



Ernest M. Njaba, President and Principal of BOTA Consulting Engineers, proudly reflects on his firm's contributions to WSSC Water's innovative Piscataway Bioenergy Project. The Prince George's County based MBE's work in geotechnical engineering, construction management, and construction materials testing helped drive the project's success, leading to growth in sales and expanded business opportunities.

Office of Supplier Diversity & Inclusion

**Fiscal Year 2025
Performance
Report**



Message from the Commission Chair

Mark J. Smith



On behalf of my fellow Commissioners, I'm proud to present WSSC Water's Office of Supplier Diversity & Inclusion (OSDI) Fiscal Year 2025 Performance Report. This report reflects more than just numbers - it highlights our ongoing commitment to creating real opportunities for small, local, and underrepresented businesses.

When I became Commission Chair in June, I identified four top priorities: affordability, outstanding service, ensuring a strong safety record and continuing to invest in critical infrastructure. Our support for small and underrepresented businesses flows through each of these priorities.

One clear example: the recent opening of our newly expanded, technologically advanced \$38 million water quality laboratory. Beyond safeguarding every sip, this project supported 350 jobs – proof again that investing in water infrastructure works for our local economy. On top of that, five Minority Business Enterprise (MBE) firms played key roles in the project, contributing to an MBE utilization rate of 20.52 percent, exceeding our target and delivering \$5.6 million in contracts to small business partners. And these good-paying jobs support both the County Executives' and Councils' efforts to grow our economy.

But at WSSC Water, we are not congratulating ourselves on past successes. We are constantly working to improve pathways to greater opportunities for our business partners. OSDI is driving this transformation by simplifying Small Local Business Enterprise (SLBE) processes, providing training, and expanding outreach to empower local firms to compete for WSSC Water contracts. Our team is building a stronger, more resilient supplier pipeline from forecasting and partnerships to direct engagement. Our Tap into Business events are an outstanding way for small, local, and underrepresented businesses to connect with and ask questions of the OSDI team; to understand what it takes to do business with Maryland's largest utility.

Thank you for your ongoing support of WSSC Water. I'm proud of what we've achieved together and I'm even more excited about what is yet to come.

With appreciation,

Mark J. Smith
Commission Chair

WSSC Water Commissioners



Mark J. Smith
Chair | Prince George's County



Jonathan W. Powell,
Vice Chair | Montgomery County



Jeffrey M. Seltzer
Montgomery County



Lynnette D. Espy-Williams
Prince George's County



T. Eloise Foster
Montgomery County



Regina Y. Speed-Bost
Prince George's County

WSSC Water submits the following report in accordance with §20-207 of the Public Utilities Article, Annotated Code of Maryland. By October 31 of each year, WSSC Water shall issue a report to the Montgomery County and Prince George's County Senate and House Delegations to the Maryland General Assembly concerning:

- The implementation and administration of the Minority Business Enterprise programs under this subtitle for the fiscal year ending on the preceding June 30; and
- Appropriate recommendations concerning the program.

Message From the General Manager and CEO **Kishia L. Powell**



Throughout the pages of our Office of Supplier Diversity & Inclusion (OSDI) Fiscal Year 2025 Performance Report, you'll discover that WSSC Water has impact work beyond our core mission. Our work not only protects public health and safeguards the environment, but we also maximize opportunities for economic prosperity. Our investment in critical infrastructure goes beyond pipes, pumps and plants. Funding improvements across our service area helps ensure people and businesses thrive.

Here's what we know: Every \$1 million invested in water projects has an economic impact of 15 to 18 jobs - matching the impact of investments in clean energy, healthcare and defense. So, investing in water creates and sustains jobs, supports economic development and opens the doors of opportunity for small, local and underrepresented businesses.

The numbers in this report reflect our commitment to our contracting partners and to every underrepresented entrepreneur who has brought talent, innovation and dedication to our work. In fact, in FY 2025, our work contributed \$190 million in payments to Minority Business Enterprise (MBE) firms and \$202 million in contracts awarded to MBE firms.

Our commitment to small, local and underrepresented businesses is rooted in a simple but powerful belief: WSSC Water is an anchor institution whose work serves as a building block to uplift the communities we serve. And that's exactly what our \$271 million investment in our Piscataway Bioenergy facility did. Completed in FY 2025, this innovative project involved the participation of 34 diverse firms in design and construction. That translated to nearly 150 jobs to diverse and small/local businesses. And we surpassed our target of \$36 million, or 13.32 percent in contract awards. By the time work wrapped up, our utilization was nearly 17 percent, with more than \$41 million invested with small, local and underrepresented business partners.

In addition to celebrating our past successes, we are looking forward, recognizing that there's more work to do – especially in these uncertain times. And with your ongoing support, WSSC Water is committed in our efforts to expand opportunities, create jobs and ensure the benefits of our projects flow into our communities.

Yours in service,

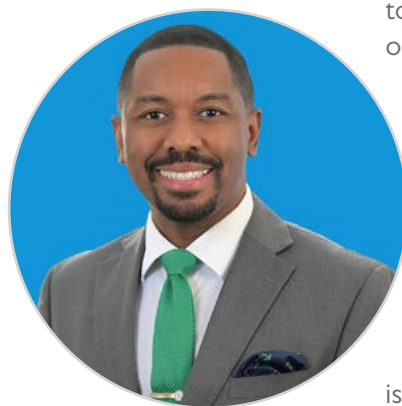
Kishia L. Powell
General Manager and CEO

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Message From the Director of Office of Supplier Diversity & Inclusion

Kiyon T. Harley



At WSSC Water, every contract tells a story. More than transactions, our awards are investments in people, performance and progress. From engineering and construction to technology and essential services, WSSC Water's reach is vast - and so is the opportunity it creates. Each contract award reflects our purpose: delivering safe, reliable and sustainable water and wastewater services while expanding pathways for small, local and underserved businesses to compete, contribute and grow. That purpose lives in our performance and proves that mission and marketplace can rise together.

In Fiscal Year (FY) 2025, more than \$234 million in contract payments engaged Minority Business Enterprise (MBE) and Small Local Business Enterprise (SLBE) partners across every major contracting area, advancing critical projects in Prince George's and Montgomery counties while strengthening Maryland's regional economy. These outcomes affirm a fundamental truth: every infrastructure investment is an investment in people. Water work is community work.

As the new Director of the Office of Supplier Diversity & Inclusion (OSDI), I am building on the foundation laid by leaders whose vision and commitment opened doors for businesses to participate and thrive. Their work made progress possible. My focus is on building what comes next. We're modernizing how opportunity works at WSSC Water: making participation more straightforward, preparation stronger and engagement more predictable. Through training and performance partnerships, we're helping businesses excel and turning readiness into results.

This commitment runs deeper than compliance. It is rooted in our JACCET values - to be Just, Accountable, Caring, Community-Focused, Excellent and Trustworthy. These values shape how we do business and serve those who depend on us.

Our vision is a future where business readiness and opportunity converge, where transparency builds trust, and where every contract tells a larger story - one of shared prosperity, enduring impact and regional economic vitality.

This is performance with purpose: work that creates jobs, builds business capacity and drives economic value for the region we serve. For those ready to rise, the numbers are real. The opportunity is now.

Let's build a future of sustained and transformative change... together.

In partnership,

Kiyon T. Harley

Kiyon T. Harley
Director, Supplier Diversity & Inclusion

WSSC WATER AT A GLANCE



★ **107 years** of no drinking water quality violations, ever.

★ **Peak Performance Awards** for wastewater treatment and resource recovery excellence



8th

Largest combined water and wastewater utility in the United States by population served



1.9M

Residents Served



162 MGD

Water provided each day



1,000 Sq. Miles

Size of WSSC Water's Service Area



1,800+

Members of Team H₂O deliver on our mission



\$114.9B

WSSC Water supports the economic output of Prince George's and Montgomery counties



\$1.8B

FY2026 Operating & Capital Budget



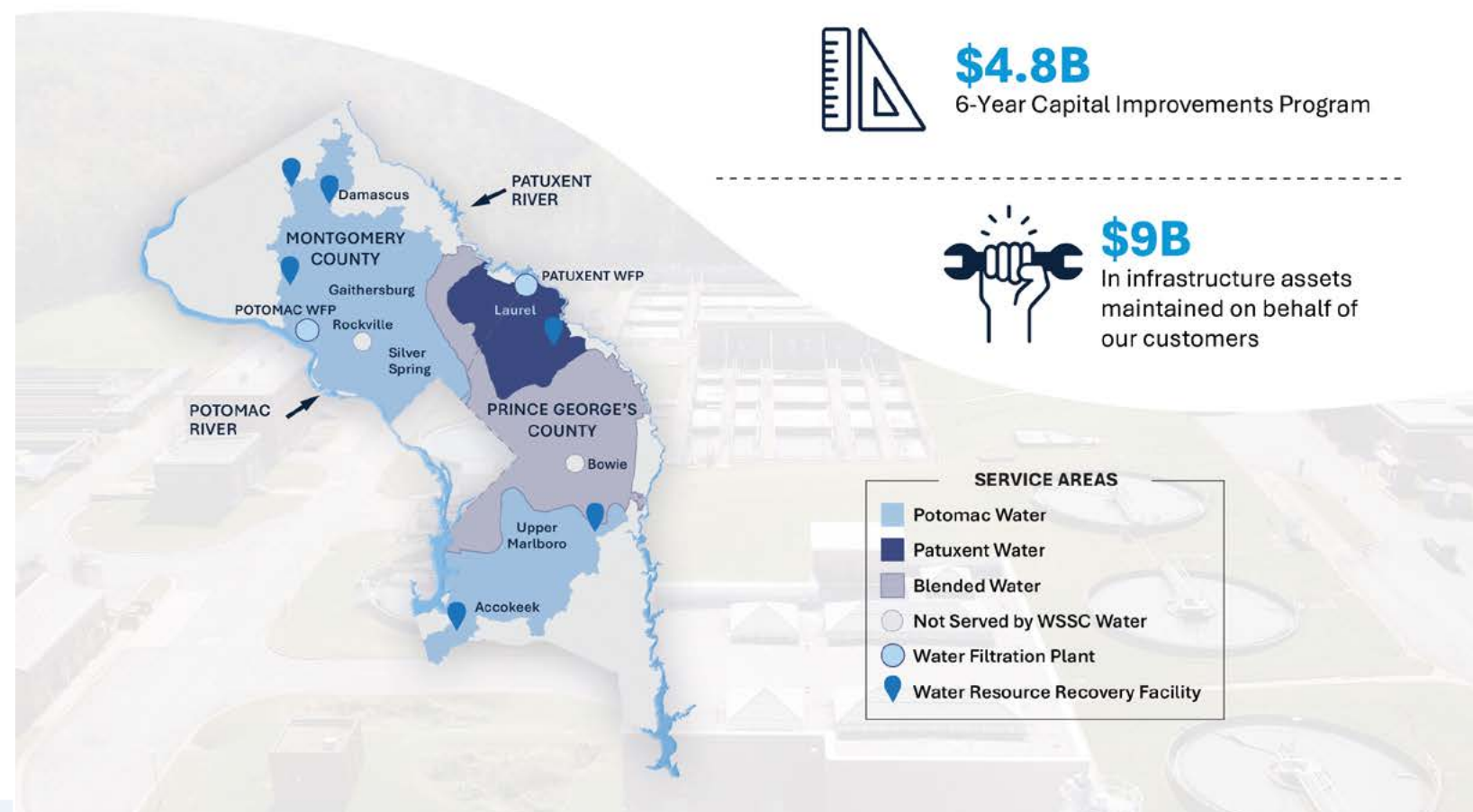
\$4.8B

6-Year Capital Improvements Program



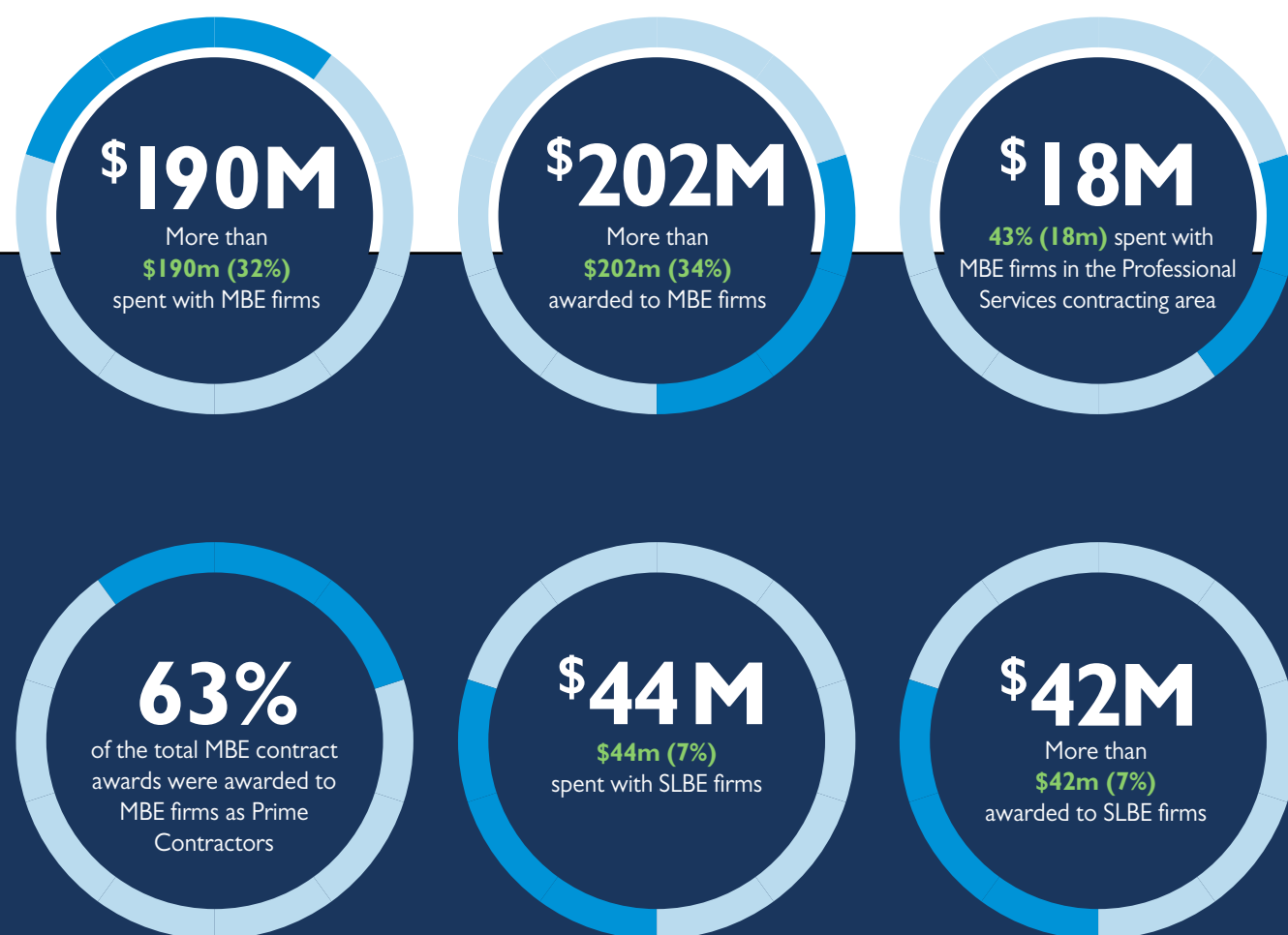
\$9B

In infrastructure assets maintained on behalf of our customers



Fiscal Year 2025 Key Report Findings

This Performance Report provides the key metrics of the Minority Business Enterprise (MBE) and Small Local Business Enterprise (SLBE) programs over the last fiscal year. Our contract payments and awards are based on the service areas of Prince George's and Montgomery counties, as well as other surrounding areas in Maryland, Washington D.C., and out-of-state cities. Women Business Enterprise (WBE) firms are included in the MBE figures throughout the report unless otherwise noted.



Fiscal Year 2025 MBE Program Results

Since 1978, the Office of Supplier Diversity & Inclusion (OSDI) has administered the MBE Program, and, since 2001, the SLBE Program. Both programs continue to respond to the urgent need to eliminate barriers to succeed in the public marketplace for prime contractors and subcontractors.

The MBE and SLBE programs reflect the commitment of the Commissioners, General Manager and Senior Leadership team and align with our Smart One Water Future:
JACCET: Just. Accountable. Caring. Community-Focused. Excellent. Trustworthy.

WSSC Water understands that when businesses experience growth in an equitable and inclusive environment, the economic impact benefits our entire community.

MBE Program

Contract Payments

A key performance measure of the MBE Program is the dollar value of contract payments made to MBE firms. Actual contract payments to MBE firms measure the meaningful success of the MBE Program. During the lifecycle of a contract, several variables influence the use of contractors, including change orders, contract scope changes and the availability of the proposed project team.

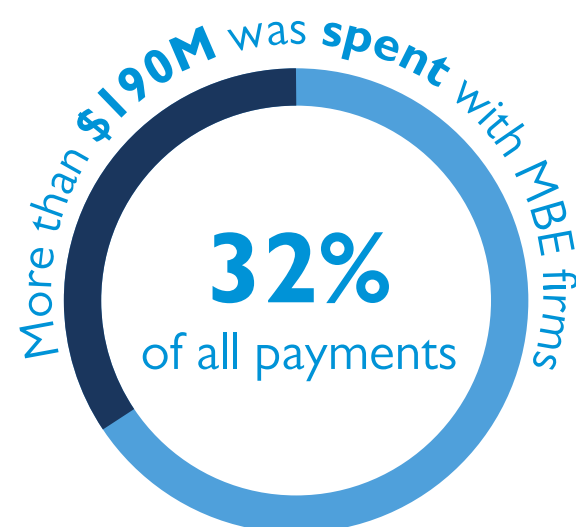


Figure 1: FY 2025 MBE Contract Payments

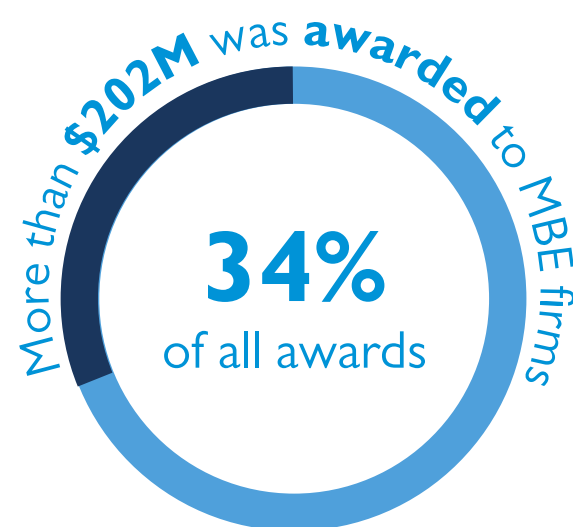


Figure 2: FY 2025 MBE Contract Awards

Spotlight Project

Piscataway Bioenergy



\$41.4M
Paid to **MBE/SLBE** firms

34 **MBE/SLBE**
firms participated
in the design &
construction phases

Supported nearly
150
MBE/SLBE jobs

MBE Contract Payments by Contracting Area

In FY 2025, WSSC Water's contract payments totaled over **\$591 million**, while MBE contract payments totaled over **\$190 million**, or **32%** of all contract payments, as shown in **Figure 1**. WSSC Water's highest percentage of payments to MBE firms was in the Professional Services contracting area, as shown in **Figure 3**.

Contracting Area	Aspirational Goals	MBE Percent	MBE Payments	MBE Prime Payments	WBE Prime Payment	MBE Sub Payments	WBE Sub Payments	Majority Payments	Total Contract Payments
 A/E Services	24%	32%	\$14,130,568	\$2,516,373	\$75,493	\$8,498,175	\$3,040,527	\$30,472,951	\$44,603,519
 Construction Services	13%	32%	\$111,078,500	\$40,905,051	\$298,328	\$35,015,235	\$34,859,886	\$241,322,179	\$352,400,679
 Goods & Services	33%	31%	\$46,363,547	\$24,374,084	\$16,014,365	\$4,076,745	\$1,898,353	\$105,527,601	\$151,891,148
 Professional Services	23%	43%	\$18,598,031	\$11,677,838	\$929,319	\$5,009,873	\$981,001	\$24,453,119	\$43,051,150
Total for all Contract Areas		32%	\$190,170,646	\$79,473,346	\$17,317,505	\$52,600,028	\$40,779,767	\$401,775,850	\$591,946,496

Figure 3: FY 2025 MBE Contract Payments by Contracting Area

MBE Contract Payments by Classification

Figure 4 shows a breakdown of MBE contract payments by each recognized MBE classification. Women-owned firms received the largest share of MBE contract payments, with **31%** of payments, followed by African American firms at **28%**. Asian American firms received **21%** of MBE contract payments, Hispanic American firms received **19%** and Native American firms received **1%**.

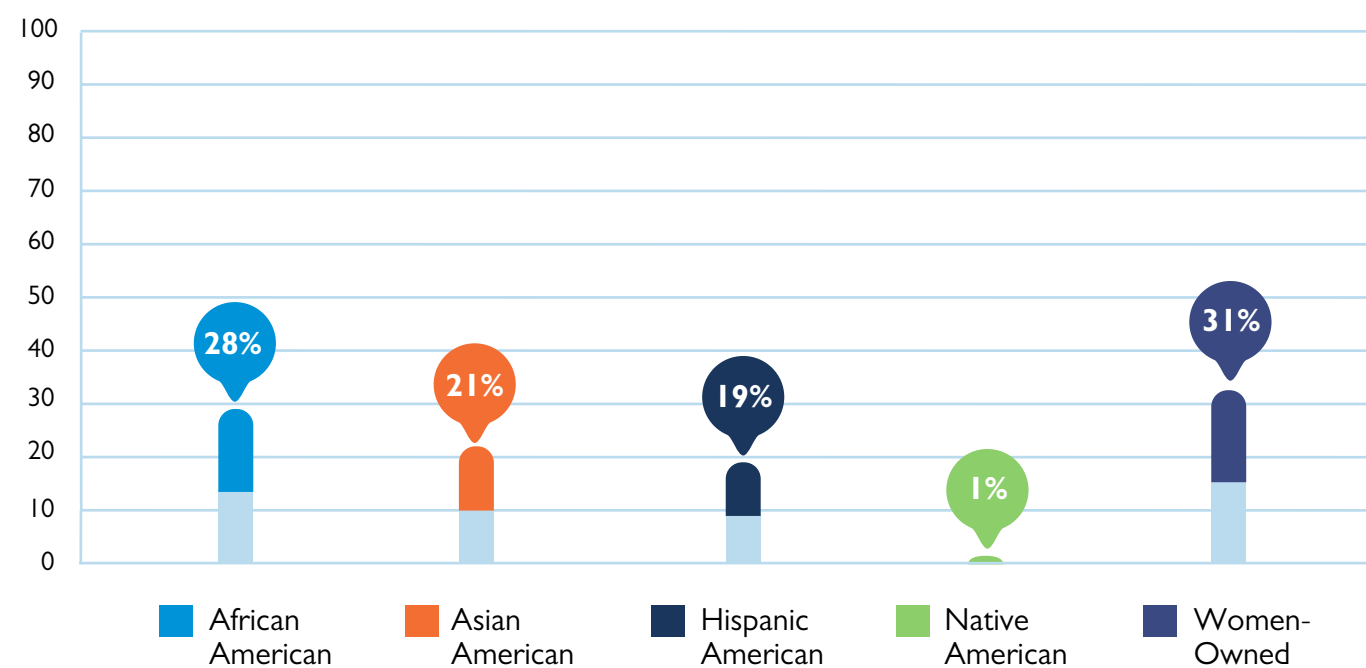


Figure 4: MBE Total Contract Payments by Classification

MBE Contract Payments by Location

Figure 5 shows that WSSC Water spent **40%** with **Prince George's County** and **13%** with MBE firms in **Montgomery County**. **87%** of MBE payments were spent in the Maryland and Washington, D.C. areas.

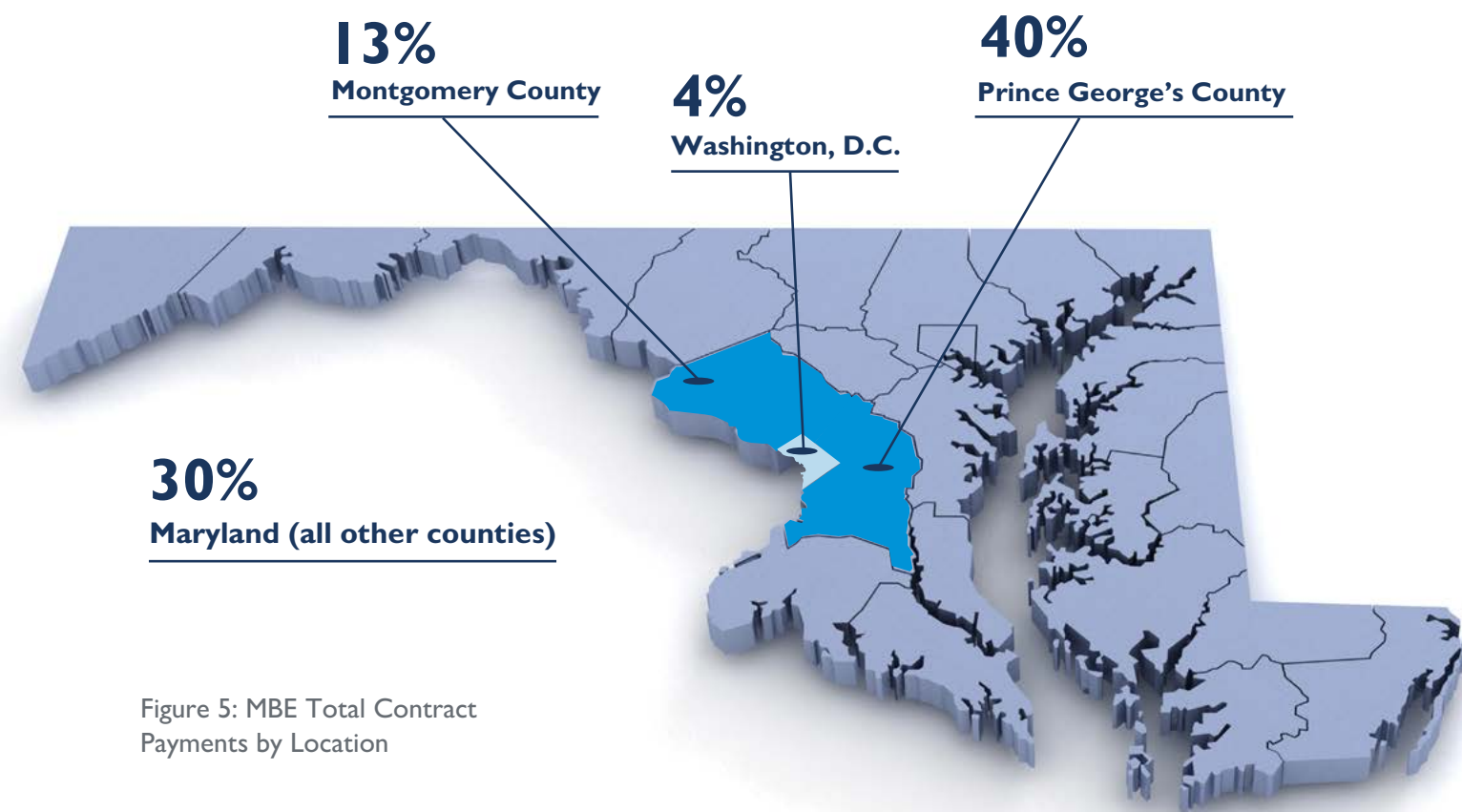


Figure 5: MBE Total Contract Payments by Location

MBE Contract Payments

FY 2021 - FY 2025

As indicated in **Figure 6**, over the past five years, WSSC Water has allocated an average of **31%** of its total payments to MBE firms.

Fiscal Year	MBE Contract Payments	MBE Percent	Majority Contract Payments	Total Contract Payments
2021	\$154,826,411	33%	\$320,152,055	\$474,978,466
2022	\$140,418,391	28%	\$366,114,007	\$506,532,398
2023	\$148,428,314	28%	\$384,148,483	\$532,576,797
2024	\$173,522,588	34%	\$335,779,461	\$509,302,049
2025	\$190,170,646	32%	\$401,775,850	\$591,946,496
5 Fiscal Years	\$807,366,350	31%	\$1,807,969,856	\$2,615,336,206

Figure 6: MBE Contract Payments, FY 2021 – FY 2025



MBE Contract Awards

Contract awards are a leading indicator of future contract payments. It represents upcoming contracting needs for WSSC Water and can provide a forecast of future spending. Many contracts have multi-year terms, and the impact of contract award dollars on contracting expenditures may extend beyond a single fiscal year.

WSSC Water awarded **nearly \$600 million** in contracts, with MBE contract awards totaling more than **\$202 million**, or **34%** of total contract awards, as shown in **Figure 7**. In FY 2025, WSSC Water’s highest percentage of contract awards to MBE firms was in the Professional Services contracting area.

Contracting Area	Aspirational Goals	MBE Percent	MBE Payments	MBE Awards	WBE Awards	Majority Awards	Total Contract Awards
 A/E Services	24%	27%	\$19,567,201	\$16,993,600	\$2,573,601	\$43,938,400	\$63,505,601
 Construction Services	13%	33%	\$74,007,429	\$63,774,692	\$10,232,737	\$135,307,796	\$209,315,225
 Goods & Services	33%	28%	\$69,652,740	\$55,628,898	\$14,023,842	\$158,093,328	\$227,746,068
 Professional Services	23%	40%	\$38,985,594	\$31,895,594	\$7,090,000	\$57,936,898	\$96,922,492
Total for all Contract Types		34%	\$202,212,964	\$168,292,784	\$33,920,180	\$395,276,422	\$597,489,386

Figure 7: MBE Contract Awards by Contracting Area



MBE Prime and Subcontractor Awards

Figure 8 shows the allocation of MBE prime contracting awards and MBE subcontracting awards in each contracting area. In FY 2025, 63% of MBE contract awards were awarded at the Prime level.

Contracting Area		Sub Percent of MBE Award	MBE Prime Awards	MBE Sub Awards	Total MBE Contract Awards	Prime Percent of MBE Award
	A/E Services	95%	\$999,601	\$18,567,600	\$19,567,201	5%
	Construction Services	39%	\$45,026,977	\$28,980,452	\$74,007,429	61%
	Goods & Services	12%	\$61,274,821	\$8,377,919	\$69,652,740	88%
	Professional Services	50%	\$19,301,284	\$19,684,310	\$38,985,594	50%
Total for all Contract Types			\$126,602,683	\$75,610,281	\$202,212,964	63%

Figure 8: MBE Prime and Subcontractor Awards



MBE Contract Awards

FY 2021 - FY 2025

As indicated in **Figure 9**, for the past five years, WSSC Water awarded an average of **30%** of its total contracts to MBE firms.

Fiscal Year	MBE Total Contract Awards	MBE Percent	Majority Awards	Total Contract Awards
2021	\$136,352,022	29%	\$335,109,313	\$471,461,335
2022	\$358,884,014	28%	\$938,698,443	\$1,297,582,457
2023	\$101,609,994	29%	\$243,931,790	\$345,541,784
2024	\$157,351,161	32%	\$340,675,742	\$498,026,903
2025	\$202,212,964	34%	\$395,276,422	\$597,489,386
5 Fiscal Years	\$956,410,155	30%	\$2,253,691,710	\$3,210,101,865

Figure 9: MBE Contract Awards, FY 2021 – FY 2025

SLBE

Program Results

One focus area is building and maintaining strong relationships with our SLBE community.

WSSC Water’s SLBE Program is designed to encourage significant contract participation and promote the sustainable economic growth of small firms in Prince George’s and Montgomery counties.

7%

of all payments

More than

\$44M

was spent with SLBE firms

Figure 10: FY 2025 SLBE Contract Payments

7%

of all awards

More than

\$42M

was awarded to SLBE firms

Figure 11: FY 2025 SLBE Contract Awards

SLBE Contract Payments by Contracting Area

WSSC Water spent **\$44 million** with WSSC Water-approved SLBE firms, with more than **\$36 million** in the Construction Services contracting area.

Contracting Area	Totals Contract Payments
 A/E Services	\$916,636
 Construction Services	\$36,117,673
 Goods & Services	\$7,033,492
 Professional Services	\$0
Total Contract Payments	\$44,067,801

Figure 12: FY 2025 SLBE Contract Payments

SLBE Contract Payments by Location

Figure 13 shows that **59%** of SLBE payments went to firms located in Prince George’s County and **31%** went to firms in Montgomery County. Firms are eligible for consideration in WSSC Water’s SLBE Program if the firm’s principal location is in Prince George’s or Montgomery Counties, or if at least **25%** of the firm’s workforce resides in either county.

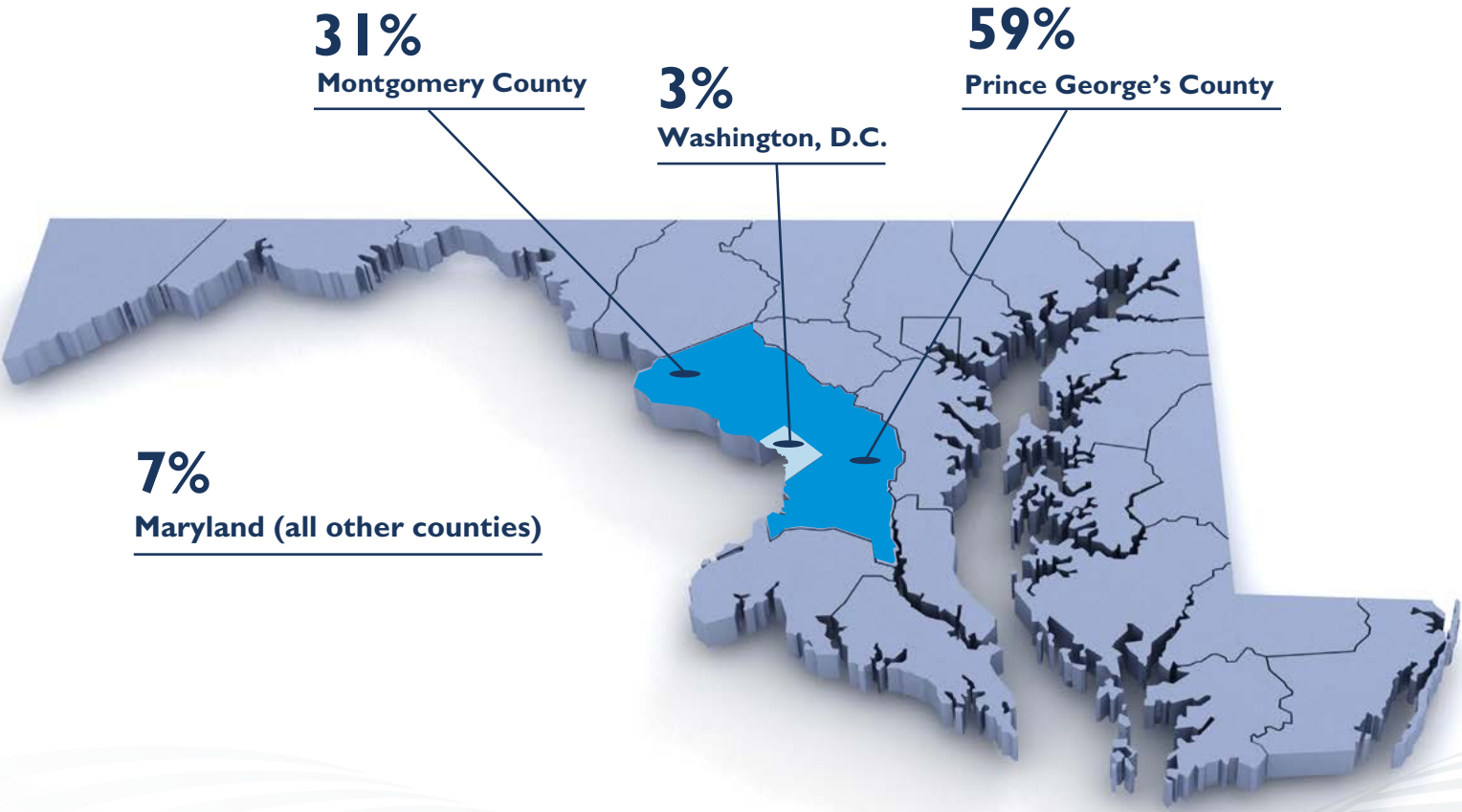


Figure 13: SLBE Contract Payments by Location

SLBE Contract Awards

WSSC Water awarded more than **\$14 million** to WSSC Water-approved SLBE firms in FY 2025, as depicted in **Figure 14**.

Contracting Area	SLBE Prime Contract Award	SLBE Subcontractor Awards	Totals SLBE Contract Awards
 A/E Services	\$0	\$2,530,000	\$2,530,000
 Construction Services	\$ 10,855,099	\$21,927,628	\$32,782,727
 Goods & Services	\$ 3,632,781	\$3,991,951	\$7,624,732
 Professional Services	\$0	\$0	\$0
Total Contract Awards	\$14,487,880	\$28,449,579	\$42,937,459

Figure 14: SLBE Contract Awards by Contracting Area

Spotlight Project Potomac Water Filtration Plant Gravity Thickeners



\$10.3M Paid to MBE/SLBE firms

7 MBE/SLBE firms participated in the design & construction phases

