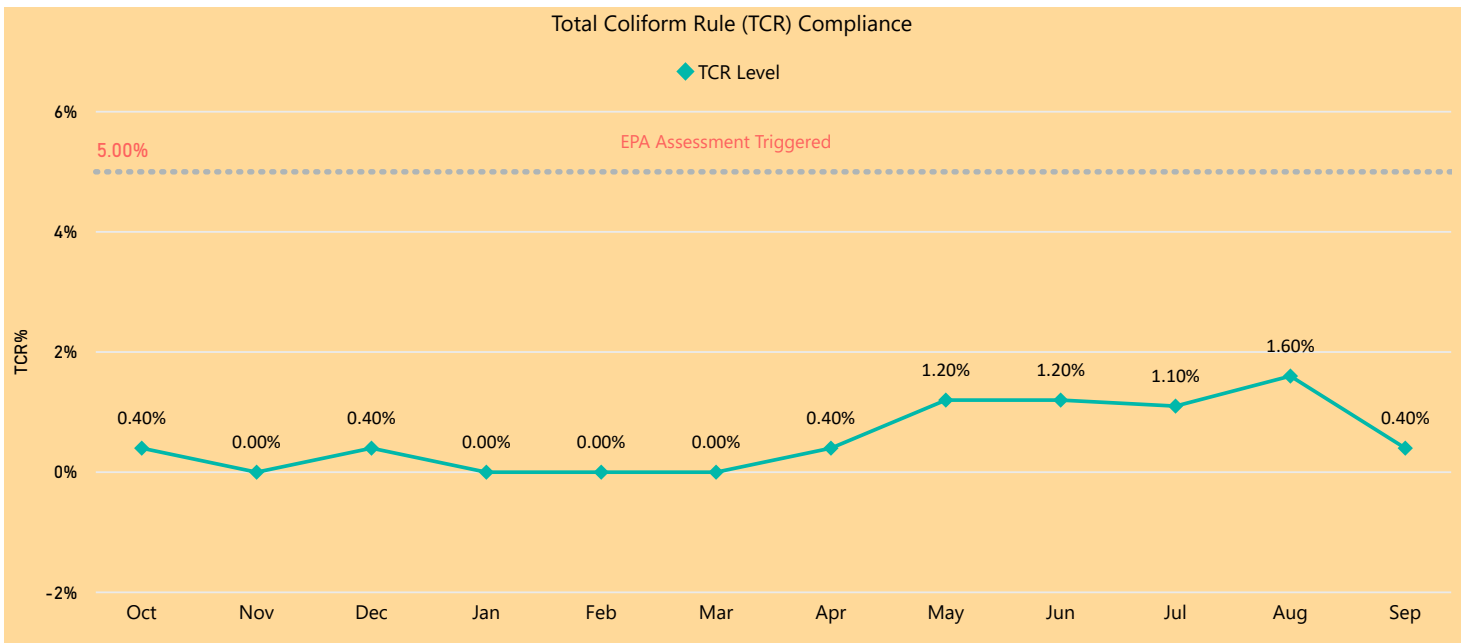
In the 4th quarter of FY 2020, 9.03 out of 12.59 million cubic feet of water was sold

OPERATIONS AND ENGINEERING

Drinking Water Quality



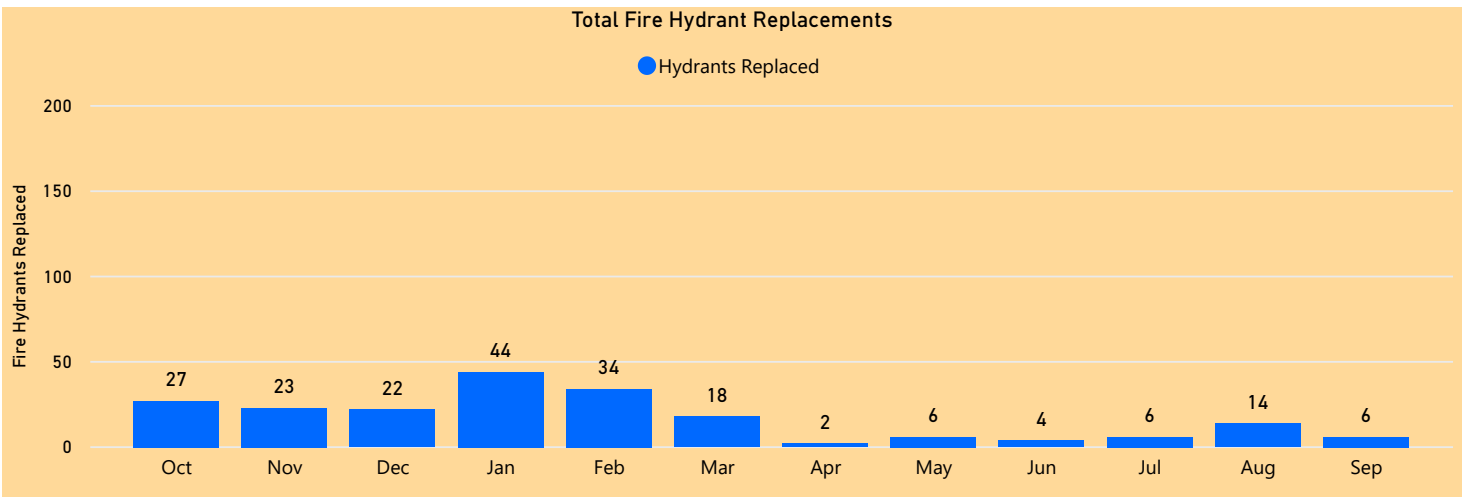
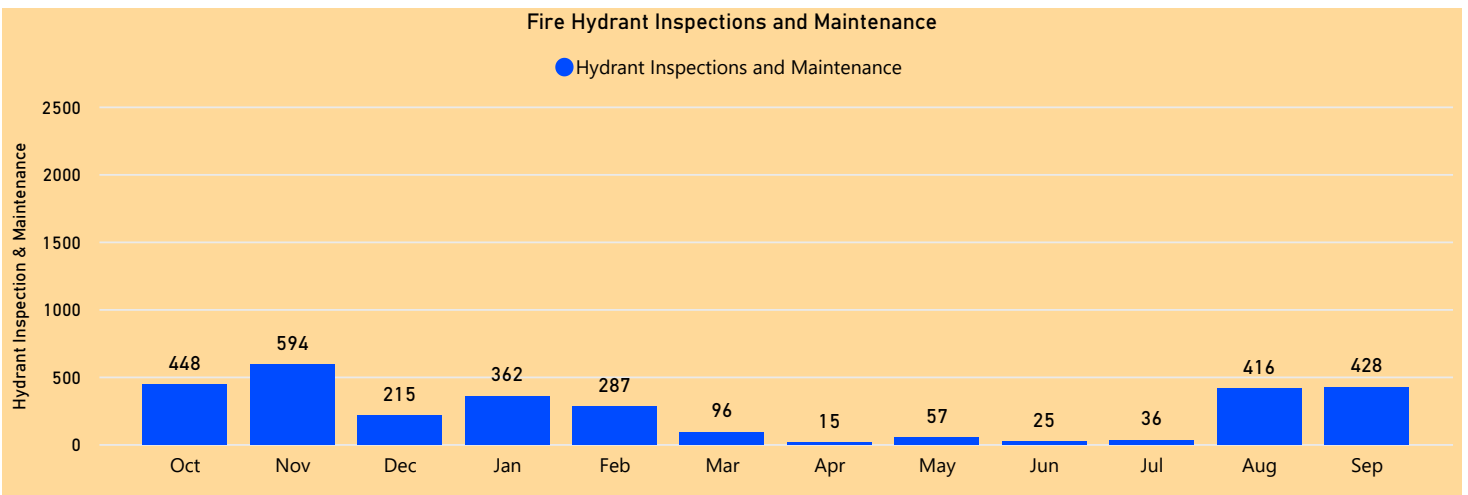
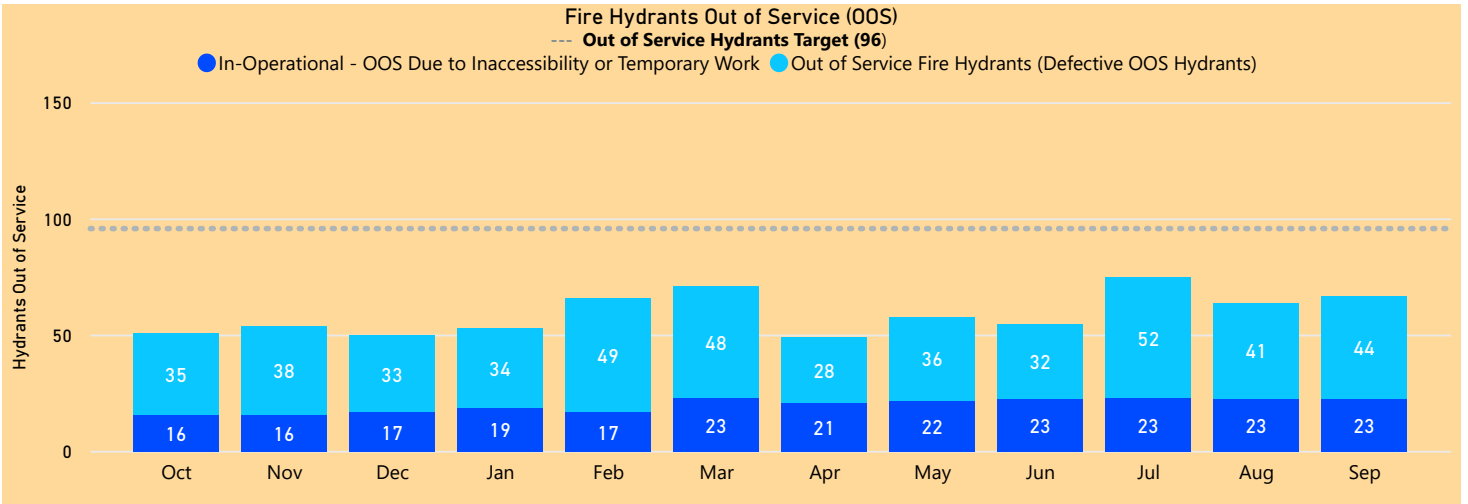
90th percentile for 2nd semester 2020 is 3.1 ppb



Coliform Positive was recorded at 0.004% for Sep 2020

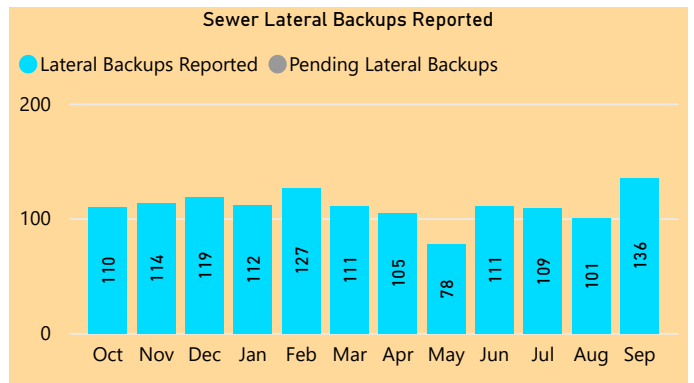
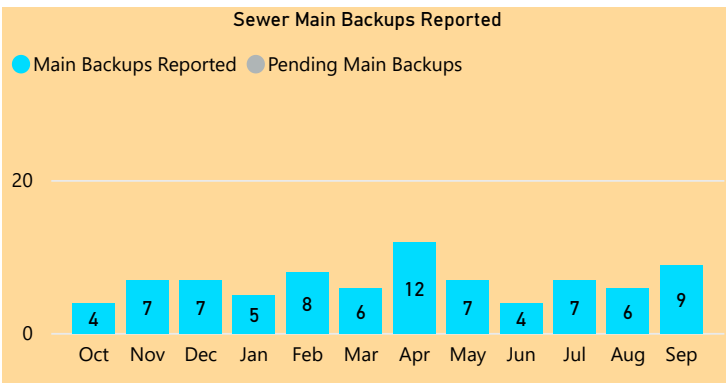
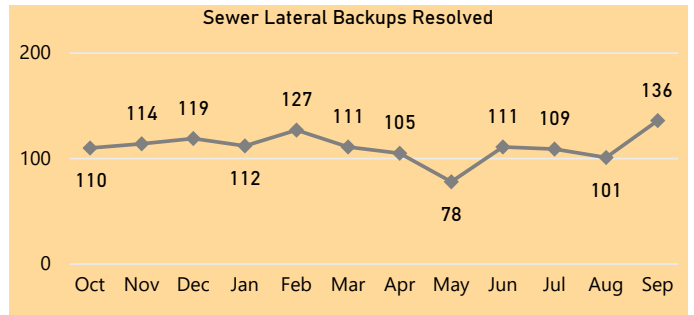
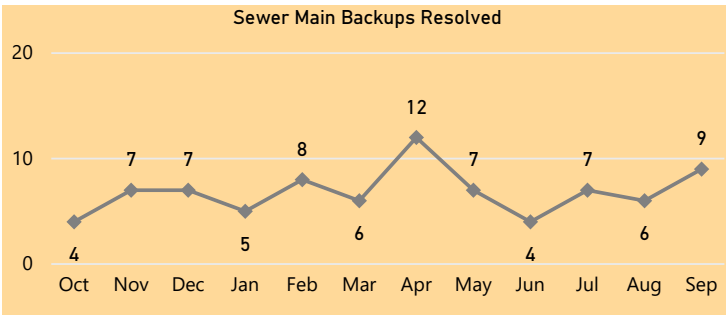
OPERATIONS AND ENGINEERING

Fire Hydrants



OPERATIONS AND ENGINEERING

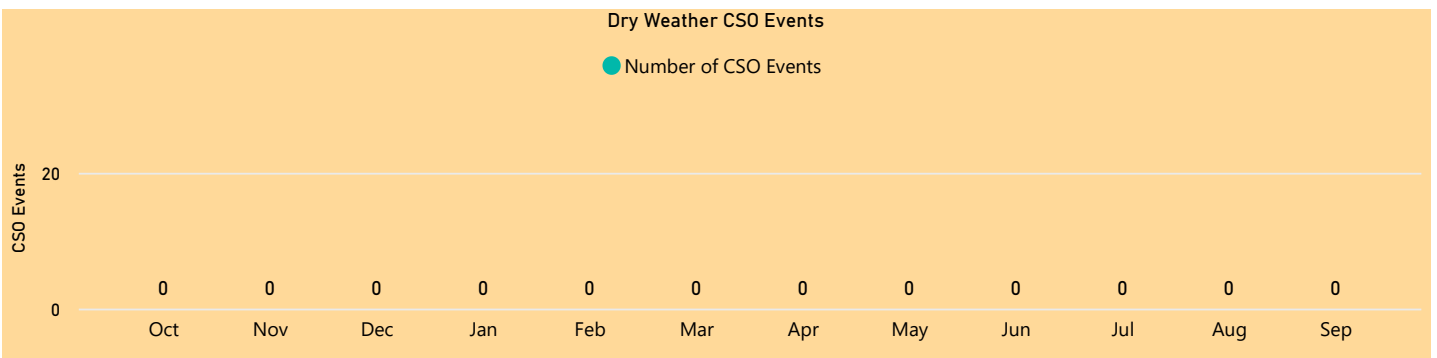
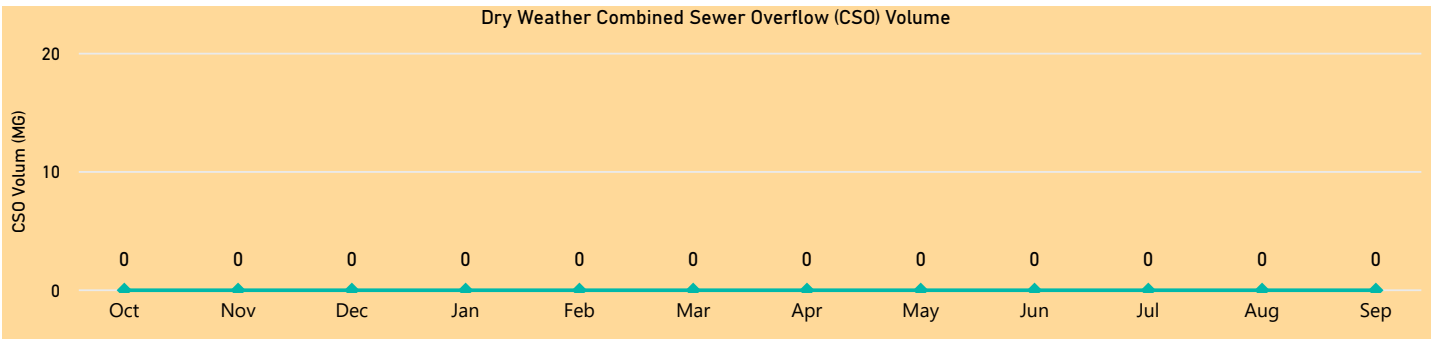
Sewer System Operations



0 pending main backup(s) reported

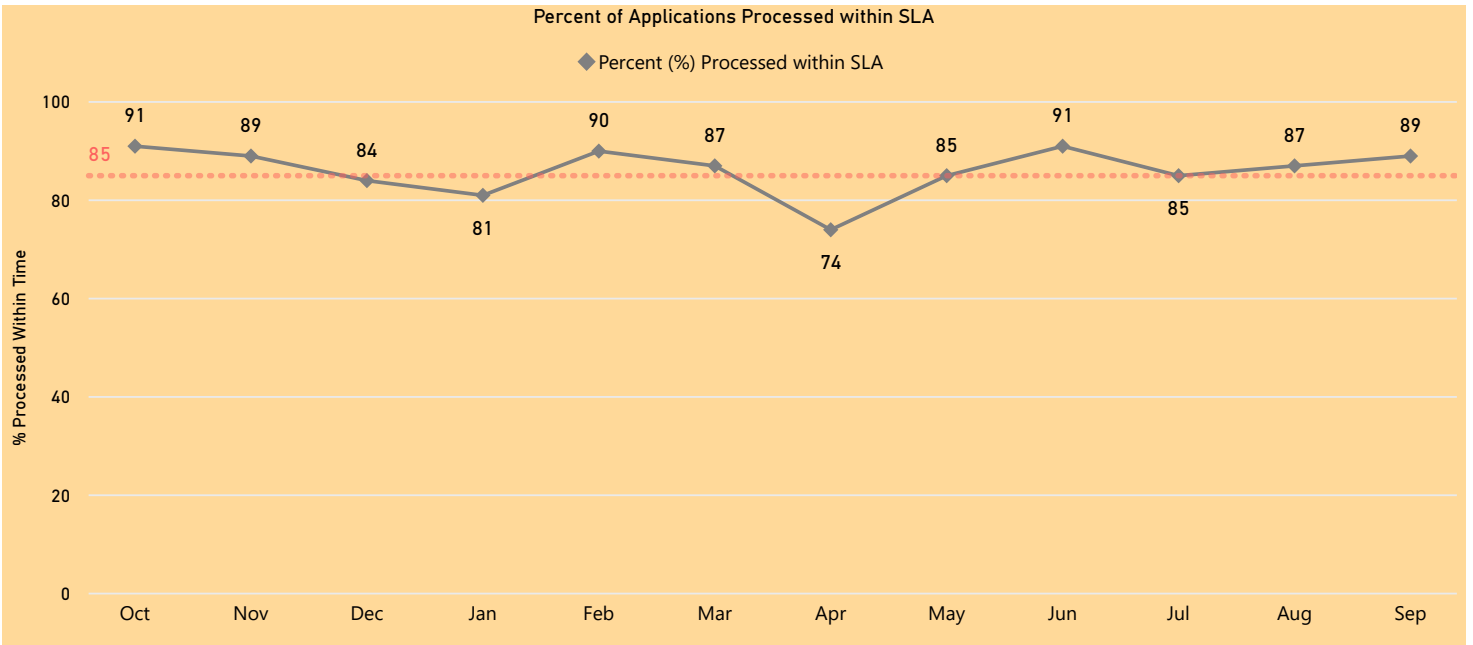
0 pending lateral backup(s) reported

Combined Sewer System

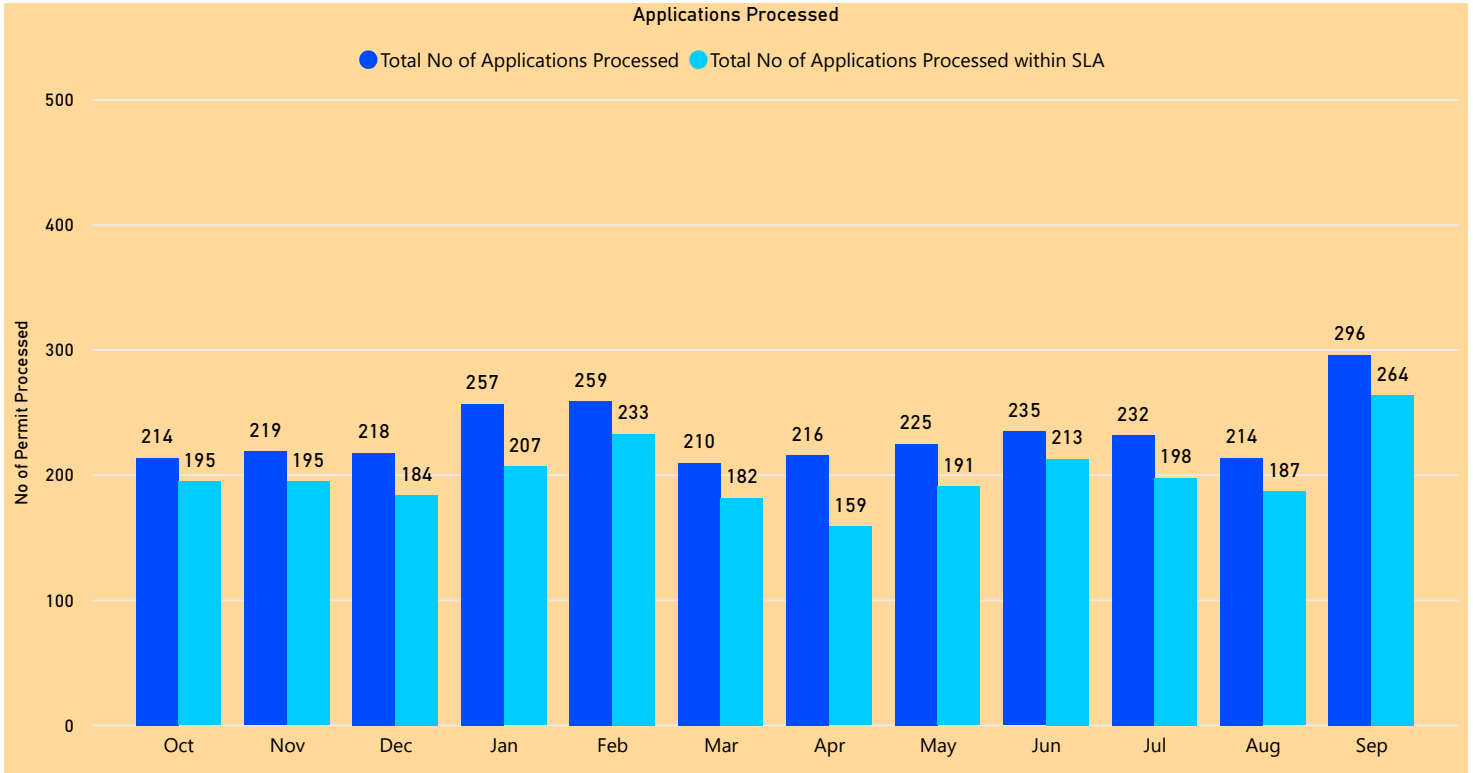


OPERATIONS AND ENGINEERING

Permit Processing

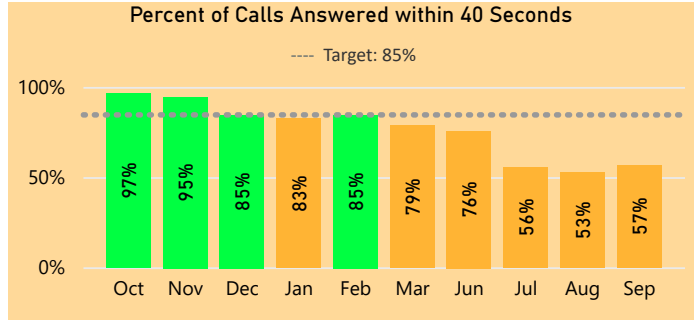
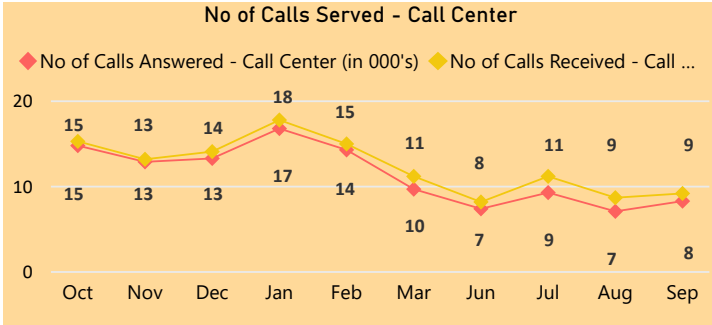


Permits processed in Sep 2020 were 4% above the SLA target 85%



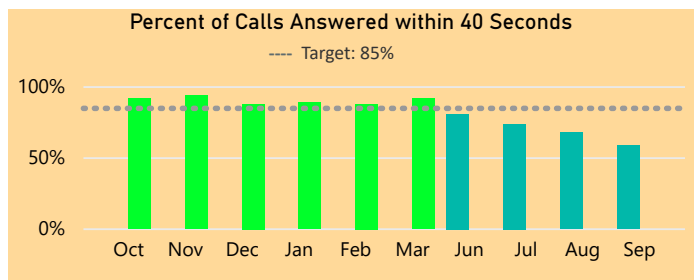
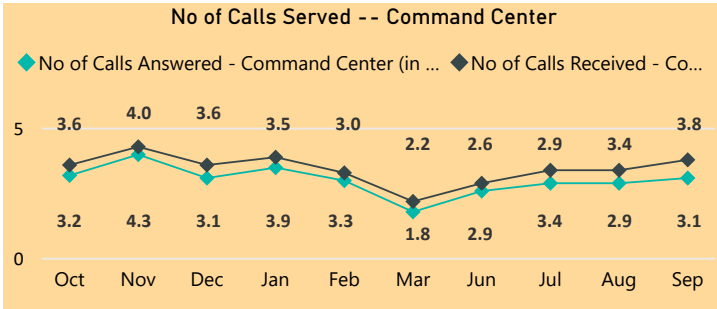
CUSTOMER EXPERIENCE

Customer Care - Call Center Performance



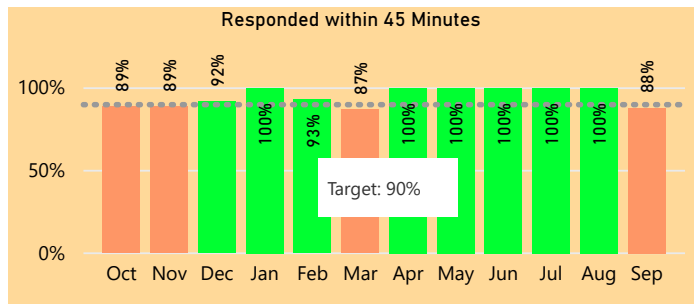
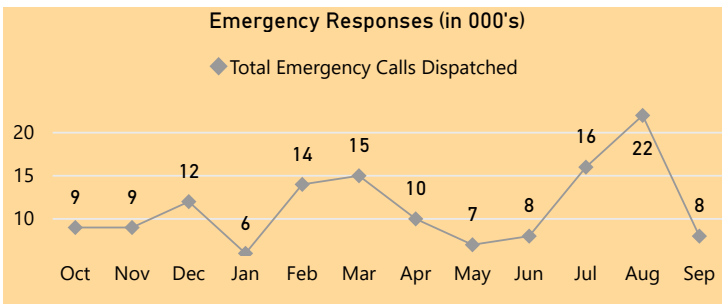
Call Center was below target by 28% due to low staffing, sewer floodi...

Customer Care - Command Center Performance



Command Center was below target by 26% due to low staffing, sewer ...

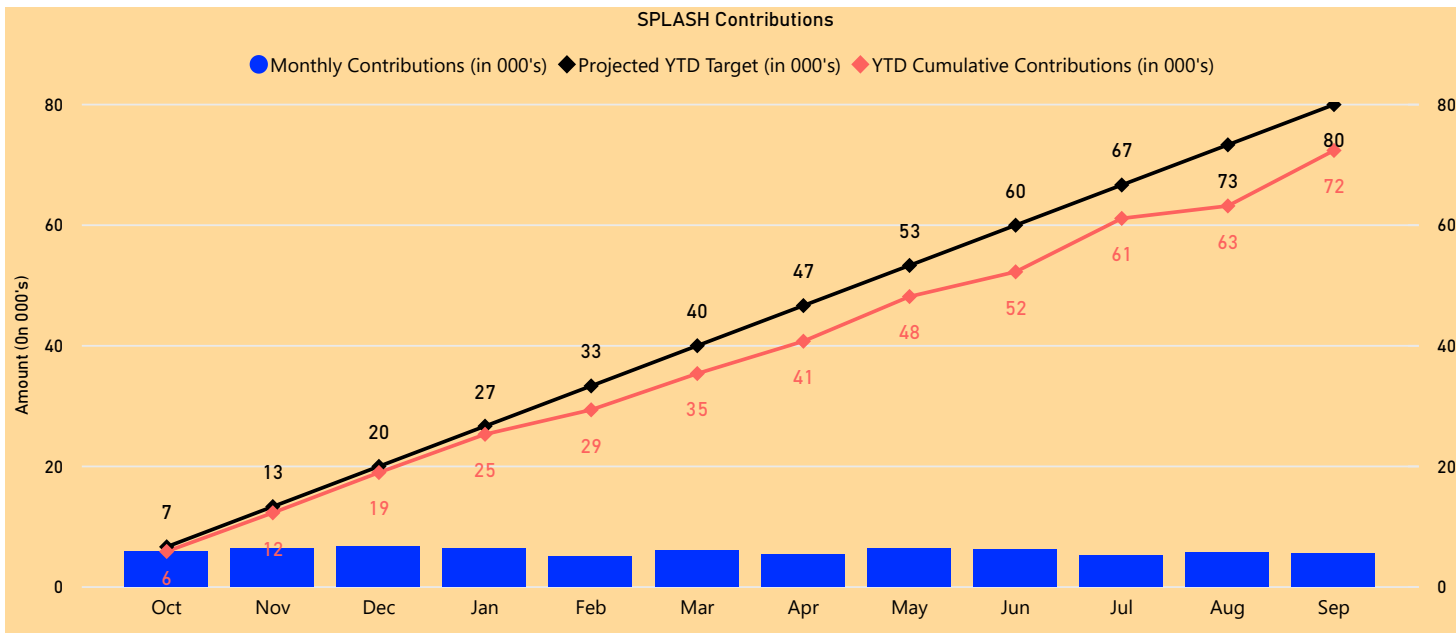
Customer Care - Emergency Response Time



Performance for Sep 2020 was under target by 2%.

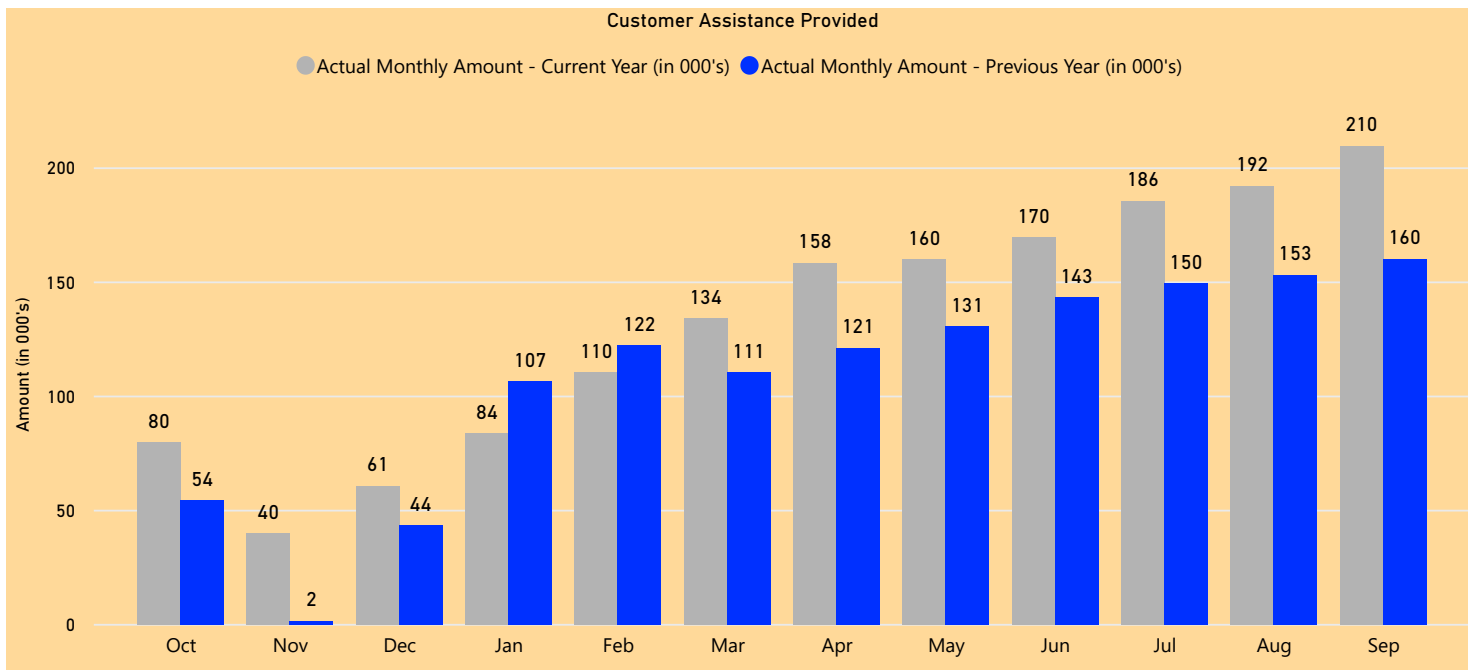
LOW INCOME ASSISTANCE PROGRAM

SPLASH Program



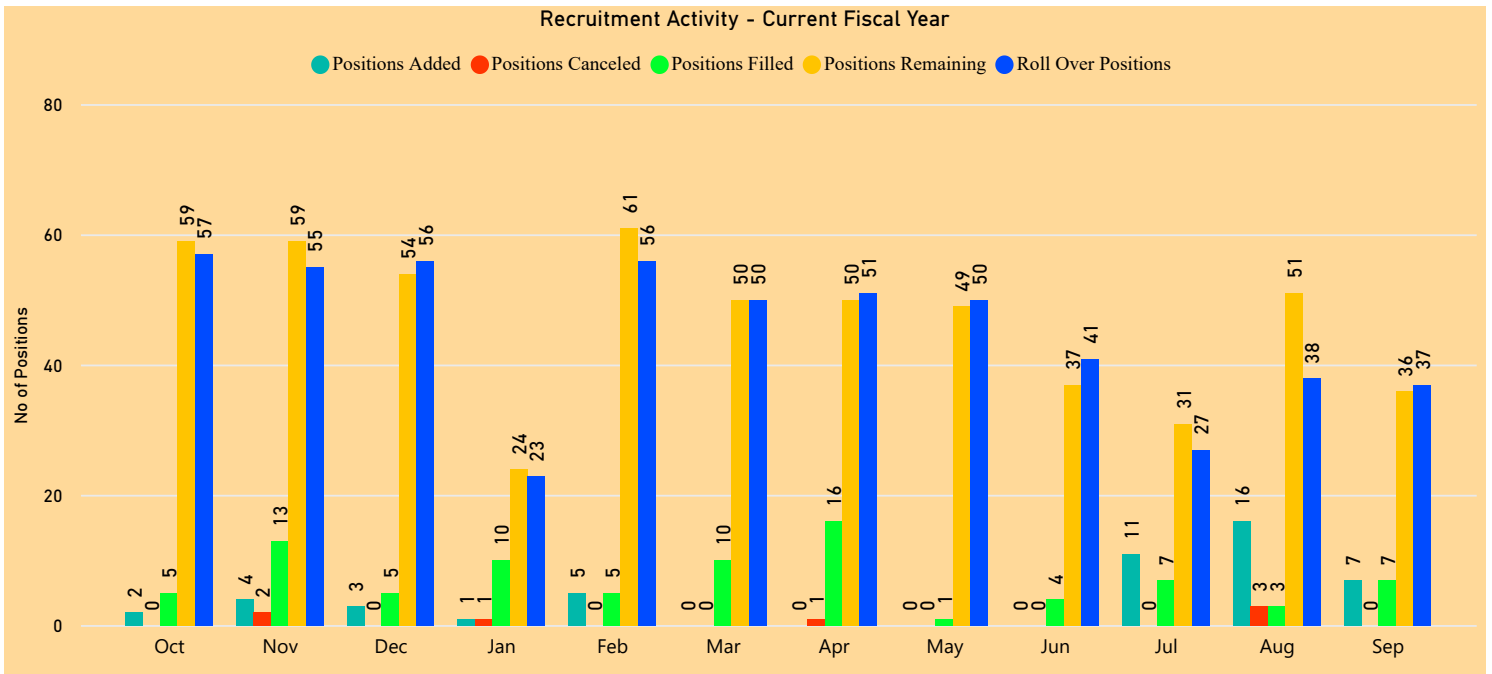
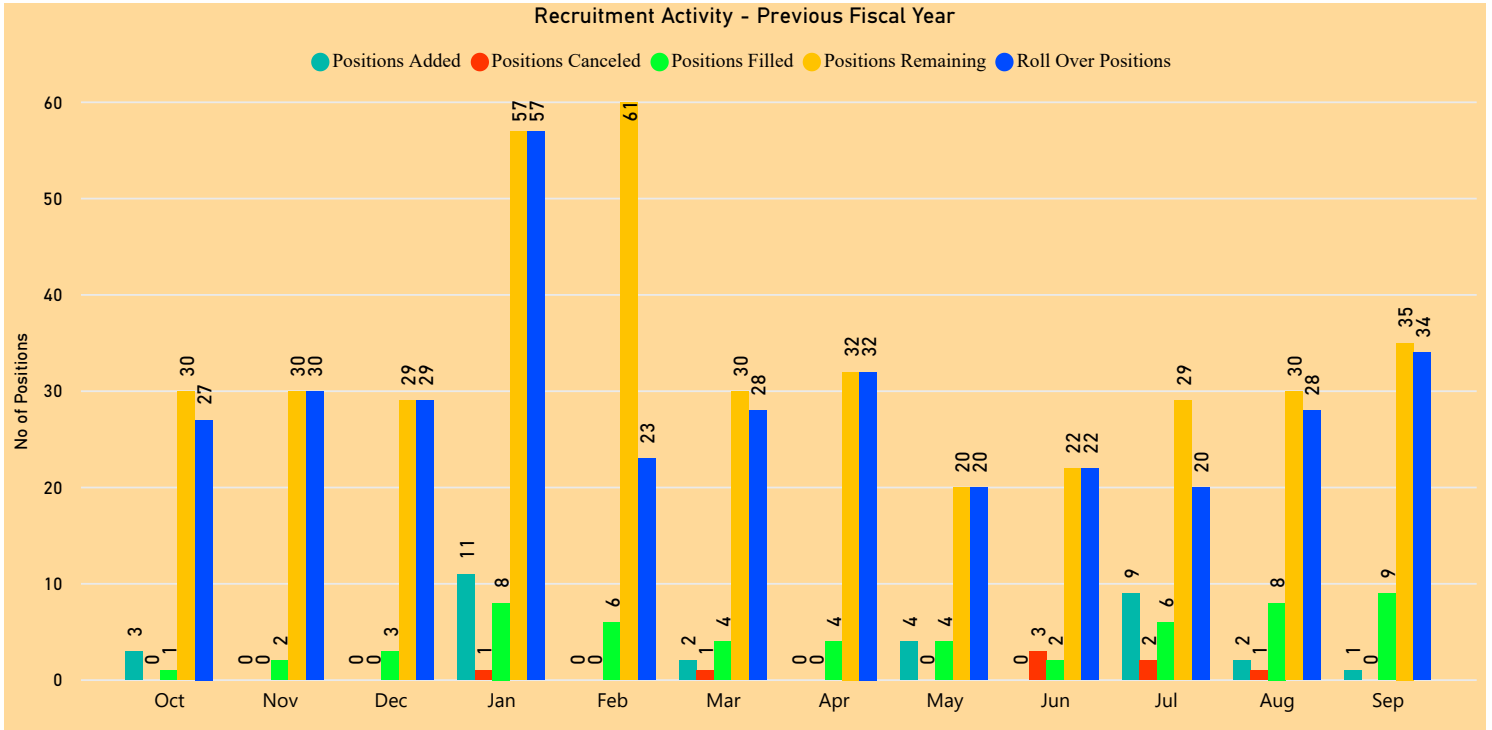
Total SPASH contribution to date for Sep 2020 was under target by \$7599.9999...

Customer Assistance Program (CAP)



PEOPLE AND TALENT

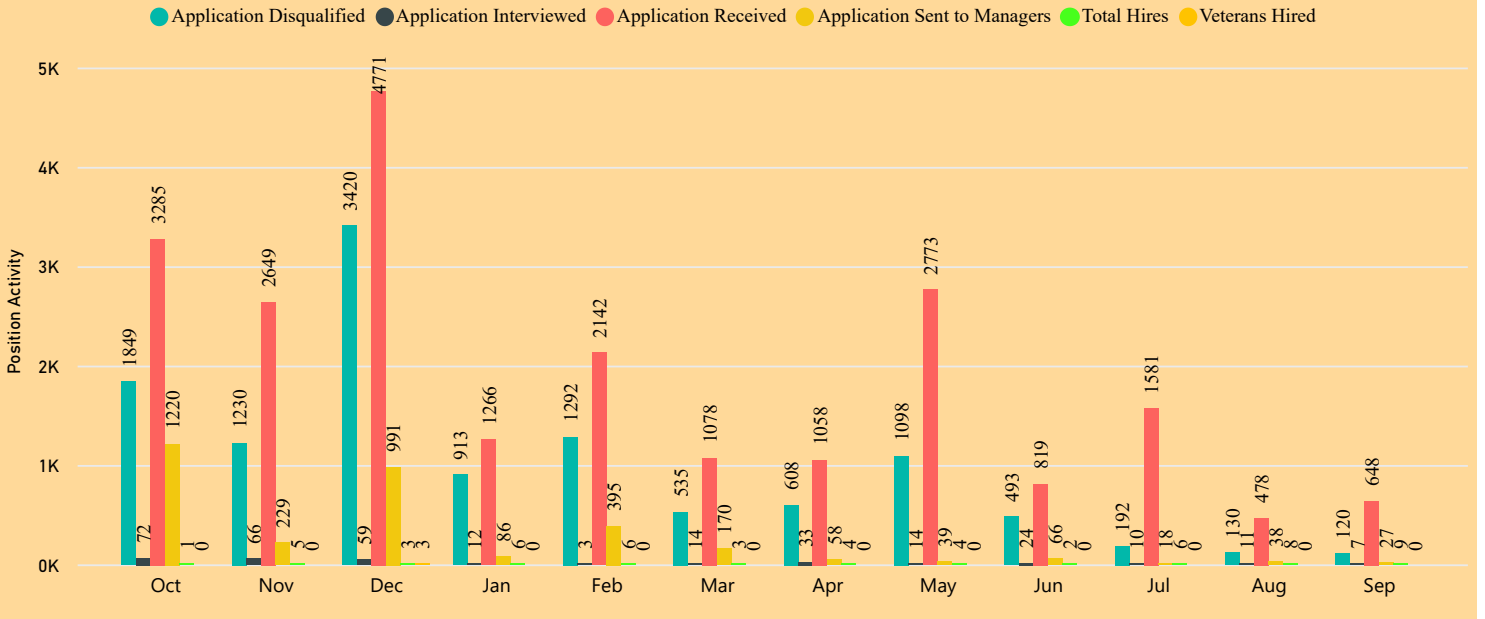
Human Resources



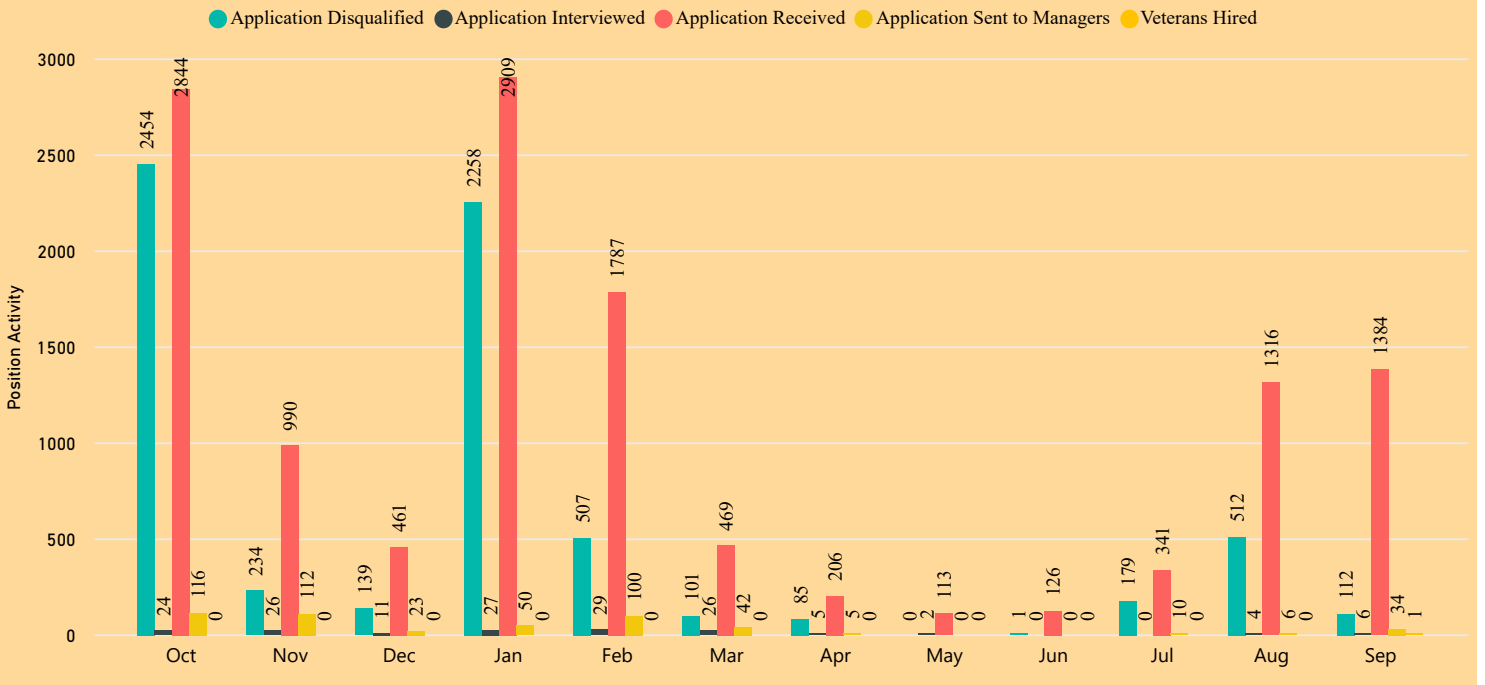
PEOPLE AND TALENT

Human Resources

Recruitment Performance Metric - Previous Fiscal Year

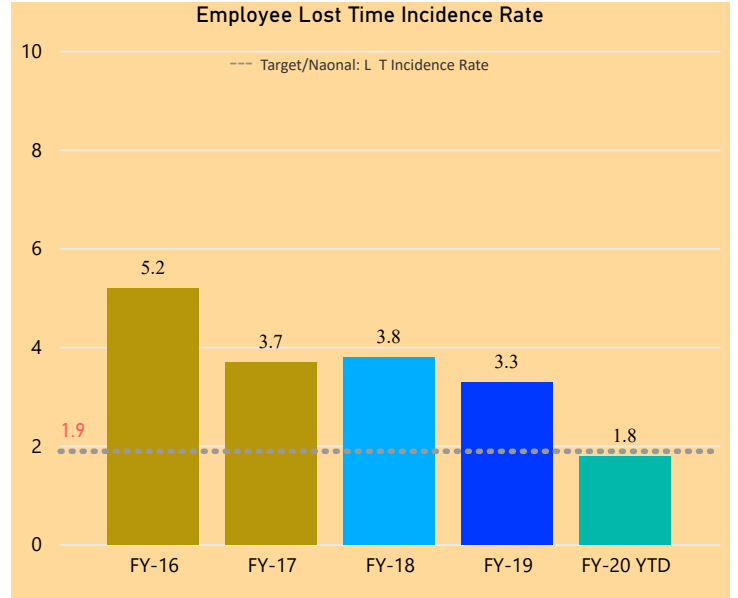
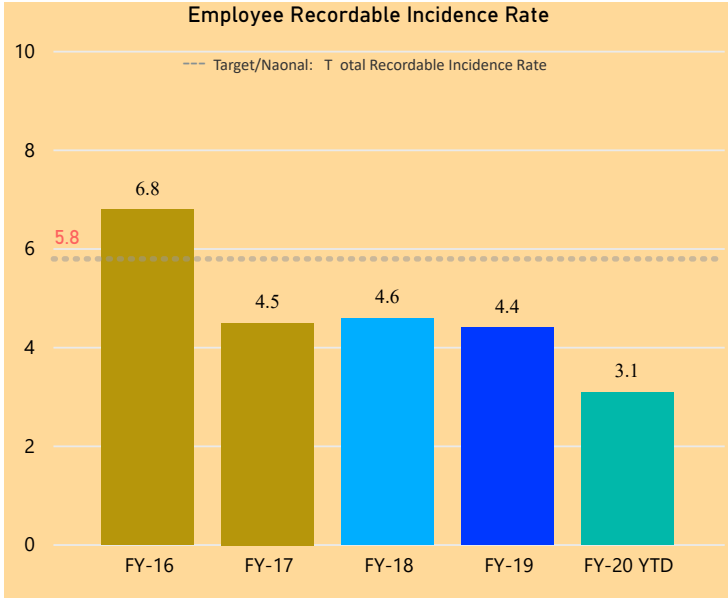


Recruitment Performance Metric - Current Fiscal Year



ADMINISTRATION

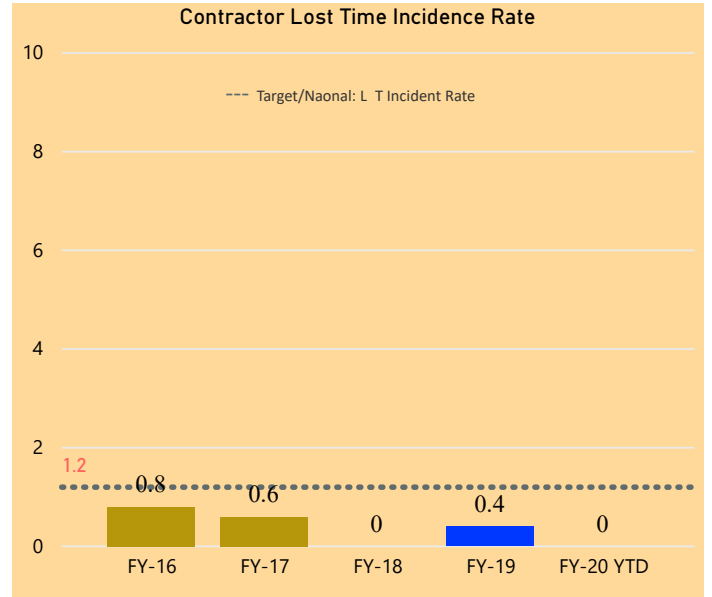
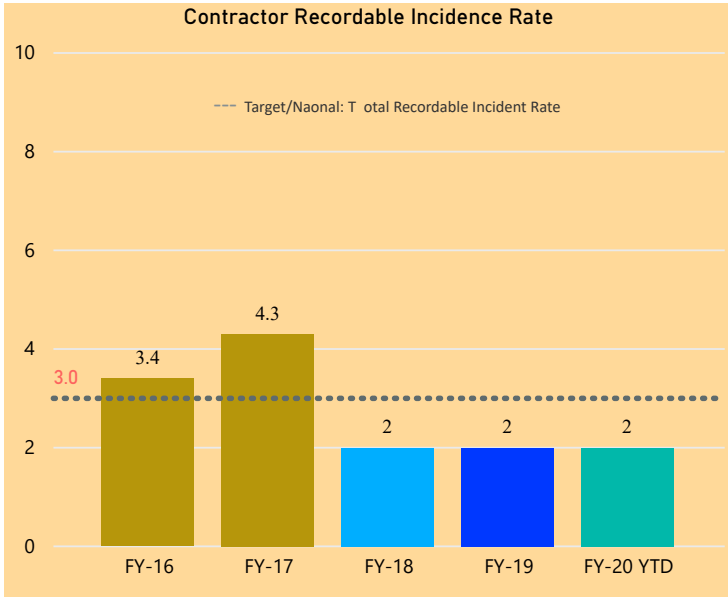
Safety



There have been 19 lost time incidents in FY 2020 YTD.

ADMINISTRATION

Safety



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

INTERPRETATION OF CHARTS:

FINANCIAL HIGHLIGHTS

Revenue, Expenditure, Capital Disbursement

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

Net Operating Cash

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

Operating Revenues

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

Operating Expenses

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

Capital Disbursements

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

Operating Cash Balance

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

Delinquent Account Receivables

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

Investment Cash Earnings

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

Core Investments Yield

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

Short Term Investment Yield

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

Dynamic Color Coding Legend

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

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

A

Vendor Payment Performance

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

OPERATIONS & ENGINEERING

Electricity Usage Summary

- Bar graph shows total electricity consumption per month

Electricity Usage by Service Area

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

Biosolids Production

- Bar graph shows monthly average daily biosolids production

Total Nitrogen

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

Plant Effluent Flow

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

Excess Flow

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

Non-Revenue Water

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

Lead and Copper Rule (LCR) Compliance

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

Total Coliform Rule (TCR)

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

Water Main Leaks

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

Dynamic Color Coding Legend

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

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

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

Water Valve Leaks

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

Fire Hydrants Out of Service (OOS)

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

Fire Hydrant Inspections and Maintenance

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

Fire Hydrant Replacements Per Month

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

Sewer Main Backups

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

Sewer Lateral Backups

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

Combined Sewer dry weather Overflow (CSO) Events

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

Total Applications Processed within Service Level Agreement (SLA)

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

Dynamic Color Coding Legend

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

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

CUSTOMER EXPERIENCE

CUSTOMER CARE

Call Center Performance

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

Command Center Performance

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

First Call Resolution (FCR)

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

Emergency Response Time

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

LOW INCOME ASSISTANCE PROGRAM

SPLASH Contributions

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

Customer Assistance Program (CAP)

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

PEOPLE AND TALENT

HUMAN RESOURCES

Open Positions

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

Dynamic Color Coding Legend

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

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

ADMINISTRATION

SAFETY

Employee Lost Time Incidence Rate

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

Contractor Lost Time Incidence Rate

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

Dynamic Color Coding Legend

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

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



Summary of Contracts on Consent Agenda

269th Meeting of the DC Water Board of Directors

Thursday, November 5, 2020

Joint-Use Contract

Resolution No. 20-79 – execute Option Year Two (2) of Contract No. 18-PR-DMS-49, M.C. Dean, Inc. The purpose of the options is to continue the annual maintenance of high voltage switchgear equipment throughout DC Water facilities. The option amount is \$1,600,000. (Recommended by the Environmental Quality and Operations Committee 10/15/20)

Non-Joint Use Contracts

Resolution No. 20-80 – execute Option Year Three (3) of Contract No. 17-PR-DSS-49, Rodgers Brothers Custodial Services, Inc. The purpose of the option is to continue the delivery of sand, gravel, stone, topsoil and cold mix to DC Water locations to fill holes created by excavation work required to repair water and sewer lines. The option amount is \$250,000. (Recommended by the Environmental Quality and Operations Committee 10/15/20)

Resolution No. 20-81 – execute Contract No. 170060, Capitol Paving of D.C., Inc. The purpose of the contract is to replace small diameter water mains that have experienced failures, or have a history of low water pressure, or water quality issues across various locations within the District of Columbia. The contract amount is \$9,571,607. (Recommended by the Environmental Quality and Operations Committee 10/15/20)

Presented and Approved: November 5, 2020

SUBJECT: Approval to Exercise Option Year Two (2) of Contract No. 18-PR-DMS-49, M.C. Dean, Inc.

**#20-79
RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE
D.C. WATER AND SEWER AUTHORITY**

The Board of Directors ("Board") of the District of Columbia Water and Sewer Authority ("the Authority") at its meeting on November 5, 2020 upon consideration of a joint use matter, decided by a vote of ___ () in favor and ___() opposed to approve Option Year Two (2) of Contract No. 16-PR-DMS-49, M.C. Dean, Inc.

Be it resolved that:

The Board of Directors hereby authorizes the General Manager to execute Option Year Two (2) of Contract No. 18-PR-DMS-49, M.C. Dean, Inc. The purpose of the options is to continue the annual maintenance of high voltage switchgear equipment throughout DC Water facilities. The option amount is \$1,600,000.

Secretary to the Board of Directors

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

ACTION REQUESTED

GOODS AND SERVICES CONTRACT OPTION YEAR

ANNUAL MAINTENANCE AND REPAIR OF ELECTRICAL POWER DISTRIBUTION EQUIPMENT

(Joint Use)

Approval to exercise Option Year 2 in the amount of \$1,600,000.00.

CONTRACTOR/SUB/VENDOR INFORMATION

PRIME: M.C. Dean Inc. 1765 Greensboro Station Place Tysons, VA 22102	SUBS: N/A	PARTICIPATION: N/A
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DESCRIPTION AND PURPOSE

Original Contract Value:	\$2,117,000.00
Original Contract Dates:	11-10-2018 — 11-09-2019
No. of Option Years in Contract:	2
Option Year 1 Value:	\$0.00
Option Year 1 Dates:	11-10-2019 — 11-09-2020
Option Year 1 Additional Funding Value:	\$1,120,000.00
Option Year 1 Additional Funding Dates:	03-15-2020 – 11-09-2020
Option Year 2 Value:	\$1,600,000.00
Option Year 2 Dates:	11-10-2020 – 11-09-2021

Purpose of the Contract:

DC Water’s Department of Maintenance Services (DMS) and Department of Pumping and Sewer Operations has a continuing need for annual maintenance of high voltage switchgear (power distribution) equipment throughout DC Water facilities. Switchgear is the combination of electrical disconnect switches, fuses or circuit breakers used to control, protect and isolate electrical equipment.

Contract Scope:

DMS and Department of Pumping and Sewer Operations require a qualified contractor to provide up to 11 experienced power distribution test technicians and one supervisor, along with replacement parts for repair, calibration and annual maintenance of high voltage switchgear equipment and other associated devices at various DC Water facilities under the direction of DC Water’s Contracting Officer’s Technical Representative (COTR).

Interruption of high-voltage maintenance can result in catastrophic failures and an inability to continue DC Water’s critical operations. High-voltage power distribution maintenance is outsourced due to the extensive experience and technical expertise required, limited local resources and high costs for these specialized personnel.

DMS and Department of Pumping and Sewer Operations are requesting an amount of \$1,600,000 to fully fund the contract for services through end of Option Year 2. Funding is needed as the maintenance cycle for FY21 includes the preventive maintenance of several unit and area substations that are performed on a biennial basis, including maintenance for the new Wet Weather Treatment facility at Blue Plains. The amount of \$1,600,000 is included in the approved FY21 budgets for both DMS and DPO. DC Water bills the relevant jurisdictions for this work only if it is performed on Multi-Jurisdictional Use Facilities.

Spending Previous Year:

Cumulative Contract Value:	11-10-2018 to 11-09-2020: \$3,237,000.00
Cumulative Contract Spending:	11-10-2018 to 9-30-2020: \$2,453,595.04

Contractor’s Past Performance:

According to the COTR’s, the Contractor’s performance and quality of work all meet DC Water’s requirements.

PROCUREMENT INFORMATION

Contract Type:	Fixed Price	Award Based On:	Best Value
Commodity:	Maintenance Services	Contract Number:	18-PR-DMS-49
Contractor Market:	Open Market with Preference Points		

BUDGET INFORMATION

Funding:	Operating	Department:	DMS
Project Area:	Blue Plains	Department Head:	Elkin Hernandez

ESTIMATED USER SHARE INFORMATION

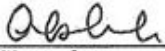
User	Share %	Dollar Amount
District of Columbia	43.44%	\$390,960.00
Washington Suburban Sanitary Commission	41.95%	\$377,550.00
Fairfax County	9.79%	\$88,110.00
Loudoun Water	4.23%	\$38,070.00
Other (PI)	0.59%	\$5,310.00
TOTAL ESTIMATED DOLLAR AMOUNT	100.00%	\$900,000.00

BUDGET INFORMATION

Funding:	Operating	Department:	Department of Pumping and Sewer Operations
Project Area:	Other	Department Head:	Kenrick StLouis

ESTIMATED USER SHARE INFORMATION

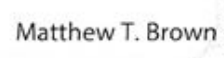
User	Share %	Dollar Amount
District of Columbia	100.00%	\$700,000.00
Washington Suburban Sanitary Commission	0.00%	\$0.00
Fairfax County	0.00%	\$0.00
Loudoun Water	0.00%	\$0.00
Other (PI)	0.00%	\$0.00
TOTAL ESTIMATED DOLLAR AMOUNT	100.00%	\$700,000.00


 Aklile Tesfaye
 VP, Wastewater Operations
 Date: 9/30/2020


 Kenrick StLouis
 VP, Pumping and Sewer Operations
 Date: 10/01/2020


 Dan Bae
 VP, Procurement and Compliance
 Date: 10/27/2020

Digitally signed by Dan Bae
 DN: cn=Dan Bae, o=District of Columbia Water and Sewer Authority, ou=VP of Procurement & Compliance, email=Dan.Bae@dcwater.com, c=US


 Matthew T. Brown
 CFO and EVP, Finance and Procurement
 Date: 2020.10.02 15:17:22 -0400

Digitally signed by Matthew T. Brown
 Date: 2020.10.02 15:17:22 -0400


 David L. Gadis
 CEO and General Manager
 Date: 10/27/20

Presented and Approved: November 5, 2020
SUBJECT: Approval to Exercise Option Year Three (3) of Contract No. 17-PR-DSS-49, Rodgers Brothers Custodial Services, Inc.

#20-80
RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE
D.C. WATER AND SEWER AUTHORITY

The Board of Directors ("Board") of the District of Columbia Water and Sewer Authority ("the Authority") at its meeting on November 5, 2020 upon consideration of a non-joint use matter, decided by a vote of ___ () in favor and ___() opposed to approve Option Year Three (3) of Contract No. 17-PR-DSS-49, Rodgers Brothers Custodial Services, Inc.

Be it resolved that:

The Board of Directors hereby authorizes the General Manager to execute Option Year Three (3) of Contract No. 17-PR-DSS-49, Rodgers Brothers Custodial Services, Inc. The purpose of the option is to continue the delivery of sand, gravel, stone, topsoil and cold mix to DC Water locations to fill holes created by excavation work required to repair water and sewer lines. The option amount is \$250,000.

Secretary to the Board of Directors

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

ACTION REQUESTED

**GOODS AND SERVICES CONTRACT OPTION YEAR
Sand, Gravel and Topsoil
(Non-Joint Use)**

This contract action is to exercise option year 3 in the amount of \$250,000.00.

CONTRACTOR/SUB/VENDOR INFORMATION

PRIME: Rodgers Brothers Custodial Services, Inc. 2230 Lawrence Ave., NE Washington, DC 20018 LSBE	SUBS: N/A	PARTICIPATION: 100%
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DESCRIPTION AND PURPOSE

Original Contract Value:	\$750,000.00
Original Contract Dates:	12-01-2017 – 11-30-2018
No. of Option Years in Contract:	3
Option Year 1 Value:	\$110,000.00
Option Year 1 Dates:	12-01-2018 – 11-30-2019
Option Year 2 Value:	\$0.00
Option Year 2 Dates:	12-01-2019 – 11-30-2020
Option Year 3 Value:	\$250,000.00
Option Year 3 Dates:	12-01-2020 – 11-30-2021

Purpose of the Contract:

This contract provides the delivery of Sand, Gravel, Stone, Topsoil and Cold Mix to DC Water locations in Washington, DC.

Contract Scope:

The Department of Pumping and Sewer Operations and the Department of Water Services have an ongoing need for a qualified contractor to provide the delivery of Sand, Gravel, Stone, Topsoil, and Cold Mix to DC Water locations in Washington, DC. These materials are used to fill holes created by excavation work required to repair water and sewer lines.

Spending Previous Year:

Cumulative Contract Value:	12-01-2017 to 11-30-2020: \$860,000.00
Cumulative Contract Spending:	12-01-2017 to 09-30-2020: \$689,067.14

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

Contract Type:	Fixed Price	Award Based On:	Best Value
Commodity:	Goods and Services	Contract Number:	17-PR-DSS-49
Contractor Market:	Open Market with Preference Points for LBE and LSBE Participation		


BUDGET INFORMATION

Funding:	Operating	Department:	Pumping and Sewer Operations
Service Area:	Various Sites	Department Head:	Kenrick St. Louis

ESTIMATED USER SHARE INFORMATION

User	Share %	Dollar Amount
District of Columbia	100%	\$250,000.00
Washington Suburban Sanitary Commission	0.0%	\$0.00
Fairfax County	0.0%	\$0.00
Loudoun Water	0.0%	\$0.00
Other (PI)	0.0%	\$0.00
TOTAL ESTIMATED DOLLAR AMOUNT	100.00	\$250,000.00

 10/30/2020
 Kenrick St. Louis Date
 VP of Pumping and Sewer Operations

 Digitally signed by Dan Bae
 DN: C=US, E=dan.bae@dowater.com,
 O=District of Columbia Water and
 Sewer Authority, OU=VP of
 Procurement & Compliance, CN=Dan
 Bae
 Date: 2020.09.30 12:01:33-04'00'
 Dan Bae Date
 VP of Procurement and Compliance

Matthew T. Brown Digitally signed by
 Matthew T. Brown
 Date: 2020.09.30 16:23:09
 -04'00'
 Matthew T. Brown Date
 CFO and EVP, Finance and Procurement

 10/27/20
 David L. Gadis Date
 CEO and General Manager

Presented and Approved: November 5, 2020
SUBJECT: Approval to Execute Contract No. 170060, Capitol Paving of D.C., Inc.

#20-81
RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE
D.C. WATER AND SEWER AUTHORITY

The Board of Directors ("Board") of the District of Columbia Water and Sewer Authority ("the Authority") at its meeting on November 5, 2020 upon consideration of a non-joint use matter, decided by a vote of __ () in favor and __() opposed to approve Contract No. 170060, Capitol Paving of D.C., Inc.

Be it resolved that:

The Board of Directors hereby authorizes the General Manager to execute Contract No. 170060, Capitol Paving of D.C., Inc. The purpose of the contract is to replace small diameter water mains that have experienced failures, or have a history of low water pressure, or water quality issues across various locations within the District of Columbia. The contract amount is \$9,571,607.

Secretary to the Board of Directors

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

ACTION REQUESTED

CONSTRUCTION CONTRACT:

**Small Diameter Water Main Replacement 14A
(Non-Joint Use)**

Approval to execute a construction contract for \$9,571,607.00

CONTRACTOR/SUB/VENDOR INFORMATION

PRIME:	SUBS:	PARTICIPATION:
Capitol Paving of D.C., Inc. 2211 Channing Street, N.E. P.O. Box 41248 Washington, D.C. 20018	Omni Excavator Inc. Washington, DC MBE	32%
	Acorn Supply & Distributing, Inc. White Marsh, MD WBE	6%

DESCRIPTION AND PURPOSE

Contract Value, Not-To-Exceed:	\$9,571,607.00
Contract Time:	429 Days (14 Months)
Anticipated Contract Start Date (NTP):	01/03/2021
Anticipated Contract Completion Date:	03/08/2022
Bid Opening Date:	06/03/2020
Bids Received:	8
Other Bids Received:	
J. Fletcher Creamer & Sons	\$10,220,481.00
Garney Company Inc	\$10,453,520.00
Metro Paving Corporation	\$10,497,342.00
Sagres Construction Corp	\$10,971,656.00
Anchor Construction Corp	\$11,926,270.00
Civil Construction LLC	\$12,276,110.00
Fort Myer Construction	\$12,774,802.00

Purpose of the Contract:

Replacement of small diameter water mains that have experienced failures, or have a history of low water pressure, or water quality issues across various locations within the District of Columbia.

Contract Scope:

- Replace 3.19 miles of water mains ranging from four inch to twelve inches and associated valves and appurtenances.
- Replace copper water services 2 inch and smaller in public and private space.
- Replace curb stop / curb stop box, meter box and penetration through building wall and connection to first fitting inside the building including installation of a shut-off valve and pressure reducing valve.
- Provide permanent pavement and surface restoration.

Federal Grant Status:

- Construction contract is anticipated to be funded in part from a Water Infrastructure and Financing Act loan, pending finalization of project list and loan closing.

PROCUREMENT INFORMATION

Contract Type:	Unit Price	Award Based On:	Lowest responsive, responsible bidder
Commodity:	Construction	Contract Number:	170060
Contractor Market:	Open Market		

BUDGET INFORMATION

Funding:	Capital	Department:	Engineering and Technical Services
Service Area:	Water	Department Head:	Craig Fricke
Project:	F2		

ESTIMATED USER SHARE INFORMATION

User	Share %	Dollar Amount
District of Columbia	100.00%	\$9,571,607.00
Federal Funds	0.00%	
Washington Suburban Sanitary Commission	0.00%	
Fairfax County	0.00%	
Loudoun County & Potomac Interceptor	0.00%	
Total Estimated Dollar Amount	100.00%	\$9,571,607.00

Digitally signed by Carlton M. Ray
 Date: 2020.10.09 12:24:36 -04'00'

Leonard R. Benson Date
 SVP, CIP Project Delivery

 Digitally signed by Dan Bae
 DN: cn=US, e=dan.bae@dcwater.com, o=District of Columbia Water and Sewer Authority, ou=VP of Procurement & Compliance, cn=Dan Bae
 Date: 2020.10.09 14:03:39 -04'00'

Dan Bae Date
 VP of Procurement and Compliance

Digitally signed by Matthew T. Brown
 Date: 2020.10.09 14:16:15 -04'00'

Matthew T. Brown Date
 CFO and EVP of Finance and Procurement

Digitally signed by David Gadis
 DN: cn=David Gadis, o, ou,
 email=David.Gadis@dcwater.com, c=US
 Date: 2020.10.27 09:01:24 -04'00'

David L. Gadis Date
 CEO and General Manager

Presented and Adopted: November 5, 2020

SUBJECT: Approval to Publish Notice of Emergency and Proposed Rulemaking to Establish the Customer Assistance Program - DC Water Cares Emergency Relief Program for Low-Income Customers

**#20-82
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 November 5, 2020 upon consideration of a non-joint use matter, decided by a vote of ___ () in favor and ___ () opposed, to approve the following action with respect to the proposal to establish the Customer Assistance Program - DC Water Cares Emergency Relief Program for Low-Income Residential Customers.

WHEREAS, on September 3, 2020, the Board, through Resolution #20-65, approved the allocation of \$3 million to continue the District’s Emergency Residential Program in FY 2021 to provide one-time assistance up to \$2,000 to residential customer’s economically impacted by COVID-19; and

WHEREAS, on October 20, 2020, the DC Retail Water and Sewer Rates Committee met to consider amending the Customer Assistance Programs to establish a residential customer assistance program, “DC Water Cares – Emergency Relief Program for Low-Income Residential Customers;” and

WHEREAS, on October 20, 2020, the General Manager presented the proposed new “DC Water Cares – Emergency Relief Program for Low-Income Residential Customers,” through which DC Water will provide assistance to eligible low-income residential customers with outstanding past due balance up to \$2,000 during the fiscal year: 1) first assistance - upon enrollment, provide credits to discharge any outstanding past due account balance, 2) second assistance - regularly monitoring the account and provide credits to discharge outstanding balance that may be subject to collection, and 3) if account continues to remain past due, DC Water will determine if additional assistance is prudent and development payment plan or share information about potential household usage problems (i.e. leaks); and

WHEREAS, residential customers eligible to receive emergency assistance under the “DC Water Cares – Emergency Relief Program for Low-Income Residential Customers” shall be single-family or individually metered customers eligible for CAP with household income below sixty percent (60%) of the State Median Income (SMI) for the District of

Columbia or CAP2 with household income between sixty percent (60%) of the SMI for the District of Columbia and below eighty percent (80%) of the Area Median Income (AMI) for the District of Columbia, not capped by the United States median low-income limit as determined by the Department of Energy and Environment; and

WHEREAS, the “DC Water Cares – Emergency Relief Program for Low-Income Residential Customers” shall terminate at the end of Fiscal Year 2021, but may continue upon Board approval; and

WHEREAS, the General Manager recommends the immediate implementation of this program because the economic impacts due to COVID-19 are becoming more acute, causing the number of potential eligible customers in arrears to increase, and the District’s Emergency Relief funds only permit one-time per year payment and customers that received those benefits are no longer eligible, but they are accumulating outstanding balances which this program will address; and

WHEREAS, on October 20, 2020, DC Retail Water and Sewer Committee, after having evaluated the “DC Water Cares – Emergency Relief Program for Low-Income Residential Customers” and the recommendation of the General Manager, recommended that the Board approve the publication of the Notice of Emergency and Proposed Rulemaking for immediate implementation and public comment; and

NOW THEREFORE BE IT RESOLVED THAT:

1. The Board hereby adopts and approves the publication of the Notice of Emergency and Proposed Rulemaking to amend 21 DCMR 4102 Customer Assistance Program as recommended by the DC Retail Water and Sewer Rates Comments and the General Manager to establish the “DC Water Cares – Emergency Relief Program for Low-Income Residential Customers” by adding a new subsection 21 DCMR 4102.9 to read as follows:

4102.9 DC WATER CARES EMERGENCY RELIEF PROGRAM FOR LOW-INCOME RESIDENTIAL CUSTOMERS

- (a) Participation in the DC Water Cares Emergency Relief Program (DC Water Cares) shall be limited to a single-family or individually metered low-income Residential Customer that meets the following eligibility requirements:
 - (1) The applicant maintains an active DC Water account and is responsible for paying for water and sewer services; and
 - (2) DOEE has determined that the applicant’s annual household income is equal to or below eighty percent (80%) of the Area Median Income (AMI) for the District of Columbia, not capped by the United States median low-income limit

- (b) An approved customer shall receive the following benefits:
 - (1) Credit of one hundred percent (100%) off of the past due water and sewer bill balance; and
 - (2) The total amount of credits provided shall not exceed Two Thousand dollars during Fiscal Year 2021;
 - (c) Upon DC Water's receipt of notice from DOEE that the applicant meets the financial eligibility requirements, DC Water shall provide the credits to the customer's account from the date that DOEE accepts a completed application and for future qualifying events that may lead to collection activities to the end of the fiscal year in which the application was submitted.
 - (d) The DC Water Cares program shall continue in Fiscal Year 2022 if authorized by the DC Water Board.
 - (e) To continue receiving DC Water Cares benefits in Fiscal Year 2022 without interruptions, the customer must submit a renewal CAP or CAP2 application to DOEE in accordance with the Utility Discount Program renewal deadline. A customer that submits their renewal CAP or CAP2 application after this period, and is subsequently approved by DOEE, will receive benefits as of the date of the application.
 - (f) If DC Water determines that the remaining budgeted funds are insufficient to provide DC Water Cares benefits, DC Water may:
 - (1) Suspend the process for accepting DC Water Cares applicants; or
 - (2) Suspend or adjust providing DC Water Cares benefits to eligible recipients.
2. The General Manager is authorized to take all steps necessary in his judgment and as otherwise required, to initiate the public comment process and shall publish the Notice of the Emergency and Proposed Rulemaking and Notice of Public Hearing in accordance with the District of Columbia Administrative Procedure Act and implementing rules.
3. This resolution is effective immediately.

Secretary to the Board of Directors