

Annual Report 2020



MEETING THE COVID CHALLENGE

2020 Annual Report

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► Two DC Water Front Line Heroes providing critical monitoring of Blue Plains' liquid treatment facilities.



Message from the CEO and Board Chair

The COVID pandemic that has exploded globally over the past year has brought unprecedented challenges to DC Water and, more broadly, to the water utility industry and the communities we collectively serve. As you will see throughout this Annual Report, not only did our employees meet these challenges head on, they did so without sacrificing progress on numerous critical initiatives for the Authority, our customers and our community.

In September 2020, several neighborhoods within the District experienced flooding following a heavy rain event. When these customers faced a crisis, DC Water organized a virtual Town Hall Meeting to provide information on flood recovery assistance and guidance on related claims. Additionally, the Authority continues to make significant progress in addressing combined overflows with construction of new segments of the Clean Rivers Project tunnel systems that will ultimately reduce combined overflows by 96% upon system completion in 2030.

Reducing overflows is also helping restore our environment, and our progress is especially evident in the improving health of local waterways and ecosystems, including wildlife in and near the Anacostia River. The Authority and its Board of Directors remain committed to the restoration of our waterways and natural environment to protect our drinking water, as well as our local flora and fauna.

To improve transparency for the community we serve, DC Water has, for the first time in recent years, directly

linked the goals and programs of our strategic plan, *The Blueprint*, in this Annual Report. The six strategic programs of focus for the Authority: The Employee Experience, Driving Performance, Resilience, Readiness and Enterprise Risk Management, Customer Engagement, Leveraging Technology and Operational Safety are highlighted throughout this document with special badges that will help readers identify stories and efforts, and how they relate to the vision, values and mission of the Authority.

We invite you to explore these stories and the accomplishments highlighted in this report. From ensuring access to clean water to our flooding response efforts to the tunneling progress across the District, DC Water continues to set the standard for our customers, our community and our environment.



David L. Gadis
CEO



Tommy Wells
Board Chair

"The Board weighed the very real needs to invest in capital projects and improvements to infrastructure with the ongoing pandemic and tried to balance both competing priorities."

Tommy Wells, Board Chair

DC Water Board of Directors

22 members

11 principals

7 committees

DC Water is governed by a 22 member regional Board of Directors and meets monthly. Board members are appointed by the Mayor of the District of Columbia.

11 principals and 11 alternates are from the District of Columbia, Montgomery County, MD; Prince George's County, MD; and Fairfax County, VA.

Executive, Audit, DC Retail Water and Sewer Rates, Environmental Quality and Operations, Finance and Budget, Governance, Human Resources and Labor Relations

Principal Board Members

Tommy Wells

Board Chair
District of Columbia
Director, Department of Energy and Environment

Krystal J. Brumfield

Vice Chair
District of Columbia
Chief of Staff, Carlyle Airport Group Holdings, LLC

Ellen O. Boardman

District of Columbia
O'Donoghue & O'Donoghue LLP, Partner

Rachna Butani Bhatt

District of Columbia
HRGM Corporation, Director

David Franco

District of Columbia
Principal, Level 2 Development

Emile Thompson

District of Columbia
Assistant United States Attorney for the District of Columbia

Fariba Kassiri

Montgomery County, MD
Deputy Chief Administrative Officer

Adam Ortiz

Montgomery County, MD
Director, Environmental Programs

Floyd Holt

Prince George's County, MD
Deputy Chief Administrative Officer for Government Infrastructure, Technology and Environmental Services

Major F. Riddick, Jr.

Prince George's County, MD
Chief Administrative Officer

Randy Bartlett

Fairfax County, VA
Department of Public Works and Environmental Services Director

Alternate Board Members

Reverend Dr. Kendrick Curry

District of Columbia
Pennsylvania Avenue Baptist Church, Pastor

Ivan Frishberg

District of Columbia
Sustainability Banking, Amalgamated Bank, First Vice President

Joseph Gill

Prince George's County, MD
Department of Environmental Programs, Director

Anthony Giancola

District of Columbia, Retired

Howard C. Gibbs

District of Columbia, Retired

Jed Ross

District of Columbia
Chief Risk Officer

Joe Leonard, Jr.

District of Columbia
Director, Howard University Community Association

Adrianna Hochberg

Montgomery County, MD
Assistant Chief Administrative Officer

Steven Shofar

Montgomery County, MD
Intergovernmental Affairs, Division Chief

Lavinia Baxter

Prince George's County, MD
Special Assistant to the Deputy Chief Administrative Officer for Government Infrastructure, Technology and Environmental Services

Sarah Motsch

Fairfax County, VA
Department of Public Works and Environmental Services, Engineering Support, Branch Chief

Standing Committees

Executive Committee

Tommy Wells, Chair

Audit

Floyd Holt, Chair

DC Retail Water and Sewer Rates

Rachna Butani Bhatt, Chair

Environmental Quality and Operations

Adam Ortiz, Chair

Finance and Budget

Major F. Riddick, Jr., Chair

Governance

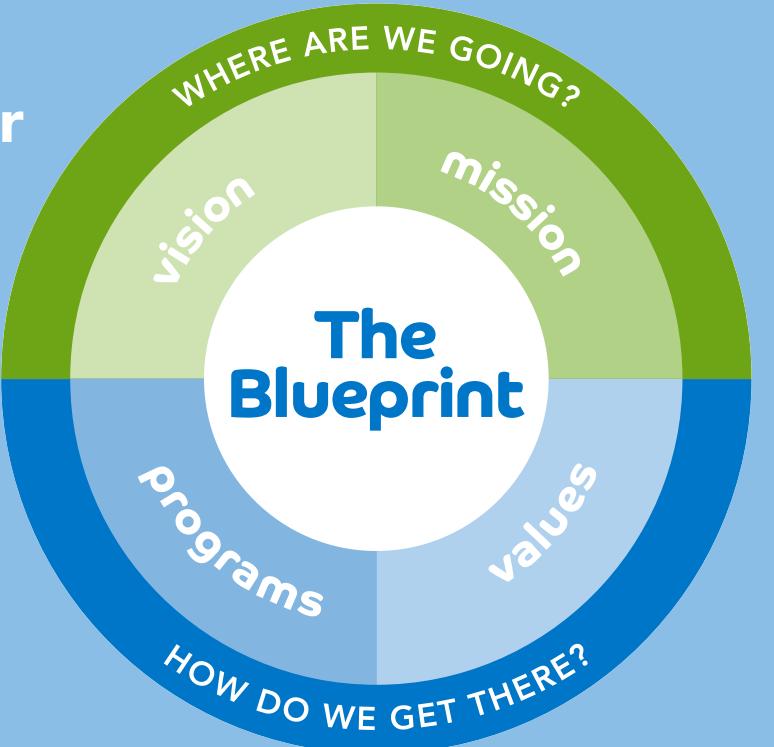
Ellen O. Boardman, Chair

Human Resources and Labor Relations

Emile Thompson, Chair

"The Blueprint shows the commitment of our Board of Directors, management team and workforce to meet our challenges head on and position DC Water for success in the coming years."

David L. Gadis, CEO



Importance of a Strategic Plan

Our strategic plan – *The Blueprint*, aligns our goals and objectives to our vision of being known for superior service, ingenuity and stewardship to advance the health and well-being of our diverse workforce and communities. Guided by our strategic plan, our leadership guides Team Blue and operates from a proactive position.

The Blueprint serves as a roadmap to ensure we meet the challenges ahead and continue to deliver reliable services. The services we provide are vital to our ratepayers and we have *The Blueprint* to guide us to where we need to focus to meet our vision.

We must ensure that this critical infrastructure – which has served us so well and sustained this great city since the mid-1800's – can continue to do its job for the next 150 years. To this end, we use our strategic plan and our planning process to examine every aspect of our organization and make the necessary

changes and commitments to put us on the path to long-term success and sustainability. Through our strategic planning efforts, we look 5, 10, 20 years into the future to guide our decisions over the coming years.

This is a critical time for our organization. We must now harness the operational excellence and innovative spirit that have made us an industry leader to tackle the 21st century challenges before us, including aging pipes that have outlasted their useful lives and capital costs that are driving rate increases. *The Blueprint* gets us heading in the right direction.

It also focuses our attention and resources on strategic focus areas to enable us to operate as a high-performing utility, improve employee engagement and the customer experience, better leverage technology, ensure a safe workplace, and enhance our readiness and resilience.

How Our Employees are Aligned to *The Blueprint*

The Blueprint helps to keep our staff on the same page, understanding the shared direction and knowing our goals and objectives. Each year we continue to improve in aligning employee goals through our performance management system - *Advancing Blue*, to *The Blueprint*. Through ongoing training, we are equipping our managers and supervisors with leadership skills to create and sustain a results-driven performance culture. This includes providing tools and training to our managers and supervisors on how to clearly communicate expectations to employees and clearly outlining what every employee's plan of action is for achieving specific outcomes. The employee plans in *Advancing Blue* help our staff reach specific targets and exhibit desired behaviors that embody DC Water's values – accountability, trust, teamwork, customer focus, safety, and well-being.

Executing *The Blueprint* in FY 2020

Since the launch of *The Blueprint*, we have concentrated resources and energy to achieve the goals outlined in our strategic plan. Highlights of these accomplishments have been included in this document. While this report does not detail everything that has been undertaken to advance our strategic priorities, it provides a summary of what has been done. This report captures each strategic program, records our impact, and highlights successes as we continue to move forward, step up and lead.

Strategic Programs

- CE Customer Engagement**
- DP Driving Performance**
- OS Operational Safety**
- R Resilience, Readiness and Enterprise Risk Management**
- EE Employee Experience**
- LT Leveraging Technology**

Throughout the stories featured in this Annual Report, you will notice badges representing the six strategic programs emphasized in *The Blueprint*. Many initiatives address multiple strategic programs and feature badges corresponding to the table above.



Customer Engagement

Objective

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

Accomplishments

- Designed and executed a Customer Communication Plan. This plan outlines customers' expectations, the messaging, tactics and timeline that will educate customers and increase brand awareness among our targeted audience.
- Launched a brand awareness and public education campaign to convey how DC Water touches every aspect of life in the District. The campaign ads were seen by more than 1 million people.
- Developed a multifaceted marketing and outreach plan to promote the expansion of the Customer Assistance Programs (CAP).
- To date, the effort has referred more than 4,000 customers and significant increases in CAP II and CAP III participation from 2019.
- For FY 2020, \$1,784,508.03 in benefits have been provided to support the CAP program.
- Added the CAP III program, which provides benefits to DC Water customers with household incomes greater than 80% and up to 100% of area median income (AMI) who don't qualify for the CAP or CAP II programs.

Accomplishments continued

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

Strategic Program is on target



Accomplishments

Referred to our CAP program

4,000+ customers

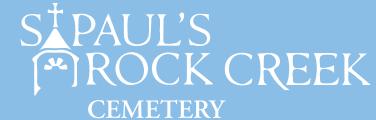
Attended our Town Hall Meetings

4,100+ customers

Children's books given away

1,100+ books

Connecting with Our Community



DP

OS

Driving Performance

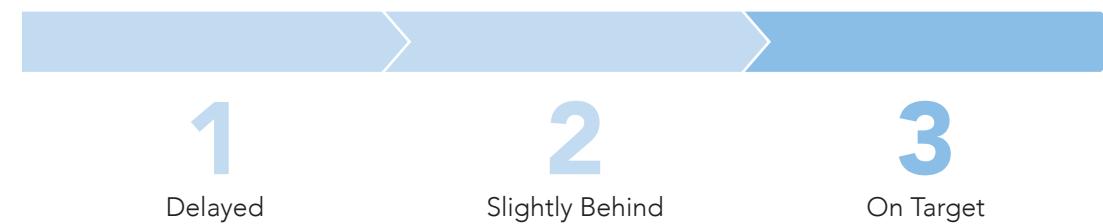
Objective

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

Accomplishments

- Advanced the FY2020 Enterprise Performance Plan (EPP) and, in doing so, established a process for data-collection, analysis and reporting. The FY2020 EPP included 40 enterprise-level initiatives aligned to *The Blueprint*, and 138 key performance indicators measuring progress against the strategic objectives.
- In January 2020, the Enterprise Performance Management Office (EPMO) was chartered, creating an operational environment where programs and projects are managed in a manner that advances the strategic programs of *The Blueprint*. Currently, the EPMO has led the development of: Lead Free DC; Enterprise Resource Planning (ERP) implementation and transformation; procurement consolidation and transformation; and the Innovation program. This has resulted in the beginning efforts to gain efficiencies and more effectiveness in our core financial management and advanced procurement procedures.

Strategic Program is on target



Operational Safety

Objective

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

Accomplishments

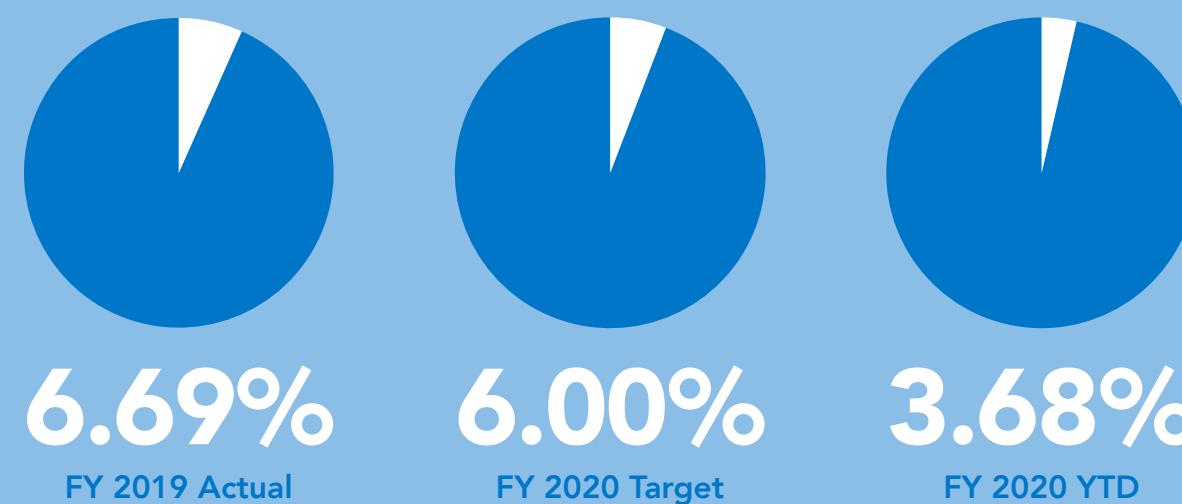
- Completed comprehensive review of DC Water's safety policies. During this process, we assessed the effectiveness of our policies, reviewed compliance with current OSHA regulations, and looked for opportunities to leverage best practices. Due to COVID-19 this effort is delayed as resources have been diverted to enhancing health and safety protocols to keep DC Water staff safe.
- Developed an environmental health and hygiene program for regularly occupied work spaces.
 - Collectively the Departments of Facilities and Occupational Safety and Health completed development of standards, procedures and schedules for inspecting all regularly occupied spaces. Inspections completed by a dedicated team consisting of trained staff from DOSH and Facilities.

Strategic Program is slightly behind



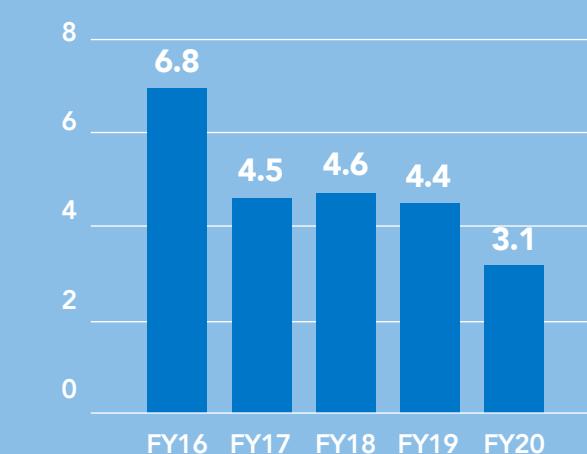
Blue Plain Systems

Percentage of Blue Plains systems with critical equipment that need immediate attention



Improved the Safety Culture

Employee Total Recordable Rate



Employee Lost Time Incident Rate



Resilience, Readiness and Enterprise Risk Management

Objective

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

Accomplishments

- Pursued identifying secondary source water for use during emergencies.
 - Researched and evaluated nine options for direct and in-direct potable reuse based on emerging themes and integrated approaches.
 - Engaged in regional efforts via Metropolitan Washington Council of Governments (MWCOG) and Army Corp of Engineers to identify options and opportunities and evaluate risks.
 - Compilation of a well substantiated report and summary with the findings and recommendations is complete.
- Partnered with the MWCOG to establish source water monitoring for early warning contaminant detection of the Potomac. The MWCOG received federal funding to support this effort.

Strategic Program is on target



Employee Experience

Objective

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

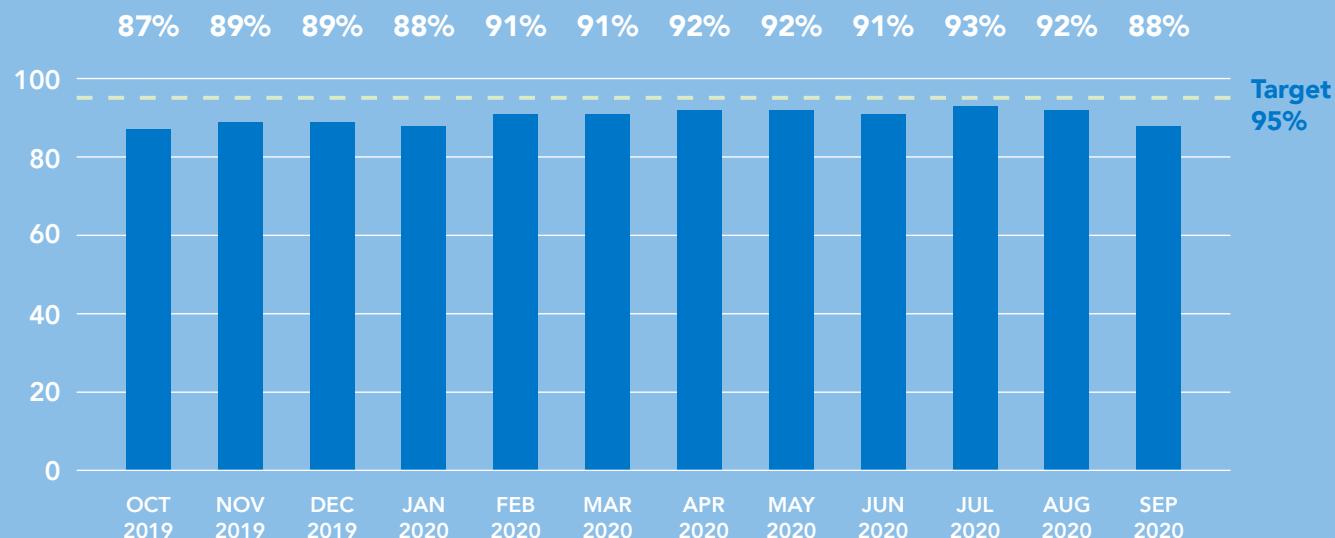
Accomplishments

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

Strategic Program is on target

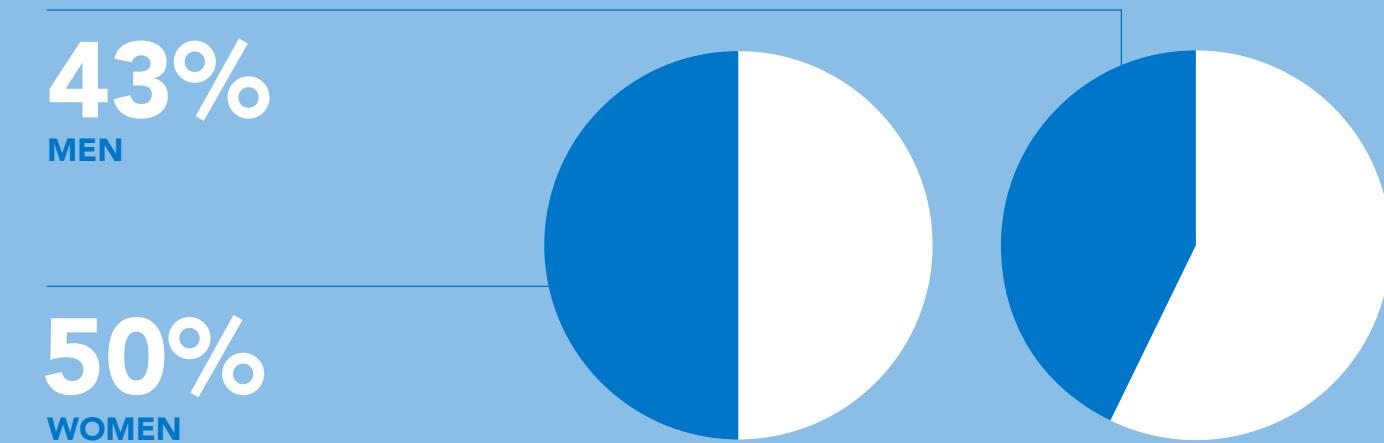


Critical Wastewater Pumping Assets



Compensation Adjustment for Non-Union Employees (June 2018-July 2020)

Advancing the talent of our women ensures a more inclusive and diverse workforce and culture



Leveraging Technology

Objective

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

Accomplishments

- Led technology advances by migrating Authority systems to the cloud environment which has significantly enhanced the Authority's ability to pivot seamlessly to a telework posture. As a direct result, the Authority's applications and data are more secure, as well as more accessible to staff teleworking. The Authority also implemented a new Automated Call Distribution (ACD) system which added powerful tools for our customer service representatives as well as improved service for our customers.
- Enhanced the use of analytics and modeling capabilities across the Authority.
 - Completed and deployed predictive models for water quality, main breaks, revenue and receipts tracking and meter monitoring.
- Implemented a Work, Asset & Resource Management Platform – the new ArcGIS and Maximo viewer has been deployed allowing staff to use a single tool to view work, assets and other resources online.
 - Upgrades to the hydrant, catch basin and green infrastructure inspection applications have been deployed.
 - Deployed a new Water Quality tracking mobile app

"For the Accounts Payable team, our productivity will increase because we are able to handle more work faster. Having Zeus will also enable us to further reduce our paper usage and be more environmentally friendly."

Jacqueline Little, Specialist, Accounts Payable

Strategic Program is on target

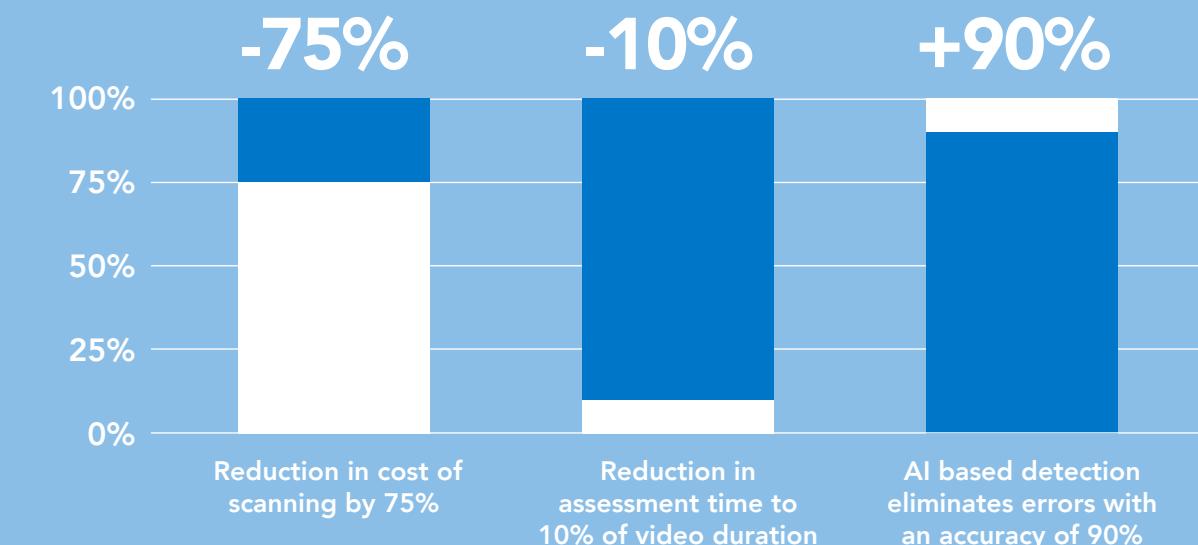


Technology Advances



Pipe Sleuth Features

Pipe Sleuth is an automated Condition Assessment System for pipeline networks



World Class, Inclusive and Representational Leadership

Since arriving at DC Water in 2018, **CEO David L. Gadis** has carefully assembled what he and Board Chair Tommy Wells have called "...the best leadership team in the industry."

"When I first came to DC Water, I saw the executive team was too big for the type of nimble decision making we need," Gadis said. "We also had an external consultant analyze our structure against other utilities and industry-leading organizations, and they arrived at the same conclusion."

That's when Gadis undertook a thorough assessment of his leadership team to verify that, as he puts it, he "has the right people in the room," to ensure the Authority is as strategic and coordinated as possible. For

Gadis, it was all about the right mix of expertise on his reimaged leadership team.

"I was fortunate when I arrived that we already had **Matt Brown** (Chief Financial Officer and EVP / Finance and Procurement) on the team. Matt brought a municipal background and is one of the best CFO's I've ever worked with in my career. We then added **Wayne Griffith** (Chief Strategy and Performance Officer and EVP / Strategy and Performance), all the way from New Zealand and he brought an outstanding international perspective and strategy. Like me, he's all about data and key performance indicators (KPIs)."

Gadis added **Marc Battle** (Chief Legal Officer and EVP / Legal Affairs) to the leadership team because of his

extensive contacts within the District, utility experience and his work in both the profit and nonprofit sectors. "When we added **Lisa Stone** (Chief People and Inclusion Officer and EVP / People and Talent), we

added a nationally renowned leader in diversity and inclusionary programs, and someone with amazing skill, vision and passion," he explained. "The capstone on our SET was the hiring of **Kishia Powell** (Chief Operating Officer and EVP). Although she came to us from Atlanta, Kishia is a native of the Baltimore-Washington area, who brings valuable experience as a CEO with a background in private sector engineering".

With a new three-year contract, and a world-class leadership team, Gadis remains laser-focused on leading on issues water quality and equity, both regionally and nationally. "At the end of the day, the Authority's success will ultimately be measured by the quality of our clean drinking water and effectiveness of our wastewater services," he explained. "Providing these services isn't getting any easier. From the pandemic to our aging infrastructure to climate change, it will take leadership and experience to continue to meet those challenges in the years ahead. I am excited and proud to work alongside such a talented leadership team that is truly world-class, inclusive and representational."



▼ L-R: Marc Battle (Chief Legal Officer and EVP), Lisa Stone (Chief People and Inclusion Officer and EVP), CEO David L. Gadis, Matt Brown (Chief Financial Officer and EVP), Kishia Powell (Chief Operating Officer and EVP) and Wayne Griffith (Chief Strategy and Performance Officer and EVP)

Crisis Leadership When It Matters Most

There isn't a water utility in the country that could have imagined how dramatically the global health pandemic that struck in 2020 would alter their routines. At DC Water, it required us to draw on all of our Core Values as an organization: Accountability, Trust, Teamwork, Customer Focus, Safety and Well-being. The margin of error was minuscule as we sought to keep our operations afloat, our employees safe and our customers connected during this dangerous crisis.

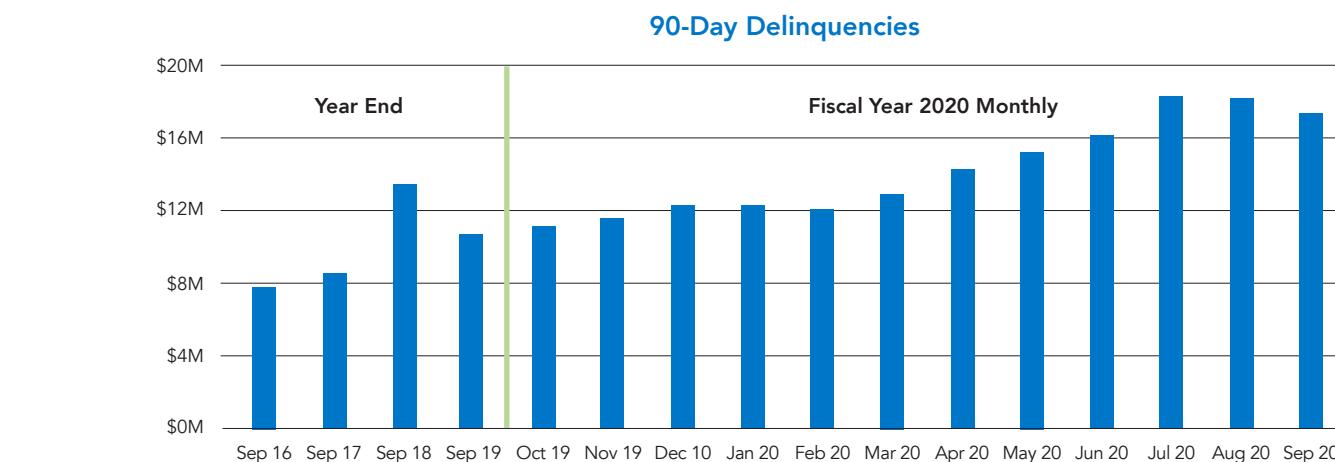
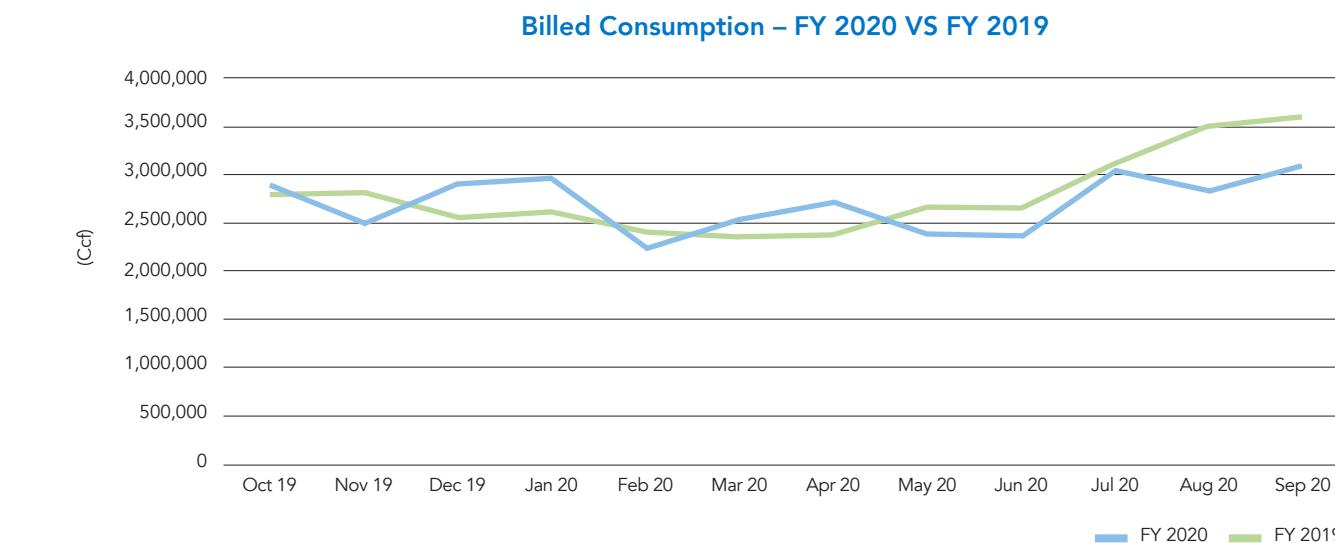
Maintaining Essential Services

The men and women of DC Water met those challenges, under the decisive leadership of CEO David L. Gadis. As the true impact of the pandemic was just coming into focus, he recognized the need for quick action to ensure the health and safety of our customers. First, we were the first local utility to suspend all water shutoffs and late fees. Then we went a step further to initiate service reconnections, and we worked with the District to establish and aggressively communicate an Emergency Residential Relief Program for those that could not pay their water bills. This program provided relief to 2,098 customers in fiscal year 2020 with an average benefit of \$421. In addition, DC Water has committed to providing flexibility on payments to our customers for the duration of the health emergency.

Taking Care of Our Own

Equally important was protecting our employees and preventing the spread of the virus in the workplace. We activated our Incident Management Team (IMT) in March to assist in managing the mitigation and response efforts, which led to operational changes to ensure we could minimize disruptions in essential services without putting anyone at risk unnecessarily. Almost 500 employees were authorized to telework. Frontline crews were put on rotating shifts and non-critical maintenance and customer service activities were deferred. We also limited service calls inside private property to emergencies only.

During this pandemic, our crews are doing their best to keep the water flowing and working as a team to deliver for the community.



Financial Stability

In addition to protecting works on the front lines, DC Water has also managed finances in a way that avoided the need for any layoffs or furloughs - adding some stability and structure to a very stressful time to many workers around the country.

That's not to say the pandemic didn't have an impact. With businesses and schools shuttered, there was a sharp decline in commercial and municipal consumption, offset only slightly by a small increase in the amount of water District residents were using at home. At the same time, thousands of commercial and residential customers fell further behind on their water bills. From March through September, delinquent accounts greater than 90 days increased from \$12.8 million (9,933 accounts) to \$17.9 million (13,775 accounts).

Management implemented several measures to stem

the bleeding, including delaying non-critical purchases, pausing procurement activities for some capital projects, implementing a deliberate hiring process and curtailing overtime. As a result of these proactive moves, while revenue is down, DC Water is still on strong footing financially.

Adapting to the Times

The pandemic presented a real challenge as we set out to engage with customers about our priorities and proposed rates for the next fiscal year. But to our surprise, it also offered unexpected opportunities to reach more people from a distance. By necessity, we shifted our bi-annual in-person town hall meetings, led by CEO David L. Gadis, to virtual meetings. Customers could join online or by phone, and over 8 meetings – one in each ward – we connected with more than 4,100 people, making them the most successful town halls DC Water has ever hosted.

Authority Creatively Aids Those Affected by September Floods

The September floods in DC were caused by some of the heaviest and most sustained rainfall the District had seen in decades. Nearly three inches of rain fell in just 90 minutes as a stormfront moved up along the east coast and dumped a deluge on the nation's capital that overwhelmed drainage and stormwater systems across the city.

Although this flooding impacted roads and communities across the region, at DC Water, our focus turned to assisting residents whose basements flooded because of the storm. For many affected families, the flooding was an emergency. In some cases, residents described having stormwater and sewage gush out of their ground floor toilets or back up out of their basement drains. The flooding was most intense in a handful of neighborhoods in the Northeast quadrant of the District, and that's where DC Water prioritized our efforts.

CEO David L. Gadis and Kishia Powell (Chief Operating Officer and Executive Vice President) were joined by Mayor Muriel Bowser and other city officials to personally see the flooding damage our customers were dealing with. "I want to tell you that DC Water is here for you," Gadis reminded residents during his community visits.

The DC Water team responded to residents who had questions about flooding by explaining the claims process and providing useful guidance on preventing future floods. The authority even convened a virtual conversation to make it easy for residents to safely ask questions. One takeaway: some flooding can be prevented by installing a backflow prevention device, which is installed in the home. Gadis went further though; he offered unprecedented assistance to impacted homeowners.

After consulting with senior staff and the Authority's Board of Directors, Gadis decided to offer to reimburse residents who wanted to install backflow preventors. The reimbursement also offers up to \$5,000 towards the

► **CEO David L. Gadis and Mayor Muriel Bowser walked several alleys and streets to meet with residents who had questions about flooding.**

Assistance Plan for Residents Impacted by Flooding

\$1.5M

Committed to clean-up relief for those who need immediate relief

\$6K

Rebates per home for our backflow valve reimbursement program

\$5K

To help customers struggling with remediation costs, like drying out basements





A Helping Hand in a Time of Need

This year, we saw a marked increase in the number of customers taking advantage of the assistance programs DC Water offers to help with water bills. The toll the pandemic took on jobs likely contributed to the boost in participation, along with our aggressive efforts to promote the programs and ensure customers were aware of the assistance available.

DC Water and the District created new programs to assist more customers in 2019 and those programs were extended into 2020, offering steep discounts on water and sewer bills, including the Clean Rivers Impervious Area Charge (CRIAC). In addition, Mayor Muriel Bowser and the DC Council authorized funds this year to provide emergency relief to District customers struggling with unpaid water bills during the public health emergency.

We employed numerous tactics to promote the expanded customer assistance programs (CAP) through paid advertising, promotion across all of our social media platforms, earned media in local news outlets, and direct outreach to residents including seniors. We engaged with customers in-person before the pandemic, and virtually once the public health emergency began.

These efforts proved largely successful, as the number of participants in the expanded customer assistance programs for residents grew to 4,575 customers, a 29 percent increase from the previous year. In addition, 2,098 customers took advantage of the Emergency Residential Relief Program to pay all or part of an outstanding water-bill balance.

"Helping customers in their time of need is the right thing to do and the only thing to do."

David L. Gadis, CEO

CE

Customer Assistance Programs

Fiscal Year	CAP	CAP 2	CAP 3	Non Profit	CRIAC-ERRP	Grand Total
FY2017	\$1,135,297.25	\$ –	\$ –	\$ –	\$ –	\$1,135,297.25
FY2018	\$1,188,574.48	\$ –	\$ –	\$ –	\$ –	\$1,188,574.48
FY2019	\$1,290,797.25	\$47,490.48	\$9,435.75	\$1,360,561.41	\$ –	\$2,708,284.89
FY2020	\$1,584,808.37	\$173,836.70	\$25,862.96	\$1,028,752.63	\$884,388.18	\$3,697,648.84

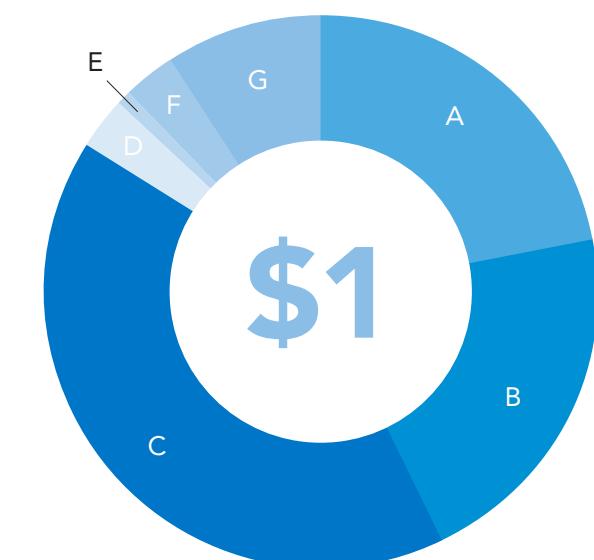
Number of Accounts Enrolled

Fiscal Year	CAP	CAP 2	CAP 3	Non Profit	CRIAC-ERRP	Total
FY2017	3,136	0	0	0	0	3,136
FY2018	3,519	0	0	0	0	3,519
FY2019	3,249	260	48	175	0	3,732
FY2020	3,818	624	133	189	2,098	6,862

FY 2020: Where Does the Money Go?

How does DC Water spend each \$1.00 received from the average residential customer?

- A. Sewer _____ \$0.22
- B. Clean Rivers _____ \$0.21
- C. All Other Capital _____ \$0.41
- D. Pilot _____ \$0.03
- E. ROW _____ \$0.01
- F. Stormwater _____ \$0.03
- G. Water _____ \$0.09





An Economic Lifeline for Local, Small and Disadvantaged Businesses

DC Water reimagined the Authority's Business Development Plan (BDP) in 2020 and it has the potential to reshape economic opportunities for scores of small and disadvantaged businesses in the region. The authority's first BDP was written in 1999 and, recognizing opportunities to better engage this under served segment of the community, **CEO David L. Gadis** decided that it was time for a refresh.

Well aware of the significance DC Water has on the economic development in the region, Gadis wanted to enhance the Authority's approach to business utilization and capacity building and focus more on ensuring greater access to opportunities and removing unnecessary barriers to participation. "It is the innovation and partnership with our certified firms that helps DC Water support economic development initiatives that benefit our communities in which we serve," said Gadis.

Gadis also wanted to make sure that the BDP was aligned with the core principles and the values of the authority's larger strategic plan. The results have been outstanding.

▲ David L. Gadis, in a pre-pandemic photo, is honored by the Md. Washington Minority Companies Association, as a Black History Heroes honoree.

"What we're seeing so far is that local businesses have a far better sense of what kinds of opportunities they have to grow their businesses and of the various ways in which DC Water is ready to partner with them," said **Korey Gray** (Director of Compliance and Business Development).

In FY 2020, the Authority did more than \$616 million in projects with disadvantaged enterprises, as well as \$116 million in opportunities for women owned businesses and \$64 million in business with local and small businesses. These numbers are expected to grow even more in coming years, with a goal to continue building, according to Gray.

"DC Water is a strong advocate of our certified business community and we're committed to ensuring local, small, disadvantaged, and women business enterprises have the very best opportunities with us," Gray said.

By the Numbers

DBE Awards
Active Projects in
FY20 Construction

\$376.4 million

WBE Awards
Active Projects in
FY20 Construction

\$66.6 million

DBE Awards
Active Projects in
FY20 A/E Services

\$240.3 million

WBE Awards
Active Projects in
FY20 A/E Services

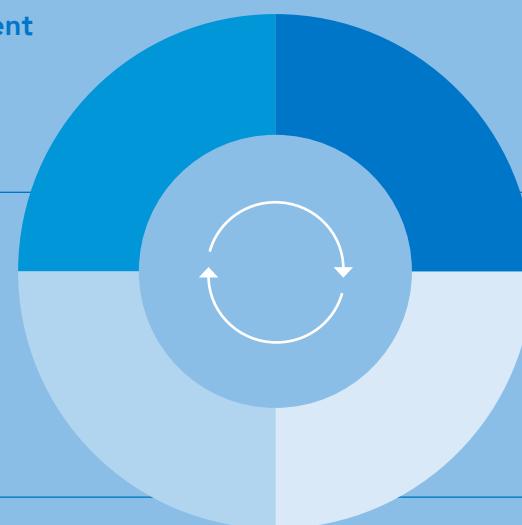
\$50.1 million

LSBE Awards
Active Projects in
FY20 Goods
and Services

\$64.6 million

Procurement Centers of Excellence

1 Category Management
Category Strategy
Strategic Sourcing
Cost Savings
Vendor Performance



2 Purchasing
Automation
Catalog and Self-Service
Customer Service

3 Materials Management
Inventory Optimization
Automated Warehouse
On-Time Availability
Data Driven Decision

4 Compliance and
Business Development
Advancing Commitment
with Local Community
Inclusion and Diverse Spend
Compliance
Local Hires

Engaging Our Diverse Community and Workforce

Washington, DC, is a place like no other. As the birthplace of GoGo music, home to a growing number of world-class restaurants, and the proud home of Black Lives Matter Plaza, the District is a place where diversity is encouraged. DC's diverse and culture-rich community has always been one we are proud to serve.

For DC Water, ensuring we deliver high-quality service and water quality is only part of what we do. The second is supporting, connecting with, and joining hands with our community of customers.

At DC Water, diversity is reflected from the top down. From having an African American CEO to an EVP leadership team inclusive of three women, it is essential for representatives of the community we serve to have a seat at the table.

The heart of this city lies in the open arms of the diverse individuals behind it. The individual residents orchestrate a city's voice, and DC Water is fortunate that our residents choose to be inclusive, proud, and committed to embracing new ideas and cultures.

Many DC Water employees grew up in this city, and every day bring to work the passion for what it means to be a Washingtonian.

DC Water is also a reflection of the transient population, both national and global, that have migrated here for education and career opportunities. Our commitment to investing in water infrastructure is just as important as our commitment to growing with the community that infrastructure supports.

We believe that every day is a chance to serve, interact, and make a difference for the customers and communities that represent a range of beliefs, religious, and ethnic backgrounds. DC Water will always strive to strengthen our connection to the District community. Furthermore, we are committed to ensuring that the customers we serve and the employees who represent us feel heard.

► Whether working from home or working onsite for essential activities, our employees are committed to serving the residents of the District of Columbia.

Character

religion • personal habits • values

hobbies • family/marital status

language • personality

Population Characteristics

age • ability • sexual orientation

gender • ethnic origin

religion • race

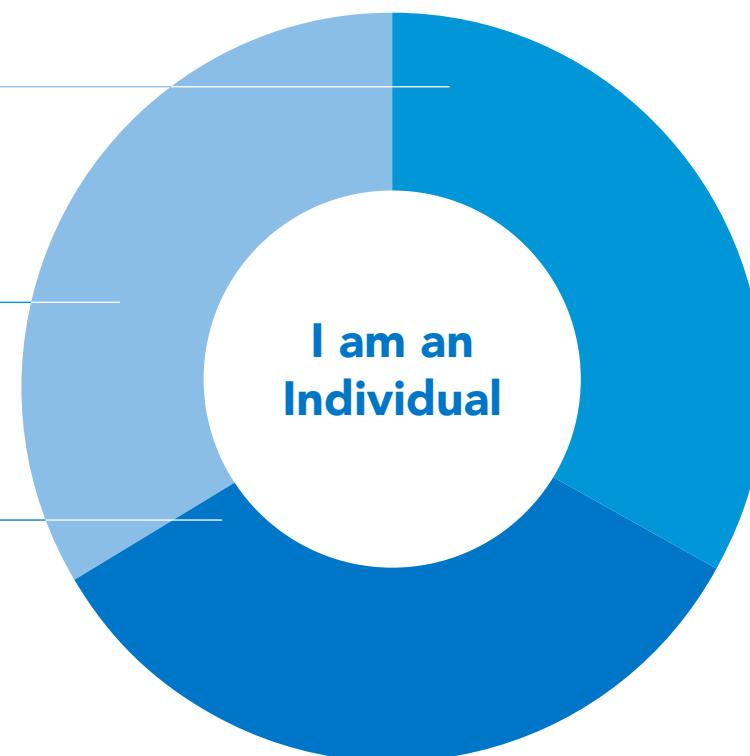
Work Experience

union • education

field of work • management status

department/branch

work location • seniority • income



Saving Local Waterways and Wildlife

Clean Rivers celebrated 2020 by marking another year of progress in the generational effort to make the Anacostia and Potomac River swimmable and enjoyable for residents and visitors.

"In many ways 2020 was one of our most exciting years yet, because we saw just how well our tunnel system can work and were able to really take some meaningful measurements of its performance," said **Carlton Ray** (Vice President / Clean Rivers Project).

"Moreover, we made a lot of tunneling progress in the Northeast quadrant of the city and were able to get that portion of the system within a mile of the finish line," added Ray.

He noted that DC Water also put resources into new community investment options in 2020, as a way of offsetting the impact that construction of the Northeast Boundary Tunnel is having on nearby businesses. These investments included support with marketing and other efforts to boost commerce during construction.

2020 was also an important year for the Green Infrastructure (GI) program, which the Clean Rivers team added to their portfolio several years back as a way of exploring more sustainable diversion options.

The Authority also completed its practicability assessment for previous GI projects in the Rock Creek and Potomac River sewersheds. In Rock Creek, DC Water has proposed a hybrid green/gray solution leveraging the best use of each technology. For the Potomac River, DC Water determined that most practical and economical solution to CSOs is to extend the Potomac River Tunnel to control the remaining CSOs along the river.

This unique combination of solutions provides the optimal balance of performance, reliability, and cost effectiveness for DC Water's ratepayers.

▼ A custom-designed fence wrapping, with paintings from Howard University artists, supporting local businesses during construction.



Four Exciting Developments Marked 2020

Four miles of the Northeast Boundary tunnel completed

4 miles complete

The Anacostia River Tunnel System captured more than 9 billion gallons of CSOs and 4,500 tons of trash

9 billion gallons

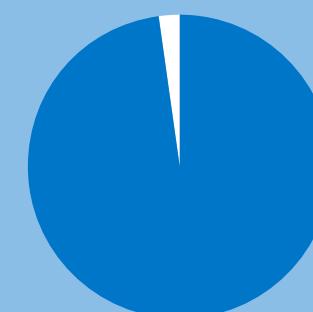
Design completed for separation of the sewers to CSOs 025 and 026

100% complete

Construction for the Potomac River Tunnel begins in 2023. CSOs are estimated to be reduced by 93%

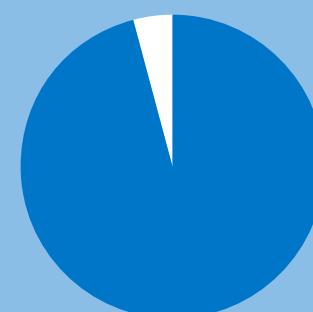
93% reduction

Just the Facts



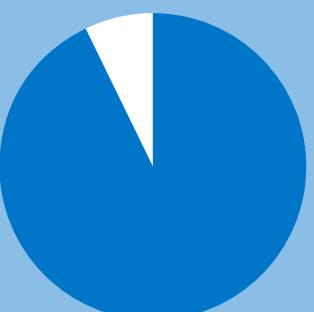
98%

Reduction in CSO volume to the Anacostia River



96%

Reduction in system-wide CSO volume



93%

Reduction in CSO volume to the Potomac River

Lead Free DC Seeks to Get the Lead Out

This year, DC Water unified its suite of lead pipe replacement programs under one umbrella, called Lead Free DC. Bringing the programs together was the first step, next DC Water needed a manager who could reach across multiple functional areas to create a holistic and cohesive strategy. **John Deignan** (Program Manager, Lead Services / Water Services) answered that call.

Deignan's science degree gave him the entrée to regional water programs at the Metropolitan Washington Council of Governments early in his career. At DC Water, he first led water quality communications. This position included extensive public outreach—engaging residents at festivals and events, civic meetings, interagency workgroups and through email and phone inquiries. "There was clearly an information gap" says Deignan. "As I spent more time helping residents understand where lead exists, how to test for it and how to remove it, I became ever more passionate about the issue." Watching the "aha" moments as people grasped the



▶ John Deignan (right) talks about working toward Lead Free in DC on an episode of the *waterloop* podcast.

complexities compelled him to change gears—and departments—to head up the program and pour his energy full-time into the initiative.

Affordability for customers is at the core of the Lead Free DC initiative. This year, a historic law established city-funded assistance programs for free and discounted lead pipe replacement. Deignan worked with an incredible team to successfully build and operate these

new programs. In the first year they removed lead pipes from 200 homes and saved customers about \$600,000 in replacement costs. To better serve customers as these programs grow, Deignan and his team trained 15 plumbers and contractors, mostly small and local businesses, to replace lead pipes. "Connecting plumbers in the community to this new business opportunity was a great co-benefit to the new program," says Deignan. These plumbers and contractors, DC Water, DOEE and DDOT are working together to ensure replacement work is done efficiently and safely.

Despite the operational and safety challenges posed by the novel coronavirus this year, DC Water's Lead Free DC teams expertly adapted and replaced lead pipes from 520 homes across Washington, DC.

While Deignan is proud of what DC Water has accom-

plished thus far, he continues to look to the future. "Mr. Gidis's aspiration for our lead replacement programs is the most ambitious and impressive in the utility's history," says Deignan. "Achieving the Lead Free DC vision requires a comprehensive, nuanced plan that improves on what we do today and also details what would be required from us, the city, and our customers to accelerate replacement efforts and get rid of lead pipes for good."

The plan is currently in development and calls for funding strategies that will not compromise the safety of drinking water by reducing budgets dedicated to the renewal of other aging infrastructure and also account for ongoing initiatives like the Clean Rivers Project. Additional components include an assessment of known and unknown lead service lines, a recommended boots-on-the-ground replacement strategy and District policy recommendations.

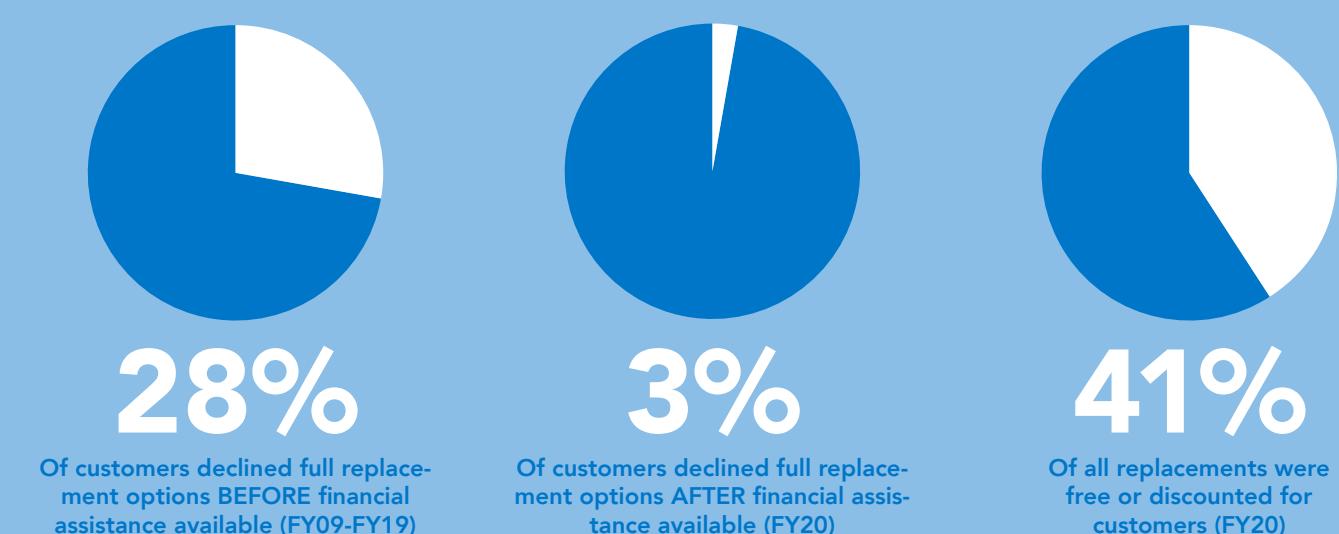
"Achieving the Lead Free DC vision requires a comprehensive, nuanced plan that improves on what we do today and also details what would be required from us, the city, and our customers to accelerate replacement efforts and get rid of lead pipes for good."

John Deignan, Program Manager, Lead Services

Total Annual Lead Service Line Replacements (LSRs) and Rate of Partial Replacement



Success in Reducing Partial Replacements via Financial Assistance Programs



Catching Some Rays: DC Water Harnesses the Power of the Sun

On a dogged quest for renewable energy sources to power DC Water, **Chris Peot** (Director, Resource Recovery / Wastewater Treatment) is never short on ideas. His latest pursuit began when he surveyed the very open and flat 153-acre Blue Plains Advanced Wastewater Treatment Plant and pictured a vast solar panel installation across the expanse.

After in-depth analyses and examination, DC Water's Peot and **Kathleen Kharkar** (Senior Manager, CIP Risk and Change Management / CIP Infrastructure Management) proceeded with the solar program in stages. First, panels were installed over parking lots, rooftops, a few ground mounts and a canopy structure on the DC Water pier that sits on the Potomac. Deemed Phase I, the installation began in spring 2020 and by the end of FY 2020 was generating 5.2 MW of electrici-

ty. In total, it includes 12,343 panels and 264,016 square feet of solar surfaces.

Marbury Point, a division of Ameresco, installed the solar panels, under an agreement whereby they paid for design and construction and DC Water pays two and a half cents per kilowatt hour for the electricity. The arrangement should save the Authority \$4 million in operating costs over 20 years.

But just as compelling is the fact that this electricity doesn't come from the grid, making Blue Plains more resilient in the event of a widespread power outage and less reliant on fossil fuels.

A more ambitious solar program, Phase II, aspires to place solar panels over top of treatment process facilities

Phase 1 Solar Program

12,343	264,016	5.2MW
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Solar panels installed

Total square feet of solar paneling

Generated 5.2 MW of electricity

and in other spaces that require more adaptation. As part of the Phase I contract, DC Water received—and owns—the designs for this next, more complex, plan which can be implemented when it becomes cost-effective.

With its 24-hour operations and massive pumping processes, it is no wonder that the Blue Plains plant is the largest consumer of electricity in the District. In 2014,

we commissioned a revolutionary (in North America) thermal hydrolysis program that turns human waste into electricity, generating about a third of the energy required to run the plant. Solar installations currently generate about a (fraction) of the necessary energy. With creative minds and engineering prowess/expertise, DC Water continues to harness energy from uncommon sources to benefit the environment and our customers.



▲ Solar panels over parking lot—shaded parking and energy capture.

Blue Drop Offers Creative Solutions Even in Challenging Times

Created in 2016, Blue Drop is the nonprofit affiliate of DC Water with a mission to support rate stabilization through innovative endeavors. Blue Drop provides a range of products and offerings that meet the needs of District consumers and contribute to a more sustainable DC Water.

In 2019, Blue Drop opened access to DC Water's Headquarters for community space rentals for events. Through this offering, "HQO" became the backdrop for a variety of gatherings and even weddings. The health pandemic paused this effort, but the organization has adapted with an emphasis on other products and services.

Bloom, a Class A biosolid and soil amendment product, is one of its most prominent offerings. Bloom is created from our treatment process and is enthusiastically recommended by local users. Despite challenges from the pandemic, Bloom sales in FY20 actually increased slightly. It is popular with farmers and backyard gardeners to enrich soil with nutrients. Bloom is available in bulk or bags at local hardware stores or online at bloomsoil.com.

In partnership with the Authority's I.T. Department, Blue Drop is marketing Pipe Sleuth, an artificial intelligence based program that allows for the review of CCTV pipe footage to identify anomalies in confined spaces.



▲ Everybody Wins DC gave out over 1,100 DC Water books so kids had access to educational books while home.

HQO Events

The first floor lobby is great for receptions, happy hours, dancing and short programs

13,270

SQUARE FEET

200

RECEPTION

The second floor boardroom is great for formal dining and conferences or meetings

2,975

SQUARE FEET

160

SEATED MEAL

The second floor atrium and its six break-out rooms are great for conferences

4,100

SQUARE FEET

300

RECEPTION

Enjoy stunning views of the city and the Anacostia River on the rooftop

7,900

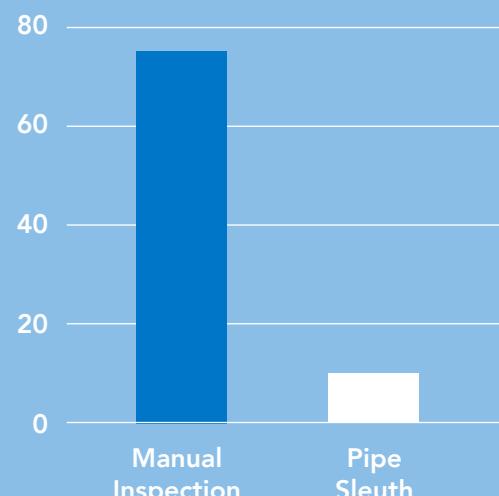
SQUARE FEET

300

RECEPTION

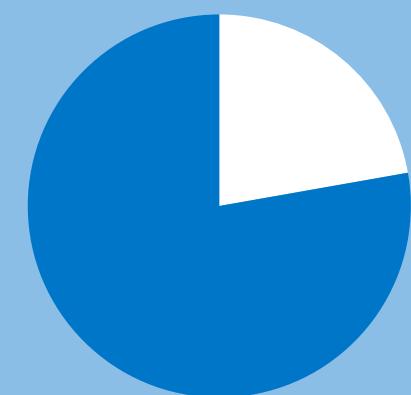
Pipe Sleuth

Number of minutes needed to analyze 60 minutes of sewer pipe inspection video and generate a report



Bloom

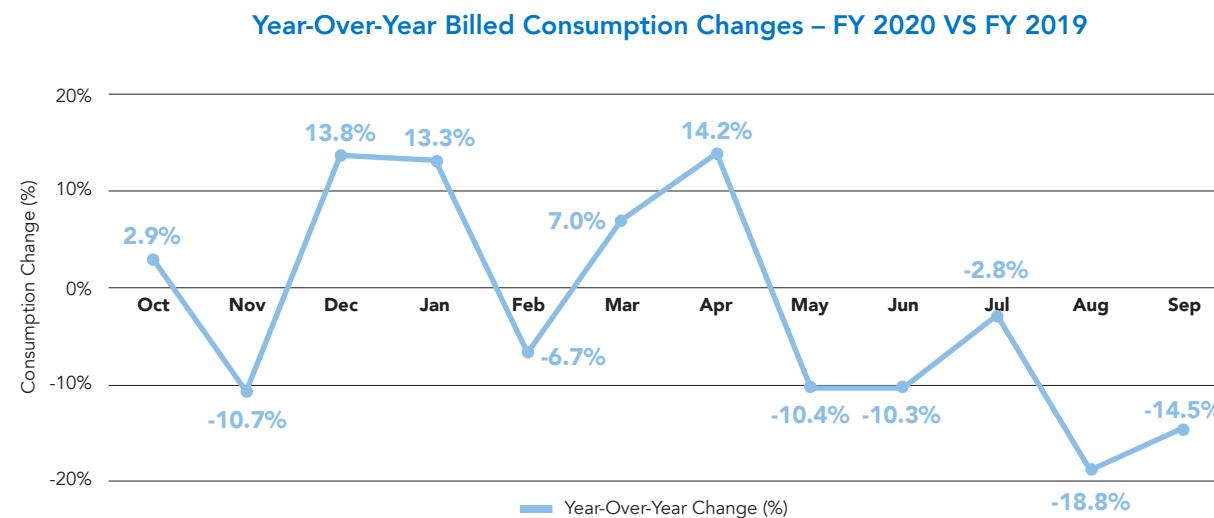
Blue Drop sold 44,157 tons of Bloom last year, which generated an additional \$224,415 in revenue. 78% of material went to farms in Maryland. The other 22% was used by landscapers, soil blenders, and construction companies



- 22% sold to landscapers, soil blenders and construction companies
- 78% sold to farms in Maryland

Financial Performance

DC Water ended fiscal year 2020 in a strong financial position, particularly in light of COVID impacts to the Authority. Results includes a strong liquidity position and positive budget to actual results from management actions to control costs. The Authority met or exceeded all financial targets and complied with Board policies and bond covenants.



Highlights

- Operating revenues increased by \$31.7 million to \$736.8 million, or 4.5%, primarily due to the retail rate increase of 11.5% offset by the 9.0% decrease in the Clean Rivers Impervious Area Charge (CRI-AC) and the effects of the COVID-19 pandemic.
- Operating expenses decreased by \$7.2 million to \$453.7 million, or 1.6%, due to decreases in personnel services, chemicals, supplies, and small equipment, contractual services, utilities and rent, and water purchases offset by an increase in depreciation expense.
- Capital assets, net of depreciation and amortization, increased by \$250.4 million to \$7.5 billion, or 3.5%, as a result of capital additions of \$386.0 million offset by depreciation and amortization of \$135.6 million and capital disposals of \$10.0 million. Capital additions incurred in 2020 were in line with the Authority's approved 10-year capital improvement program.
- Current assets increased by \$78.1 million to \$694.8 million, or 12.7%, primarily due to a \$47.1 million
- increase in unrestricted cash and investments, an \$11.8 million increase in receivables from the Federal government, a \$10.0 million increase in customer receivables, and a \$4.3 million increase in restricted cash and investments.
- The Authority's net position increased by \$223.0 million to \$2.5 billion, or 9.9%, as a result of current year operations and capital contributions.
- The Authority's long-term debt, including current maturities, increased by \$285.8 million to \$3.8 billion, or 8.2%, primarily due to the issuance of \$104.0 million of 2019 Series A, \$58.3 of 2019 Series B, \$99.5 of 2019 Series C, and \$343.2 2019 Series D subordinate lien revenue bonds in October 2019 offset by principal payments of \$343.0 million.
- Long Term Credit ratings of Aa1/AAA/AA+ and Short Term Credit Ratings of P-1/ A-1+/ F1+ were reaffirmed by Moody's, S&P, and Fitch rating agencies.
- DC Water received its 24th consecutive unmodified audit opinion on its financial statements.

Condensed Statements of Net Position

	2020	2019
Current assets	\$694,776	\$616,690
Capital assets, net	7,474,561	7,224,123
Non-current assets	266,946	58,918
Total assets	8,436,283	7,899,731
Deferred outflows of resources	99,412	63,523
Current liabilities	474,538	437,493
Long-term debt outstandings	3,716,204	3,438,695
Long-term liabilities	1,871,520	1,836,611
Total liabilities	6,062,262	5,712,799
Net investments in capital assets	2,129,340	1,935,786
Restricted	35,222	43,762
Unrestricted	308,871	270,907
Total net position	\$2,473,433	\$2,250,455

Condensed Statements of Revenues, Expenses and Changes in Net Position

Operating revenues	\$736,828	\$705,147
Operating expenses	453,699	460,883
Net non-operating revenues (expenses)	(82,878)	(95,323)
Change in net position before capital contributions	200,251	148,941
Capital contributions	22,727	16,313
Change in net contributions	222,978	165,254
Net position – beginning of year	2,250,455	2,085,201
Net position – end of year	\$2,473,433	\$2,250,455

Condensed Statements of Cash Flows

Net cash provided by operating activities	\$392,695	\$334,320
Net cash used in capital and related financing activities	(139,296)	(514,330)
Net cash used in investing activities	(56,856)	221,144
Net increase in cash and cash equivalents	196,543	41,134
Cash and cash equivalents – beginning of year	354,186	313,052
Cash and cash equivalents – end of year	\$550,729	\$354,186

Awards

DC Water's contributions to the water sector are recognized locally, regionally and globally. The Authority's programs garner awards by agencies and associations that advance the industry, as well as professional organizations for support services including finance, safety, communication and others.

DC Water Headquarters – HQO – Building

DC Water's headquarters building combines stunning architectural design with innovative and sustainable features that also save money. The project presented challenges of building on the waterfront, in a small footprint, but leveraged unique properties, such as using heat transfer from the sewer pumping station above which the building sits. The team of DC Water engineers, architects from SmithGroup and builder Skanska has won numerous awards this year for the building, known as HQO.

- The DC Water HQO building won the 2020 AIA Award in Architecture as well as a Jury Citation for Sustainable Design, by The American Institute of Architects, DC Chapter. The jury consisted of professionals from New York City, Boston and California.
- AIA Potomac Valley (Maryland), Honor Award
- AIA Virginia, Honorable Mention
- www.aiava.org/2020-design-awards-announced/
- ASHRAE, a global society advancing human well-being through sustainable technology for the built environment, awarded HQO the ASHRAE Region II Award of Excellence.
- DC Water HQO was the cover story for the Summer 2020 issue of Architecture DC magazine.

Information Technology

DC Water won the prestigious Project Management Office of the Year Award from the Project Management Institute®. The PMI Professional Awards honor organizations and individuals whose passion, talent, and expertise make the greatest contributions to the project management profession or to PMI.



▲ DC Water headquarters as seen from the Anacostia River. Photo by Jacob Fenston / DCist

The **PMO of the Year®** Award honors a Project Management Office (PMO) that added value to its organization through its support of successful strategic initiatives and demonstrated superior organizational project management capabilities. It also recognizes a PMO that has established a vision for value delivery and has had a positive and clear impact on business results.

DC Water's IT Project Management Office won the 2020 award for outstanding project management.

Communications

DC Water's Office of Marketing and Communications was recognized by NACWA for the Cool Arts & Cleaner Rivers Campaign. The program won the Educational Program category of the Public Information & Education Award.

Fleet

- NAFA Fleet Solutions: 2020. DC Water Award #67 of 100 Best Fleet in North America
- **Government Fleet Magazine's** Notable Fleets in the Leading Fleets program – 2019
- 2019 Washington Clean Cities Coalition ***Trailblazer Award – Renewable Natural Gas***

Procurement

- The "CURT Workforce Development" award from the Construction Users Roundtable

Wastewater

DC Water earned a **Platinum Peak Performance Award** from NACWA, the National Association of Clean Water Agencies, for eight consecutive years of 100 percent compliance with regulatory permits. The Platinum Awards recognize 100% compliance with permits over a consecutive five-year period. Platinum Awards are given to facilities with a consistent record of full compliance for a consecutive five-year period.

Finance

- GFOA Distinguished Budget Award (beginning October 1, 2019) and GFOA Excellence in Financial Reporting (ending September 30, 2019)

Individuals

David L. Gadis was recognized as a "Black History Hero" and the "Most Innovative Leader for Minority Business" by the Maryland Washington Minority Contractors' Association.

- The "Champion for Women Business Enterprises" recognition from the Women's President's Education Organization
- The "Champion for Minority Business Enterprises" recognition from the District of Columbia Metro Hispanic Contractor's Association

Timothy Fitzgerald earned Honorable Mention in the Public Fleet Hall of Fame, published by Government Fleet Magazine.

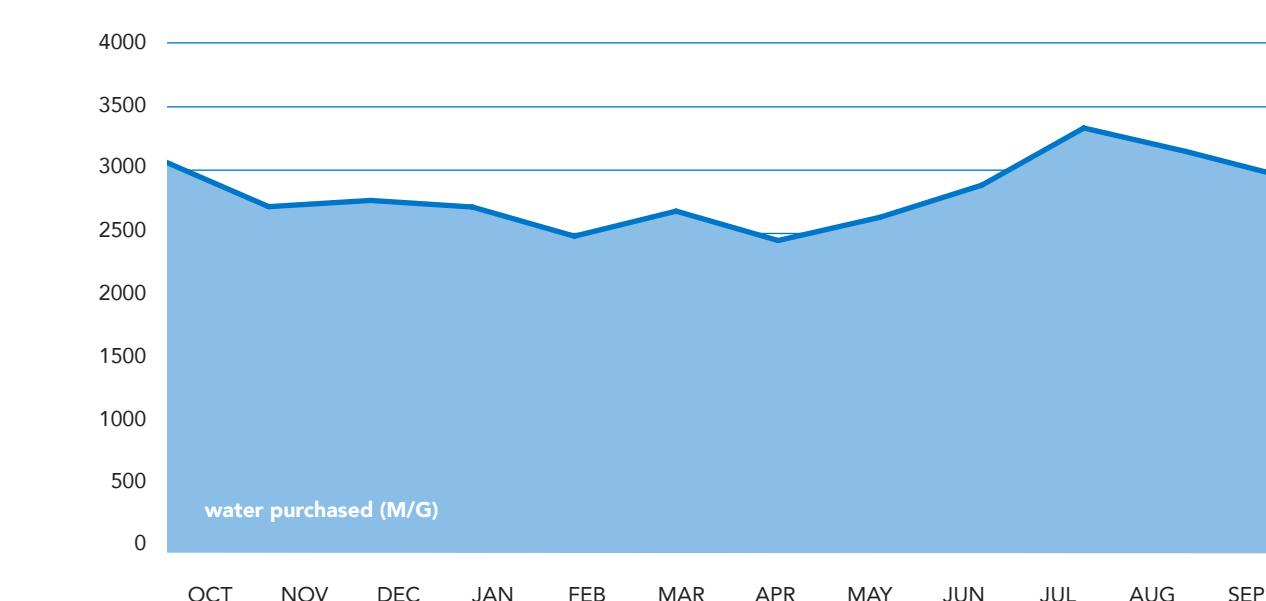
By the Numbers

The District of Columbia Water and Sewer Authority (DCWASA) was created by District law in 1996, with the approval of the United States Congress, as an independent authority of the District Government with a separate legal existence. In 2010 the Authority rebranded and became DC Water.

Service Area, Pumped and Treated Water Storage, and Distribution System

700K	DC Water provides more than 700,000 residents and 21.3 million annual visitors in the District of Columbia with retail water and wastewater (sewer) service.
1.6M	With a total service area of approximately 725 square miles, DC Water also treats wastewater for approximately 1.6 million people in neighboring jurisdictions.
92M	During Fiscal Year 2020, DC Water pumped an average of more than 92.16 million gallons of water per day.
102M	In addition, DC Water stores 52.9 million gallons of treated water at its seven facilities. The Washington Aqueduct, which treats drinking water, stores an additional 49 million gallons.
1.3K	DC Water delivers water through roughly 1,300 miles of interconnected pipes, four pumping stations, four reservoirs, three elevated water tanks, 43,860 valves, and 9,510 fire hydrants.

Water Purchases from the Washington Aqueduct



Wastewater Treatment

150 ACRES	Blue Plains covers more than 150 acres and is the largest advanced wastewater treatment facility in the world.
292 MGD	An annual average of 291.64 million gallons per day (MGD) is treated at Blue Plains.
384 MGD	Blue Plains has a design capacity of 384 MGD, with a peak design capacity to treat more than one billion gallons per day.

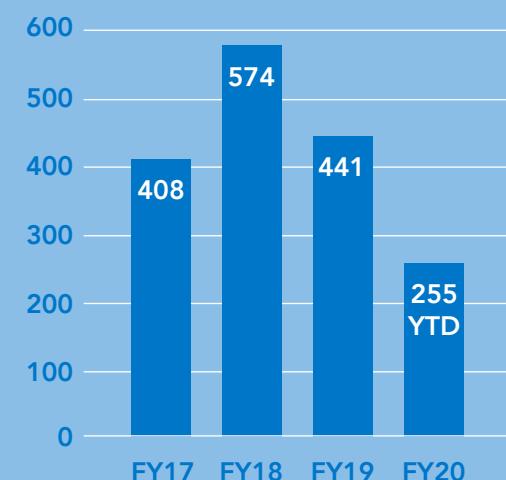
Sewer System

2K MILES	DC Water operates about 2,000 miles of combined, separate, and stormwater sewers.
50K MANHOLES	DC Water is responsible for 50,000 manholes.
25K CATCH BASINS	DC Water maintains 25,000 catch basins.

16 PUMP STATIONS	DC Water operates 16 stormwater pumping stations and one combines sewer swirl facility.
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Water Main Breaks

Operational adjustments and system optimization drives improvements in water system reliability and reduction in maintenance costs.



Small Diameter Watermain Replacement

22% Decrease from 2016 to 2020.
Collaboration across multiple departments produce dramatic improvements in cost effective delivery of infrastructure projects. No small diameter watermains projects bid in 2018.



The Lasting Legacy of Allen Lew



Only a handful of individuals have served as the leader of DC Water since the authority was created back in 1996. One of those visionary leaders was Allen Lew, and the authority bid goodbye to Lew in June 2020 when he passed away at age 69 from complications caused by the Coronavirus.

Lew served as a chair of the Board of Directors under former DC Mayor Vincent Gray from 2012 to 2014. Prior to that, Lew had worked as chief executive of Washington's Sports and Entertainment Commission from 2004 to 2007 under Mayor Anthony A. Williams, where he was in charge of switching the old Robert F. Kennedy Memorial Stadium from a football venue to one for baseball.

He later managed the construction of the new stadium for the Washington Nationals, which was built across the street from the DC Water headquarters that Lew himself once oversaw.

Earlier in his career Lew was in charge of DC school renovations, of building the new convention center at Mt. Vernon, among other projects in New York City, where he lived and worked prior to coming to DC.

At DC Water, Lew was part of the process in planning the new administrative headquarters at the Navy Yard. He supported a bold, iconic design. He got his way. The DC Water office building is considered an iconic new part of the Anacostia Riverbanks, winning

▲ Allen Lew was appointed as Board Chair in December 2012 and served in that capacity until December 2014.

multiple design awards and attracting admiration for his sustainable function and beauty.

Lew also served as co-chair of the Mayor's Task Force on the Prevention of Flooding in the Bloomingdale Area. The recommendations set forth by the Task Force led to a series of projects and other measures implemented by DC Water and the District Government that greatly reduced the risk of overland flooding in Bloomingdale and other low-lying neighborhoods. The entire DC Water community remembers Lew fondly and is grateful for his legacy.



"The COVID-19 pandemic has challenged all of us, but I'm proud that this Authority and this workforce have met the task head on, succeeded in providing essential services uninterrupted and is determined to persevere."

David L. Gadis, CEO



DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY
1385 CANAL STREET SE, WASHINGTON, DC 20003

