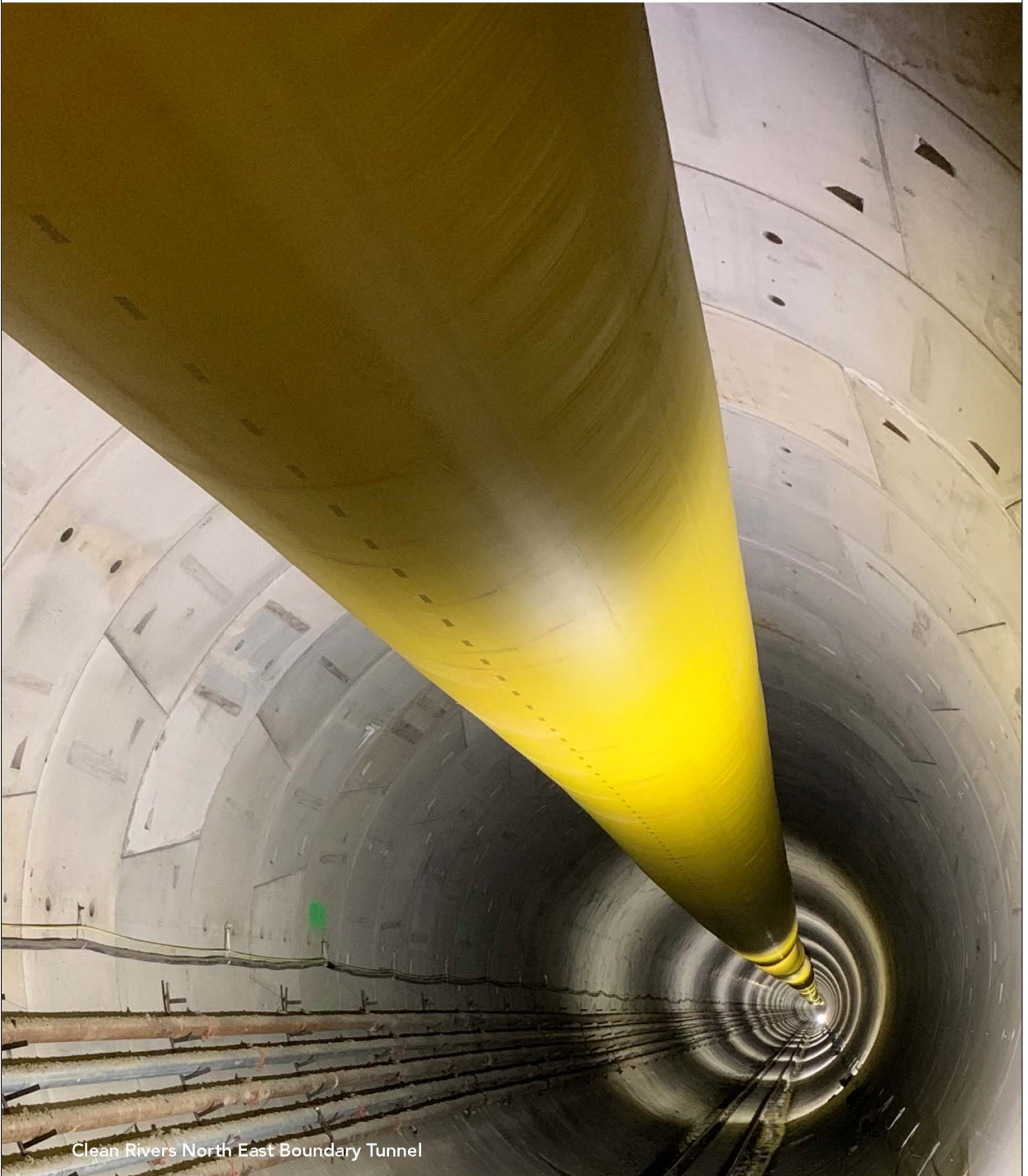




Approved FY 2024 Budgets
Section III: FINANCIAL PLAN



Clean Rivers North East Boundary Tunnel

Blueprint 2.0

The Blueprint is DC Water’s Strategic Plan Framework for future decision-making and provides a structure through which annual reviews can be accomplished to assure that the goals and objectives retain their relevance over time. By laying out a course of action, this plan represents a disciplined process for making fundamental decisions and shaping DC Water's future.

The plan represents the collaboration of the Board of Directors, Executive Management, and the management team, as well as input from key external stakeholders. The plan gives us the foundation on which to build a better, more sustainable, more resilient, more reliable and more equitable organization over the next five years.

The DC Water Board of Directors approved a new strategic plan, Blueprint 2.0, in July of 2021, and the new five-year plan took effect on October 1, 2021. The plan is the successor to The Blueprint, launched in 2018, which has pushed us to operate as high-performing utility, improve employee engagement and the customer experience, better leverage technology, ensure a safe workplace, and enhance our readiness and resilience. The plan sets out five, interconnected Organizational Imperatives: Healthy, Safe and Well; Reliable; Resilient; Sustainable; and Equitable.



Blueprint 2.0

DC Water’s 2022-2027
Strategic Plan



Overview

DC Water’s strong financial performance and its success in achieving and maintaining strong bond ratings have been primarily due to the annual development of and adherence to a ten-year strategic financial plan. DC Water’s senior lien revenue bond credit ratings were affirmed in January and February 2022. DC Water received stable outlooks from by S&P, Moody’s, and Fitch with ratings maintained at AAA, Aa1, and AA+ respectively. Additionally, a second party opinion was provided by Vigeo Eris (V.E.) on DC Water’s 2022 Series B green bonds. V.E. considers that DC Water’s Issuance is aligned with the four core components of the ICMA’s Green Bond Principles 2021. During FY2022, DC Water met or exceeded the goals set by Board policy and the FY 2022 – FY 2031 ten-year plan. This budget includes DC Water’s twenty third comprehensive ten-year financial plan, covering FY 2023 – FY 2032.

The necessity of a ten-year financial plan is clear:

1. DC Water operates under a regulatory and capital project-driven environment that requires a longer- term ten-year planning horizon. In order to provide our customers with the best service possible and with gradual and predictable rate increases, DC Water must plan for all projects on a long-term and integrated basis, including both capital and operating requirements. A five-year, capital-only financial plan would insufficiently prepare DC Water to address the major regulatory, operational and capital project issues that will impact service, operations, and rates over the next five to ten years.
2. In accordance with Board policy, DC Water sets rates so that each customer is charged for the actual cost to provide each service, rate increases are implemented transparently and predictably, utilizing all available options to mitigate future customer impacts. Since proposed future rate increases are primarily driven by financing of DC Water’s capital program and full utilization of the rate stabilization fund, the development of a ten-year financial plan allows DC Water to meet these key goals.
3. The Board has directed DC Water management to undertake internal improvements and investments that will significantly lower operating costs over a ten-year period. A ten-year plan is required to bridge current operations and related capital and operating budgets with these longer-term cost reduction goals.

Board policies, strategic plan, priorities, and guidance in several key financial areas drive the development of the FY 2023 - FY 2032 financial plan. Given DC Water’s substantial borrowing needs over the next ten years, adherence to these Board policies is crucial to cost-effectively access the capital markets and retain our credibility with customers and regulators.

Financial Plan Objectives

The financial plan serves as the framework to support the Board’s strategic plan, policies, priorities, and guidance in several key financial areas

- It is one of management’s key tools to monitor progress in meeting financial goals and to proactively address future financial and operational issues
- It also ensures meeting or exceeding indenture and Board’s coverage requirements and providing sufficient liquidity to meet all obligations
- The ten-year financial plan projects revenue requirements, operating and maintenance expenses, capital expenditures, debt service charges, coverage ratios, and rate increases

DC Water’s financial plan objectives focus on:

- Minimizing rate increases while meeting all financial obligations;
- Satisfying all indenture requirements and Board policies; and
- Maintaining the DC Water’s current credit ratings of AAA/Aa1/AA+

Ten-Year Financial Plan Assumptions

- Maintain Debt Service as a percentage of revenue equal to 33.0 percent or less
- Maintain combined coverage of 160 percent
- Maintain 250 days of cash excluding Rate Stabilization Fund
- FY 2022 actual consumption declined by 1.3 percent. Assumed 1.0 percent decline in consumption in FY 2023 over FY 2022 actual except for Residential and Federal categories, which increase slightly. Assumed 1.0 percent conservation in FY 2024 and onwards. Due to the impact of COVID-19, assumed 9.0 percent decline in consumption for Commercial category in FY 2023 and beyond.
- FY 2022 Debt Service was lower as compared to budget due to deferring bond issuance, refunding as well as achieving lower interest than projected. The new plan assumed lower interest rates with slightly lower Debt Service projections.
- Assumed delinquencies will decrease in 2023 and onwards
- Assumed lower miscellaneous fee revenue and interest earnings
- Assumed lower collection of receipts for Late Fees



FY 2023 – FY 2032 Financial Plan

Financial Metrics

Metrics	Indenture Requirements	Board Policy	Management Target	Financial Plan
Days of Cash on Hand (excluding RSF)	60 Days	250 Days	–	252– 263 days
Combined Coverage Ratio	–	1.6X	–	1.76X – 2.01X
Senior Coverage	1.2X	1.4X	–	5.80X – 7.83X
Subordinate Coverage	1.0X	–	–	2.07X – 2.45X
Debt Service as a % of Revenue	–	–	33% of Revenue or Less	26.0% - 33.0%
Rate Stabilization Fund (RSF)	–	–	–	

DC Water’s board policies include:

- **DEBT SERVICE COVERAGE** – DC Water will set rates and develop operating and capital budgets that ensure **senior debt service coverage of 140 percent and combined coverage of 160 percent.**
 - This coverage level exceeds DC Water’s bond indenture requirement of 120 percent senior debt service coverage
- **CASH RESERVES** – DC Water will maintain **cash reserves equivalent to 250 days of budgeted operations and maintenance expenses. Rating agencies have referenced the 250 days of cash and 1.6X coverage are indicators of financial strength.**
- **PAY-GO FINANCING OF CAPITAL** – DC Water will finance a portion of its capital program on a **pay-go basis from cash balances that exceed operations requirements or restricted use.**
- **RATE-SETTING POLICIES**
 - Rates that, together with other revenue sources, **cover current costs and meet or exceed all bond and other financial requirements** as well as goals set by the Board
 - Rates that yield a **reliable and predictable** stream of revenues, considering trends in costs and in units of service
 - Rates based on **annually updated forecasts of operating and capital budgets**
 - Rate structures that are **legally defensible**, based on objective criteria, **and transparently designed**
 - Rate structures **that customers can understand**, and DC Water can **implement efficiently and efficaciously**
 - Rates increases, if required, are implemented **transparently and predictably.**

To the extent annual revenues exceed costs, the Board’s policy will continue to utilize all available options to mitigate future customer impacts and annual rate increases, including transferring some or all excess funds to the Rate Stabilization Fund.

- **RATE STABILIZATION FUND** - Once DC Water achieves its **required level of cash reserves, a rate stabilization fund** will be established **to avoid “rate shock.”** Based on favorable financial performance in FY 2022, the balance in the RSF was \$35.64 million.

Financing and Reserve Policies

In FY 2004, and again in FY 2008, the Board completed a review of its existing financing policies, reaffirming the core policies. Two modifications were made to the reserves policy: 1) Changing the timing of when DC Water is required to meet its overall operations and maintenance reserve requirement from September 1 to an average daily balance basis, resulting in a more conservative calculation; and 2) revising the indenture-required renewal and replacement reserve requirement from two percent of original Plant in Service to \$35 million, with a requirement to revisit this reserve level every five years in conjunction with the indenture-required system assessment prepared by DC Water’s independent rate consultants. The assessment was performed in 2013, 2018 and 2023. The next assessment will be performed in 2028.

In FY 2013, the Board adopted further revisions which modified the operating reserve policy and under Resolution #13-57 revised the DC Water’s Statement of Financial Policies as follows:

1. DC Water will maintain financial practices and policies that result in high quality investment grade bond ratings to ensure the lowest practical cost of debt necessary to finance DC Water’s long-term capital program.
2. DC Water will maintain strong levels of operating cash reserves, equivalent to 120 days of budgeted operations and maintenance costs, calculated on an average daily balance basis, with the objective of maintaining at least \$125.5 million in operating reserves. The annual reserve amount will be formally approved by the Board as part of its annual approval of the operating and capital budgets and ten-year plan. The operating reserve requirement will be evaluated every five years by DC Water’s independent rate consultant in conjunction with the Indenture-required system assessment.
3. The operating reserve will, at a minimum, include any reserve requirements contained in DC Water’s Master Indenture of Trust, (the “Indenture”), excluding any debt service reserve funds and the rate stabilization fund, as follows:
 - Operating Reserve – equivalent to sixty days’ operating costs
 - Renewal & Replacement Reserve - \$35 million. This reserve requirement will be in conjunction with the Indenture-required system assessment
4. DC Water will maintain senior debt service coverage of 140 percent, in excess of DC Water’s indenture requirement of 120 percent. Senior debt service coverage will be calculated in accordance with DC Water’s indenture.
5. In general, DC Water will utilize operating cash in excess of the Board’s reserve requirement and any other significant one-time cash infusions for capital financing or for repayment of higher cost debt.
6. DC Water will whenever possibly use the least costly type of financing for capital projects, based on a careful evaluation of DC Water’s capital and operating requirements and financial position for each year.
7. DC Water will attempt to match the period of debt repayment, in total, with the lives of the assets financed by any such debt.

In October 2021, the Board approved Resolution # 21-84 revising the financial policy as follows:

- DC Water will maintain strong levels of Operating Cash Reserves that exceeds the Master Indenture requirements. Strong cash reserves are important to maintaining DC Water’s bond rating. In the financial plan that is proposed by the CEO and General Manager and approved by the board, 250 days of cash will be maintained in each fiscal year based on projected operating expenses.
- Debt Service Coverage is a key financial metric that impacts DC Water’s credit quality and borrowing costs. In order to maintain the highest credit quality and lowest borrowing costs, it is the policy of the Board that the Financial Plan developed by the CEO and General Manager and adopted by the Board will contain a minimum combined debt service coverage of 1.60X for the budget and all years of the Financial Plan. Debt Service Coverage will be calculated in accordance with the Master Indenture.

Pay-As-You-Go Capital Financing Policy

1. The CEO/General Manager will include in the annual ten-year financial plan, developed as part of the annual operating budget process, a separate schedule showing projected annual cash balances and planned annual pay-go financing of capital projects.
2. The planned annual pay-go financing will be formally approved by the Board of Directors as part of its annual approval of the ten-year financial plan, operating and capital budgets.
3. At any time during the fiscal year, the CEO & General Manager may use pay-go financing for capital projects, as approved by the Board of Directors.
4. During the fourth quarter of each fiscal year, the CEO & General Manager (or designee) will conduct an analysis of DC Water's financial performance.
5. The CEO & General Manager will report the results of this analysis and provide recommendations, including updated projected annual cash balances and annual pay-go financing, to the Finance and Budget Committee no later than its regularly scheduled meeting in July, for recommendation to the Board for action at its September meeting.

Cash Management and Investment Policies

The Board has adopted a "Statement of Investment Policy". This policy is designed to ensure the prudent management of Authority funds, the availability of operating and capital funds when needed, and an investment return competitive with comparable funds and financial market indices. The investment portfolio shall be managed to accomplish the following hierarchy of objectives:

1. Safety
2. Liquidity
3. Return on investment

The current Investment Policy is available on-line at www.dewater.com.

Debt Policy and Guidelines

The purpose of DC Water's Debt Policy and Guidelines (the "Debt Policy") is to provide DC Water officials and staff a comprehensive guide to DC Water's issuance and use of debt to fund capital projects or to refund/refinance/restructure outstanding debt. The advantages of adopting and adhering to a clear, concise, and comprehensive debt policy are:

- Enhancing the quality of decisions
- Documenting the decision-making process
- Identifying objectives clearly to facilitate staff implementation
- Demonstrating a commitment to Long-Term financial planning objectives that result in a sound financial position
- Enhancing the positive assessment of credit quality by the bond Rating Agencies to maintain and improve DC Water's high credit ratings
- Integrating the Debt Policy with the operating and capital budgets, the multi-year Capital Improvement Program (CIP), multi-year Financial Plan and other financial policies

The financial policies outlined in this document, in most cases, impose higher standards than the legal requirements contained in DC Water’s Master Indenture of Trust dated as of April 1, 1998, as amended, and supplemented from time to time (the “Indenture”) and other legal requirements.

The current Debt Policy and Guidelines is available on-line at www.dewater.com.

During FY 2022 DC Water met the financial goals set out by the Board and the FY 2022 – FY 2031 financial plan. DC Water successfully managed its finances through FY 2022, aligning expenditures to the revenue shortfall from the impacts of COVID. At the end of the year, revenues were above budget by \$33.5 million. Senior debt service coverage, reserve levels, and budget performance met or surpassed Board policies, as discussed in more detail below:

- DC Water Board policy requires senior debt service coverage of at least 140 percent; (a) In October 2021, the Board of Directors adopted a policy which requires to maintain a minimum combined debt service coverage of 160 percent (b) Combined debt service coverage was at 229 percent in FY 2022 and is projected at 176 percent in FY 2032 greater than the indenture requirement of 120 percent. **DC Water's senior debt service coverage in FY 2022 was at 653 percent**, while maintaining the Board's rate setting and financial policies. The senior debt service coverage is expected to decrease to 617 percent by FY 2032 due to an increase in capital spending and related debt issuance; the coverage is above the Board requirement of 140 percent. Subordinate debt service coverage, which includes DC Water's subordinated lien revenue bonds and Jennings Randolph Reservoir debt, was at 298 percent in FY 2022. DC Water is required to have 100 percent coverage of subordinate debt service.
- DC Water has maintained its bond rating from Standard & Poor's (AAA), Moody's (Aa1), and Fitch (AA+). Additionally, a second party opinion was provided by Vigeo Eris (V.E.) on DC Water's 2022 Series B green bonds. V.E considers that DC Water's issuance is aligned with the four core components of the ICMA's Green Bond Principles 2021.
- **Commercial Paper:** These notes issued are considered subordinate debt under the Master Indenture of Trust. DC Water's commercial paper is issued in increments with maturities less than 270 days. The Board approved the commercial paper program in early FY 2002; proceeds from the sale of the notes are used for interim bond financing, short-term financing for capital equipment and certain taxable costs for the Washington Aqueduct. Each new bond issuance is evaluated to determine the most cost-effective way of reducing the amount of taxable commercial paper. Normal market conditions for commercial paper carry significantly lower interest rates than long term debt. Two series of notes have been issued under the commercial paper program: the tax-exempt Series B CP Notes in an aggregate principal amount not to exceed \$100,000, and the taxable Series C CP Notes in an aggregate principal amount not to exceed \$50,000. To provide liquidity and credit support for the Commercial Paper Notes, the Authority obtained irrevocable, direct-pay letters of credit issued by TD Bank, NA.
- **Extendable Municipal Commercial Paper (EMCP):** The addition of the EMCP program in the amount of \$100 million provides diversification of the variable rate products available for interim financing needs. EMCP does not require a supporting bank letter of credit but relies on DC Water's liquidity to address any failed re-marketing of the EMCP. The initial placement is typically for 90 - 180 days and in the event of a failed re-marketing due to poor market conditions, DC Water has 3 – 6 months to address payment with a maximum number of days from the initial issuance of 270 days.
- **DC Water utilized \$52.1 million from the Rate Stabilization Fund (RSF) in FY 2022.** However, no amount was contributed to RSF. The Rate Stabilization Fund's ending balance for FY 2022 was \$35.64 million.
- **DC Water continued its strong operating budget performance in FY 2022** – Actual cash receipts for FY 2022 were higher than the budget by \$33.5 million, or 4.2 percent. Actual operating expenditures were \$34.5 million or 5.2 percent lower than the total operating budget. DC Water experienced lower O&M in various professional and maintenance contracts, including materialized savings from biosolids

hauling costs, personnel services and small equipment. Underspensing in debt service was attributable to lower interest rates, refinancing and delayed issuances. Furthermore, due to favorable O&M position at 96.7 percent of budget, the Cash Financed Improvements Fund (CFCI) was utilized for PAYGO financing.

- **The Clean Rivers Impervious Surface Area Charge (CRIAC) was implemented in May 2009** to recover the cost of the Combined Sewer Overflow Long-Term Control Plan (CSO LTCP), also known as the DC Clean Rivers Project. In FY 2011, a six-tiered rate structure was successfully implemented for all residential retail customers to better reflect the impacts of various size residential properties. The thirty-year CSO LTCP, whose terms are outlined in a consent decree executed in March 2005, exclusive of the nine-minimum controls programs are projected to cost \$2.99 billion. See “Combined Sewer Overflow Long-Term Control Plan” in Section IV, Rates and Revenues for additional details on the projected rate impact of the plan.
- **DC Water implemented a retail water and sewer rate increase of 7.8 percent in FY 2022** to recover increased retail water and sewer revenue requirements of \$28.9 million. In FY 2022, \$52.1 million from the Rate Stabilization Fund (RSF) was utilized. The RSF helps to mitigate rate shock and reduces needed retail rate increases. In addition, there was a 2 percent increase in PILOT as per the PILOT MOU signed with the District on September 4, 2014. In FY 2022, PILOT fees increased to \$0.56 per Ccf whereas the ROW fee remains the same at \$0.19 per Ccf. The changes in PILOT and ROW fee are made to recover the full costs of these fees charged to DC Water by the District of Columbia government. The rate changes are mainly due to the increase in debt service cost to finance the capital improvement program.
- **Water System Replacement Fee (WSRF) was implemented in FY 2016**, effective October 1, 2015 (FY 2016), WSRF recovers the costs of one percent renewal and replacement program for water service lines. WSRF varies with meter size. The WSRF for 5/8” meter size is \$6.30. Low-income CAP customers get 100 percent discount for this fee.
- **Multi-Year Rates:** DC Water moved to a multi-year rate proposal in FY 2016 covering the period FY 2017 and FY 2018. This is the fourth time that DC Water has adopted a multi-year rate proposal in FY 2021 covering the period FY 2023 and FY 2024 and will become effective from October 1, 2022, and October 1, 2023, respectively.
 - The benefits of multi-year rates include:
 - Greater revenue certainty
 - Increased budget discipline
 - Better alignment between revenues and expenditures
 - Favorable credit rating agency treatment
 - Better predictability for our ratepayers
 - Potential risks / considerations:
 - Reduced financial flexibility
 - Limited ability to modify approved rate increases, if necessary
 - Conservatism in financial projections
- In FY 2020, an Independent Review of Rate Structure and Customer Assistance Programs was conducted to review and benchmark DC Water’s rates, rate structure and Customer Assistance

Programs (CAP) to peer utilities. The findings of the study concurred that DC Water’s current customer class structure, monthly water lifeline threshold of 4 Ccf, ERU basis for recovering the CRIAC charge, CAP bill discount and temporary assistance programs are consistent with industry standards for ratemaking.

- In FY 2020, DC Water conducted a Cost-of-Service Study (COS) to align the COS with the multi-year rate proposals, therefore both will be done every two years going forward. Previously, Cost of Service study was conducted every three years. The COS consist of three components: i) revenue sufficiency analysis – to ensure that the revenues cover the costs that DC Water incurs; ii) cost of service analysis/rate equity – to ensure that the rates are equitably recovering the costs of service provided to customers; and iii) alternative rate structure analysis – to ensure that DC Water meets its priority pricing objectives. The results of the COS support the multi-year rate, charges and fee proposals for FY 2021 and FY 2022.
- In FY 2022, a Cost-of-Service (COS) was conducted by Independent Financial Consultants to establish the multi-year rates for FY 2023 and FY 2024. The 2022 COS study includes the Groundwater and High Flow Filter Backwash Sewer rates. The results of COS study support the multi-year rates, charges and fees proposed for FY 2023 and FY 2024.

Independent Review of the Proposed FY 2023 and FY 2024 Rates was conducted by consultants.

- The review concluded that the rates have been reasonably developed, reflect the anticipated revenue requirements of the System, adhere to Board policy and are comparable to other utilities.
- The affordability assistance provided by DC Water is robust compared to other utilities, providing a meaningful impact on a customer bill.
- For the twenty second consecutive year, DC Water received the Government Finance Officers’ Award for Distinguished Budget Presentation for its FY 2023 budget, submitted in 2022. DC Water received its twenty fifth unqualified audit opinion for the fiscal year ended September 30, 2022, and received the twenty fifth GFOA Certificate of Achievement for Excellence in Financial Reporting.
- In FY 2023, DC Water successfully renewed all the Authority’s operations insurance policies at essentially the same terms up 6.3 percent from expiring costs than previous year. DC Water’s coverage is generally comparable to expiring.
- DC Water completed its eighteenth year (ROCIP 1 - 10/15/04 to 10/15/21) of its rolling owner-controlled insurance program (ROCIP), thirteenth year of ROCIP II (10/15/09-10/15/12), tenth year of ROCIP III (10/15/12-10/15/15), seventh year of ROCIP IV (11/9/15-10/15/20), second year of ROCIP V (11/23/20-11/23/23). DC Water procures general liability and workers’ compensation insurance coverage for most of its construction contractors. The result is substantially higher insurance coverage levels for all enrolled contractors and significant cost savings. At the end of FY 2022, 65 projects and 403 contractors were enrolled in the expired ROCIP I program, 47 projects and 771 contractors were enrolled in the now expired ROCIP II program, 46 projects and 841 contractors were enrolled in the ROCIP III program, and 55 projects and 1118 contractors are/were enrolled in the ROCIP IV program, and 20 projects and 174 contractors are/were enrolled in the ROCIP V program. Verified avoided costs (aka savings) are in the range of \$5.4 million for ROCIP I; approximately \$11.2 million for ROCIP II, \$9.7 million for ROCIP III, \$6.1 million for ROCIP IV and \$763,000 for ROCIP V. ROCIP II and III were three-year insurance programs that support an estimated \$4.4 billion of planned and completed

construction. So far an estimated \$33,366,264 in Avoided Costs across 5 Programs.

- Customer Assistance Programs (CAP)** – In FY2020, 2021, and 2022 and in response to the affordability crisis that stemmed from the COVID pandemic, the Federal Government, the District Government, and DC Water created additional customer assistance programs that gave rental and water bill relief to low-income customers. The Low-Income Household Water Assistance Program (LIHWAP) was a Federally funded program that assisted eligible low-income customers with up to \$5,000 in water bill relief for outstanding charges. StayDC was a rental relief and water bill relief program funded by the District Government. Also funded by the District Government, the Emergency Residential Relief Program (ERRP) offered up to \$2,000 in water bill assistance and disconnection prevention for eligible customers. DC Water created two (2) new programs, the Residential Assistance Program (RAP) and the Multifamily Assistance Program (MAP). The RAP program offers up to \$2,000 in bill assistance towards outstanding charges for income-eligible customers. MAP offers rental assistance to our indirect customers. Assistance is offered to income-eligible customers and participating owners. Rental relief is offered up to \$2,000 for each eligible housing unit with 80% being passed to the tenant through rental reduction and 20% passed to the owner for administrative costs.) Details are given in Section III and IV.

The assistance provided to customers in FY 2022 is listed below:

Program	Assistance	Assisted Customers
CAP, CAP2, RAP and MAP		
CAP (Original)	\$4.87 million	6,943
CAP 2	\$338,362	711
RAP	\$1,318,242	1,690
MAP	\$1,880,830	4,313 Unts
CRIAC Residential Relief Program		
CAP 3	\$33,026	204
CRIAC Non Profit Relief Program		
Non Profit Relief	\$866,375	186
CRIAC Emergency Residential Relief Program (ERRP)		
ERRP	\$27,493	28
Stronger Together by Assiting You (STAY DC)		
STAY DC	1,106,974	1,100

SPLASH (Serving People by Lending A Supporting Hand) Program aids needy customers as well. It operates solely on contributions from Customers, the community, and DC Water employees. DC Water pays all administrative fees to Greater Washington Urban League (GWUL), who administers the program. For FY 2022, DC Water received \$69,354 in contributions and assisted 131 customers as of September 2022. CAP, CAP2 and SPLASH together in FY 2022 provided \$5,279,074 in assistance to approximately 7,785 low-income households to help make their bills more affordable.

Expansion of Customer Assistance Programs to mitigate the impact of COVID-19

The COVID-19 pandemic impacted DC Water with declines in commercial, federal, and municipal consumption and increases in delinquencies, which impacted revenue. In response, DC Water took strategic and cost reduction initiatives. This included delaying non-critical purchases and activities and pausing some hiring as well as modifying operations to protect staff by arranging work from home for most employees. DC Water also assessed its critical infrastructure needs and balanced it to its revenue challenges and continued to invest in critical capital programs based on priority. Additionally, DC Water also took initiatives to help our customers during the pandemic by reconnecting customers previously disconnected for non-payment, waiving late fees, pausing placing liens, arranging payment plans, and partnering with the District for emergency assistance for those impacted by COVID-19.

To respond to the impact of COVID-19 on our customers, both the District and DC Water have expanded customer assistance programs:

- Emergency Residential Relief Program (District Funded ERRP) – For customers struggling with unpaid DC Water bills during the coronavirus (COVID-19) public health emergency and 105 days thereafter, eligible households may receive bill assistance up to \$2,000 as a one-time emergency benefit
- DC Water Cares Residential Assistance Program (RAP) – New \$3 million program to continue the Emergency Residential Relief Program in FY 2021 to provide onetime assistance to customers impacted by COVID. Assistance up to \$2,000 per residential customer. This program continued in FY 2022.
- DC Water Cares Multi-Family Assistance Program (MAP) – New \$7 million program, which continued in FY2022 and provides one-time assistance to residents in multi-family buildings. Assistance amount is provided per affordable unit with household income 80% AMI or less.

In FY 2021 DC Water Collections worked with the District Department of Energy and Environment (DOEE) to automatically recertify and re-enroll previously participating CAP 1 and CAP 2 customers for FY 2022 funding and participation. Nearly five thousand customers (4,991) received the CAP discount on their water account in FY 2021 and 7628 customers in FY 2022. DC Water also worked with DOEE on the administration of federal assistance programs including DC STAY Program and the Federally funded Low Income Household Water Assistance Program (LIHWAP) to maximize customer assistance during the pandemic. More than 300 customers received federal assistance for their water utility bill in 2021 and 4,493 customers in 2022.

The new DC Water programs created in FY 2021: Residential Assistance Program (RAP) and Multi-Family Assistance Program (MAP) provided water bill assistance to more than eight thousand residents in single family and multi-family dwellings in FY2021 and approximately nine thousand five hundred residents in FY 2022.

Customer Contacts

In FY 2022, we performed a branding survey and customer journey mapping to understand the customer's perception of DC Water based relative to our current strategic plan, Blueprint 2.0. The survey yielded 79% favorable responses of Excellent, Very Good, and Good. The survey also resulted in some process improvement, increased marketing, and customer self-service opportunities.

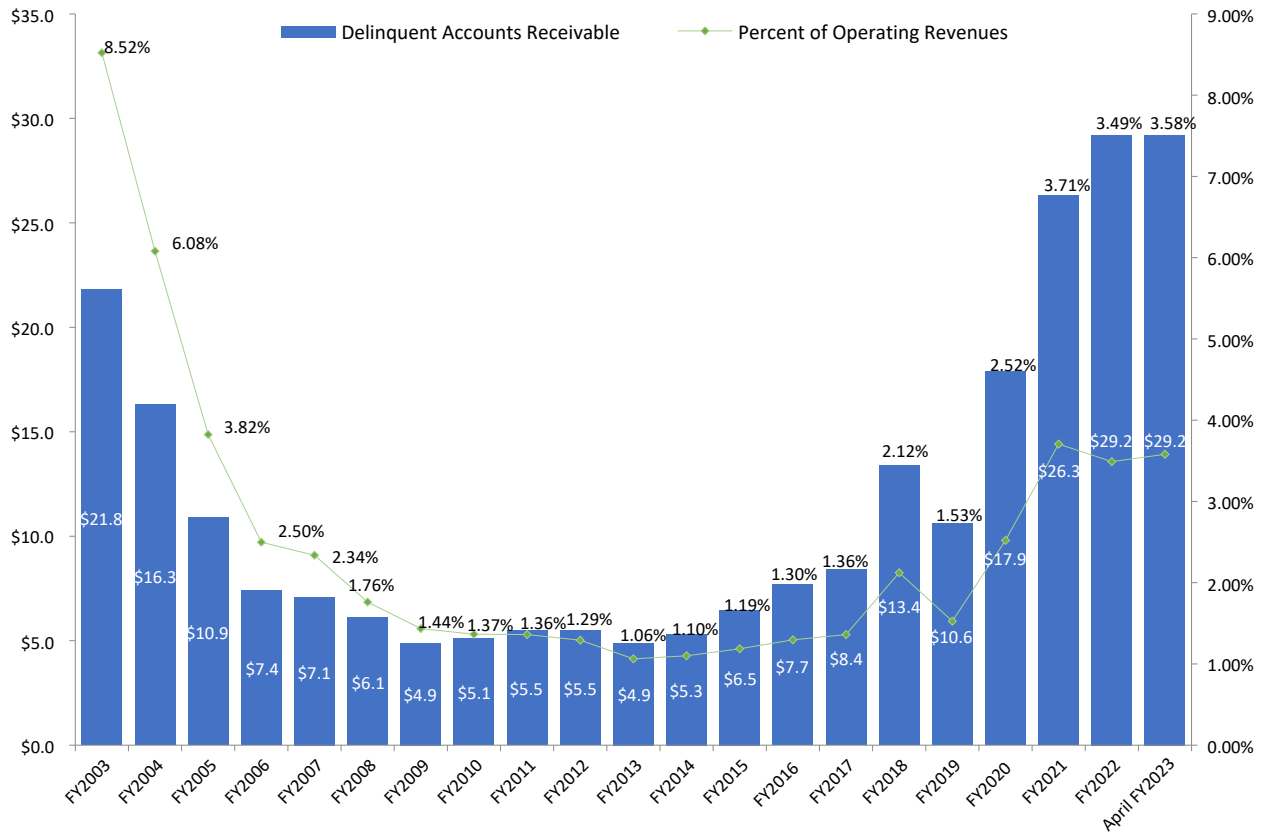
In FY 2022, other system enhancements were performed to provide more customer self-service:

- Began upgrade to new Automated Call Distribution System (ACD) through the Genesys Pure Cloud Platform. Moving from server-based to cloud based platform.
- In conjunction with the ACD upgrade, began enhancing Interactive Voice Response (IVR) system with changes that allows more self-service transaction and informational options
- Provided continual communication and updates related to assistance programs and payment arrangements

Other Upcoming Projects

- Leak Assistance Program to support low-income customers that may have a leak but cannot afford to have the repairs made
- Vertex One (V1) enhancement with water smart function to provide more user-friendly application to the customers as well as additional functions that allow greater insight into customer usage and leak detection
- Aclara upgrade to provide enhancements to the meter reading interface
- Maintain the predictive dialer outbound calls to remind customers to pay before balances become unmanageable
- Coordinate with 311 for inbound call support for emergency
- Continued focus on larger replacements and meter issues that hinder transmission
- Continued focus on customer outreach to increase enrollment in financial assistance plans
- Continue Customer engagement through transactional and branding surveys
- Increase customer engagement through outreach using various media platforms including mobile notification

Delinquent Accounts Receivable (in Millions)



- The graph above represents Delinquent Accounts Receivable as percent of Total Operating Cash Receipts (includes Retail, Wholesale and Other)
- In FY 2020, there was an increase in delinquent accounts receivable, greater than 90 days due to the impact of COVID-19 and a suspension of cut off and collection efforts. The delinquency greater than 90-days increased from 2.52 percent in 2020 to 3.71 percent in 2021. The delinquency increased to 3.49 percent in 2022. The delinquency at the end of April 2023 increased to \$29.2 million or 3.58 percent.
- Delinquent accounts receivable increased by \$2.7 million from FY 2021 to FY 2022 due to suspension in regular collection activity and disconnection of delinquent accounts. These actions were taken in support of on-going meter replacement projects through December of 2019 and following the on-set of the coronavirus public health emergency in March of 2020 and in anticipation of the second wave of COVID-19. However, DC Water resumed disconnection for Residential and Commercial categories effective from July 12, 2022. The resumption of charging late fees and disconnection is expected to result in decrease in delinquencies in FY2023.

General Principles of Affordability for Low-Income Customers Policy

On September 4, 2014, The General Principles of Affordability for Low-Income customers was approved. It is the policy of the Board of Directors of DC Water in setting retail rates, to follow the General Principles of Affordability for Low-Income Customers articulated herein:

1. Consideration of rate impacts on low-income customers.
2. Exploration of affordability alternatives for low-income customers; and
3. Development of a more innovative rate structure, the goal of which is to reduce the economic burden on low-income customers at the earliest practicable date consistent with the Board's need to gather sufficient data to support any rate structure chosen.

DC Water reviews the equity and sufficiency of its rates and rate structures periodically through various cost of service (COS) studies. The COS study prioritizes the following pricing objectives:

- Revenue sufficiency – Rates should recover revenue necessary to operate and maintain the utility in perpetuity
- Cost of Service Recovery – Rates should be supported by industry practice and ensure that customers pay their fair share
- Simplicity – Rates and charges should be easy for our customers to understand
- Affordability – DC Water should minimize customer bills while not sacrificing good, clean and safe service

In FY 2015, a Cost-of-Service Study was conducted by the Independent Financial Consultants which provided several recommendations:

Additional Alternative Fees and Charges:

1. Customer Class-Based Volumetric Rates – Rate differentiation based on the peaking demands of each customer class (residential, multi-family and non-residential).
2. Lifeline Rate – A lifeline rate for first 4 Ccf of Single Family Residential (SFR) water use to reflect baseline usage by residential customers without peaking costs. The lifeline rate provides an economic benefit to low-volume Residential customers, while spreading the cost of peaking to high volume Residential customers.
3. Water System Replacement Fee (WSRF) – In Fiscal Year 2016, DC Water to modify its existing rate structure and to implement a new meter-based Water System Replacement Fee (WSRF) in order to recover the cost of the 1 percent renewal and replacement program for water service lines. It is anticipated that the new WSRF will generate \$40 million per year. DC Water's low-income CAP customers would receive a 100 percent credit for this fee.
4. System Availability Fee (SAF) – DC Water to propose a new System Availability Fee (SAF). A one-time fee assessed to a property owner of any premises, building or structure to recover the cost of system capacity put in place to serve all metered water service and sanitary sewer connections and renovation or redevelopment projects that require an upsized meter service connection to the district's potable water system. The fee is assessed based on the peak water demand, excluding fire demand, for new meter water service connection and renovation or redevelopment projects that increase the peak water demand and associated SAF meter size for the property.
5. Based on the 2015 Cost of Service Study, DC Water has adopted several changes to its existing retail rate

structure starting in Fiscal Year 2016. These changes are designed to better align the Authority's revenues and expenditures by establishing customer class-based volumetric water rates based upon peaking factors, to create a more progressive rate structure for its residential customers by establishing lifeline water rates which discount core consumption, and to fund the authority's water main replacement program by establishing a monthly, fixed Water System Replacement Fee.

In FY 2018, a Cost-of-Service study was conducted by the Independent Financial Consultants which provided several recommendations:

- Every three years DC Water conducted Cost of Service Study for the Water and Sewer rates, and the Clean Rivers Impervious Area Charge (CRIAC) to update actual and projected expenditures to ensure that these charges are appropriately recovering costs
- DC Water has taken several actions over the last several years to lower CRIAC costs including Century Bonds, refinancing older debt for savings, and restructuring debt so the relief is provided to today's customers. These savings are now reflected in the projected charges
- A reallocation of the costs associated with the Clean Rivers Impervious Area Charge (CRIAC) to the Sewer utility results in a reduction in the CRIAC and an increase in the Sewer volumetric charge
- The revenue collected from the Water System Replacement Fee, originally designed to fund the annual costs of 1 percent of DC Water's water service line renewal and replacement program has been used in its entirety to offset the Water utility's revenue requirements, resulting in a decrease to all Water volumetric charges
- Although these two reallocations cause shifts in the cost structure, and subsequent rates, DC Water customers will see only minimal changes to their bills

In FY 2020, an Independent Review of Rate Structure and Customer Assistance Programs was conducted to review and benchmark DC Water's rates, rate structure and Customer Assistance Programs (CAP) to peer utilities. The findings of the study concurred that DC Water's current customer class structure, monthly water lifeline threshold of 4 Ccf, ERU basis for recovering the CRIAC charge, CAP bill discount and temporary assistance programs are consistent with industry standards for ratemaking.

In FY 2020, DC Water conducted a Cost-of-Service Study (COS) to align with the multi-year rate proposals, therefore both will be done every two years going forward. Previously, the Cost-of-Service study was conducted every three years. The COS consist of three components: i) revenue sufficiency analysis – to ensure that the revenues cover the costs that DC Water incurs; ii) cost of service analysis/rate equity – to ensure that the rates are equitably recovering the costs of service provided to customers; and iii) alternative rate structure analysis – to ensure that DC Water meets its priority pricing objectives. The results of the COS support the multi-year rate, charges and fee proposals for FY 2021 and FY 2022.

According to the COS, the proposed CRIAC shift to sewer volumetric with 18 percent in FY 2020, 28 percent in FY 2021 and 37 percent in FY 2022 and beyond was recommended because it balances infrastructure investment with growth in rates. The shift is based on an assessment that on average 37 percent of volume in the tunnels is from wastewater. With the shift the overall household charges increase is 6.7 percent in FY 2022, 6.0 percent in FY2023 and 5.4 percent for FY 2024. The gradual shift helps avoid rate shock to customers. The CRIAC for FY 2023 is projected to decrease from \$18.40 to \$18.14 per ERU, per month and increase to \$21.86 per ERU per month for FY 2024.

As part of the COS, the study focused on the reallocation of some Customer Service operating costs associated with metering, billing, and collections activities to the Metering Fee. Historically, only automated metering capital costs were recovered in the Metering Fee. Many utilities recover capital and operating costs associated with metering and billing in a fixed, meter-based charge, which shifts costs to the Metering Fee and away from the volumetric rates. The 2020 COS study recommended to re-allocate more customer service expense for metering and billing to the metering fee. The changes in Metering Fee are summarized below:

- In FY 2019, Metering Fee recovered \$11.6 million
 - In FY 2003, established Metering Fee at @2.01 for 5/8” meter
 - In FY 2011, increased Metering Fee to \$3.86 for 5/8’ meter
 - Originally fee amount set to cover the capital costs of the original Automated Meter Infrastructure (AMI) system and meter purchase and installation (debt service) plus about \$4 million of Customer Service costs
- The 2020 Cost of Service Study recommended recovering \$24.1 million in FY2022, consistent with independent rate review recommendation.
 - Includes costs associated with metering and billing
 - Customer assistance, shutoff/restore, and leak adjustment etc. remain in the volumetric charges
 - Proposed FY 2021 fee recovers \$15.4 million, all the debt service and coverage plus about half of the full Customer Service O&M allocation (\$4.96 for a 5/8” meter)
 - Proposed FY 2022 fee adds the additional half of Customer Service allocation for a total of about \$24.1 million (\$7.75 for a 5/8” meter)
- In FY 2022 a cost-of-service study (COS) was conducted by our Independent Rate Consultants for Water, Sewer, Clean Rivers IAC, Groundwater, and High Flow Filter Backwash Sewer Rate. The COS study results support the multi-year rate charges for FY 2023 and FY 2024. The Independent Consultants stated in their report that the DC Water’s existing rate structure provides for a reasonable allocation of cost recovery to utility customers. The consultants recommended that no additional change in the rate structure be made at this time.

Water System Replacement Fee (WSRF)

Effective October 1, 2015 (FY 2016), DC Water modified its existing rate structure and implemented a new meter-based Water System Replacement Fee (WSRF) to recover the cost of the 1 percent renewal and replacement program for water service lines. It is anticipated that the new Water System Replacement Fee (WSRF) will generate approximately \$39.7 million per year from fiscal years 2019 through 2028. The fee is based upon meter size and average flow. DC Water's low-income CAP customers receive a 100 percent credit for this fee.

Effective October 1, 2017, (FY 2018), DC Water amended the Water System Replacement Fee (WSRF) regulations to add rules and procedures for a Multi-family WSRF adjustment; amend the Customer Classifications to clarify the definitions for Residential, Multi-family and Non-Residential customers to include cooperative housing associations and other clarifications; and amend the definitions set forth in Chapter 41 to define the terms Condominium, Cooperative Housing Association, and Dwelling Unit used in the Customer Classification regulations. The following terms are defined:

Condominium – real estate, portions of which are designated for separate ownership and the remainder of which is designated for common ownership solely by the owners of the portions designated for separate ownership, provided the undivided interests in the common elements are vested in the unit owners.

Cooperative Housing Association – an association, whether incorporated or unincorporated, organized for the purpose of owning and operating residential real property, the shareholders, or members of which, by reason of their ownership of a stock or membership certificate, a proprietary lease or other evidence of membership, are entitled to occupy a dwelling unit pursuant to the terms of a proprietary lease or occupancy agreement.

Dwelling Unit – any habitable room or group of rooms with kitchen and bathroom facilities forming a single unit located within a building or structure, which is wholly or partially used or intended to be used for living, sleeping and the preparation and consumption of meals by human occupants, and is under the control of and for the use of the occupant.

Fire Services Protection Fee

DC Water has assessed a fire protection fee to the District of Columbia since April 1, 2000. This fee is intended to recover costs incurred by DC Water for fire protection service provided by the Water System of DC Water. The purpose of the 2018 cost of service study was to assess the appropriate level of cost recovery required from the District government for this service.

Fire protection service differs from other services offered by water utilities because it is primarily a standby service that is required to be available when the need exists, i.e., as demanded. The development and maintenance of the supply, treatment, pumping, storage and distribution capacity for fire protection service requires capital investments in facilities that are designed larger than would otherwise be required to be able to accommodate fire demand and annual operation and maintenance (“O&M”) expenses to ensure that the assets are appropriately maintained and provide service as needed.

In 2018, the Independent Financial Consultants performed a cost-of-service study (COS) to determine the costs of providing fire protection service to the District. DC Water provides Fire Protection Services to the District, including but not limited to the delivery of water for firefighting, inspection, maintenance and upgrading of public fire hydrants in the District of Columbia. The consultants compared DC Water costs with the revenues received from the district for fire protection services. The consultants reviewed and tabulated historical fire service costs of DC Water (FY 2013 – FY 2017). Projections of DC Water costs were developed for FY 2018 – FY 2021. As per terms of the 2013 MOU and based on the results of the 2018 COS, Fire Protection Service fee was established at \$12.527 million for fiscal years FY 2019, FY 2020 and FY 2021. This fee is \$1.7 million higher than the FY 2015 fee of \$10.796 million. As per the 2018 cost of service study, the Fire Protection Service Fee projected for the years FY 2019 to FY 2022 increased from \$10.796 million to \$12.527 million per year.

In 2021, the Independent Financial Consultants performed a cost of service study (COS) to determine the costs of providing fire protection service to the District. DC Water provides Fire Protection Services to the District, including but not limited to the delivery of water for firefighting, inspection, maintenance and upgrading of public fire hydrants in the District of Columbia. The consultants compared DC Water costs with the revenues received from the District for fire protection services. The consultants reviewed and tabulated historical fire service costs of DC Water (FY 2016 - 2020). Projections of DC Water costs were developed for FY 2021 – FY 2024. As per terms of the 2013 MOU and based on the results of the 2021 COS, Fire Protection Service fee was established at \$11.535 million for fiscal years FY 2022, FY 2023 and FY 2024. This fee is \$0.992 million lower than the FY 2018 fee of \$12.527 million.

System Availability Fee (SAF)

Many utilities have implemented a fee, assessed to new development (or redevelopment) to recover the investment in available system capacity. On June 17, 2016, DC Water’s Board approved a new System Availability Fee (SAF) to be effective from January 1, 2018. All Residential Customers with meters 1 inch or smaller will use the same set of fees. All Residential Customers with meters larger than 1”, and all Multi-Family and Non-Residential Customers will have SAF based on their meter size.

The System Availability Fee will be assessed for all new buildings, structures or properties under development and properties under redevelopment. For properties under redevelopment, DC Water will determine the net System Availability Fee by determining the property’s proposed capacity requirements and applying a credit for the capacity of accounts being removed from the system. However, if the associated credit for capacity removed is equal to or greater than the future System Availability Fee, the net System Availability Fee shall

be zero. Properties under redevelopment shall not receive a credit for accounts that are inactive for more than 12 months.

In FY 2018, DC Water has determined that implementing the System Availability Fee (SAF) regulations on the effective date of January 1, 2018, could present significant fiscal impacts to the District's New Communities Initiative, which includes redevelopment, one for one replacement and/or augmentation, of affordable housing units. On March 1, 2018, the DC Water Board considered comments received during the SAF public comment period and agreed to; 1) Extend the System Availability Fee (SAF) effective date from January 1, 2018 to June 1, 2018 for DCRA Construction Permit Applicants and federal facilities new water and sewer connections and renovation or redevelopment projects for existing connections to the District's potable water and sanitary sewer systems based on the SAF meter size in accordance with the fee schedule and requirements; 2) Revised the DC Water guidance document used to determine the SAF meter size from DC Water Standard Details and Guideline Masters to DC Water's Sizing Instructions and Worksheets; 3) Added procedures and requirements to receive credits for Affordable Housing Units (AHU) development and redevelopment; 4) Clarified the requirements for projects submitted prior to the effective date of June 1, 2018 and approved by June 1, 2019; 5) Added formulas to clarify how the SAF is calculated with the SAF credit, AHU credit and Net AHU credit; 6) Clarified requirements for Payment Plan Agreement; 7) Properties under redevelopment shall not receive a credit for accounts that are inactive for more than 24 months.

Effective June 1, 2018, DCRA Construction Permit Applicants and federal facilities shall be assessed a System Availability Fee (SAF) for new water and sewer connections and renovation or redevelopment projects for existing connections to the district's potable water and sanitary sewer systems based on the SAF meter size in accordance with the fee schedule and requirements.

PILOT and ROW Fee

A new PILOT MOU was signed between DC Water and the District of Columbia on September 4, 2014, which reduced the annual PILOT payment. As per agreement, the PILOT of \$15.3 million for FY 2015 would be escalated by 2 percent per year. The agreement will be effective till September 30, 2024.

On October 07, 2014, DC Water and the District reached an agreement on the ROW terms and conditions, which provides that DC Water will continue to make payments totaling \$5.1 million annually to the District for FY2015 – FY2024.

Operating Reserve/Renewal and Replacement Reserve

- DC Water periodically reassess its policies every five years regarding the operating reserve requirement. The Independent Financial Consultants conducted the study to consider the appropriate level of its Total Operating Reserves for FY2023 and subsequent years. DC Water's current board policy sets 250 days of cash, which exceeds the indenture requirement of 60 days. While DC Water's 250 day requirement is high compared to peers which typically require 60 or 90 days of operating expenses, DC Water's actual balances are low in comparison. According to a report by Moody's in 2021, DC Water's total days of cash on hand was 366 days, which is below the median level of about 400 days for an AA rated bond issuer. The Independent Financial Consultants recommended that due to DC Water's plans to borrow \$2.7 billion in the next 10 years and its efforts to maintain a very strong credit rating, DC Water should increase the minimum operating reserve requirement from 250 days to 350 to 400 days. This would bring the day's cash on hand to a level more consistent with DC Water's highly rated peers.

- DC Water Indenture of Trust requires the Authority to maintain a Renewal and Replacement (R&R) Reserve Fund. In FY 2023, the Independent Financial Consultants conducted this study to examine the reasonableness of the amount on deposit in the R&R Reserve Fund and make recommendations to the Authority for the value of the Fund for the next 5-year period of FY 2023 through FY 2027. The Independent Financial Consultants recommended that DC Water maintain its current R&R Reserve Fund policy to require a balance of \$35 million. The recommendation will be presented to the DC Water Board for approval. The next R&R Reserve Fund Study will be conducted in FY2027.
- Over the last ten years, DC Water has made contributions to the RSF and made withdrawals to help mitigate rate increases. In FY 2023, the Independent Financial Consultant performed a cost of service (COS) study to determine the appropriate level of Rate Stabilization Fund (RSF) to help mitigate rate increases.

The independent consultants summarized the Rate Stabilization Fund (RSF) findings. These include 1) the RSF is permitted but not required to have a balance by the bond indenture; 2) DC Water has historically added monies to the RSF and withdrawn funds for multiple purposes; 3) American Water Works Association's Cash Reserve Policy Guidelines indicate monies in a RSF are typically used to address potential fluctuations in revenues and to "smooth out" rate increases; 4) more than half of the surveyed utilities have no RSF requirement; and 5) in Philadelphia, the RSF and Residual Fund serve multiple purposes: operating reserve and RSF. The report provided the following options: 1) confirm or change the name of the RSF; 2) define a minimum, maximum or targeted balance requirement; and 3) update policies for the use of funds withdrawals.

The consultants recommended a target RSF balance of 5 percent of projected retail revenues. In 2023, the existing RSF balance achieves this target. The authorization to withdraw funds should include a plan to replenish funds to meet the target balance. DC Water should prioritize use of the funds for (i) emergencies or unplanned events, (ii) investment in technologies or other initiatives that could reduce operating expenses, and (iii) defeasance of higher cost debt.



Future Goals and Financial Assumptions

All Legal Covenants, Financial Board Policies, Accomplishments and Targets are Incorporated into the Ten-Year Financial Plan.

Compliant	Description	Legal Covenant	Performance Target	FY 2021 Actual	FY 2022 Actual	FY 2023 Revised	FY 2024 Proposed
<input checked="" type="checkbox"/>	Senior Debt Service Coverage	120%	140%	508%	653%	580%	734%
<input checked="" type="checkbox"/>	Operating Cash Reserves*	N/A	\$125.5 million	186.8 million	\$196.3 million	\$257.4 million	274.6 million
<input checked="" type="checkbox"/>	Short Term Investment Return Benchmark Merrill Lynch 3-Month Treasury Index	N/A	25 basis points	69 basis points	69 basis points	7 basis points	35 basis points
<input checked="" type="checkbox"/>	Long Term Investment Return Benchmark Merrill Lynch 1-3 Year Treasury Index	N/A	50 basis points	70 basis points	70 basis points	21 basis points	55 basis points
<input checked="" type="checkbox"/>	Water and Sewer Rates	Revenues must be sufficient to cover: operating expenses, senior and sub debt service, amounts necessary to maintain DSRF and ORF levels, and any annual PILOT payments	Each customer will be charged for the actual cost to provide each service, and rate increases will be reliable and predictable		Future rate increases are driven by financial impact of the capital program and full utilization of the RSF; the development of a 10-year financial plan allows DC Water to meet these key goals of full cost recovery and predictability	Same as Performance Target	
<input checked="" type="checkbox"/>	Rate Stabilization Fund (RSF)	N/A	Help to avoid spikes in rate increases for retail customers	\$28.8 million contribution resulted in a balance of \$90.24 million	Utilization of \$88.5 million of RSF in FY 2022 leaves a balance of \$35.64 million	Projected FY 2023 year end RSF balance of \$35.6 million	Projected FY 2024 year end RSF balance of \$35.6 million

*Up to FY 2021 operating reserve policy required a minimum balance of the greater of \$125.5 million or 120 days of budgeted O&M expenses. The Board revised the policy in October 2021 (FY 2022) requiring 250 days of O&M expenses

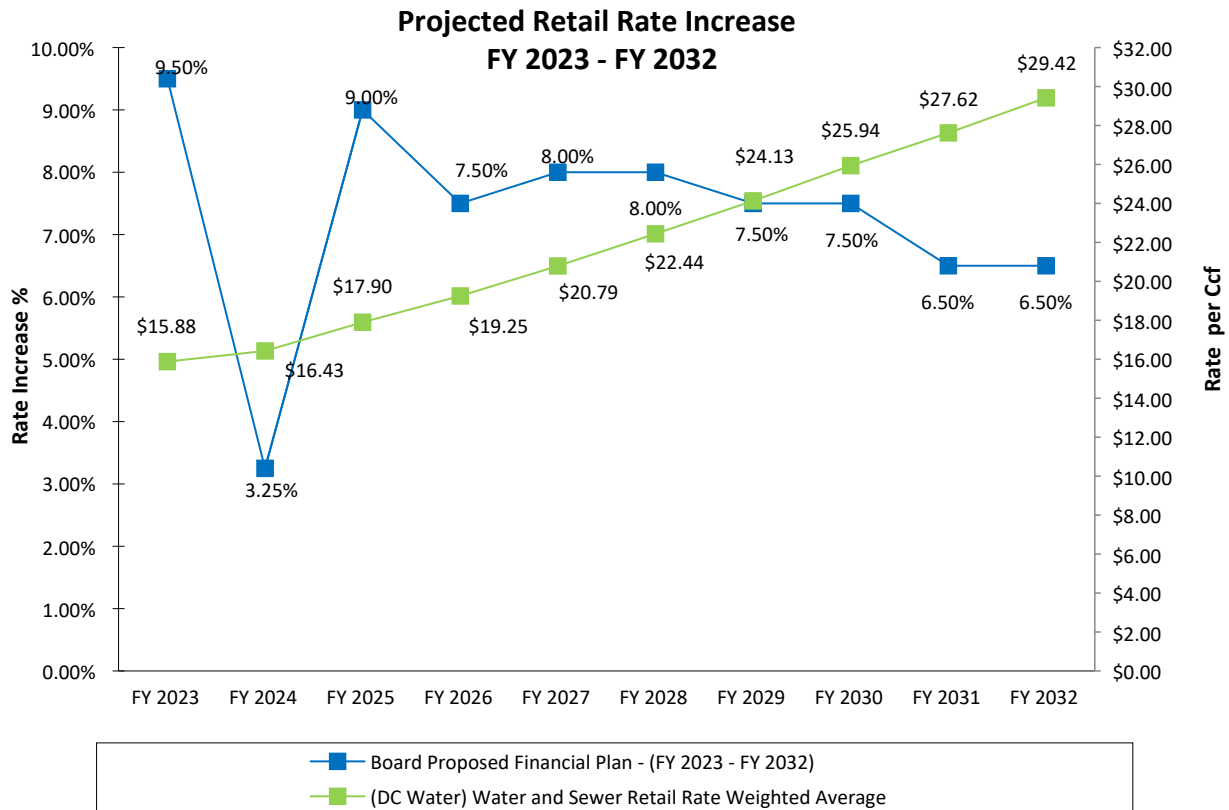
The Approved FY 2023 - FY 2032 financial plan includes the resources necessary to accomplish critical financial and operational goals over the coming years, as summarized below:

- Continue adherence to the Board's financial, investment, rate-setting and long-term planning policies
- Continue implementation of the ten-year \$6.95 billion capital improvement program
- Includes disbursements of \$962.6 million over the ten-year planning period for Clean Rivers Project (CSO Long-Term Control Plan) exclusive of the nine-minimum controls program
- Continued exceptional financial performance, reduction in overtime, adherence to Board's customer outreach and transparency to include customer input and flexibility to meet emerging needs
- Improving Public Image: re-focus of the government relations activities to bring greater visibility to DC Water and the national need for infrastructure investment and funding; and various pilot projects to look for additional improvements to DC Water services
- Workforce
 - Continue to focus employees' efforts on DC Water's most important goals in line with the Board Strategic Plan
 - Improve recruiting process by identifying high-quality candidates using job descriptions based upon the expertise of high performing employees holding uniquely valued competencies
 - Fill critical talent management needs and address company and industry changes promptly
 - Continue to Enhance management skills through training

The ten-year financial plan reflects the following major assumptions:

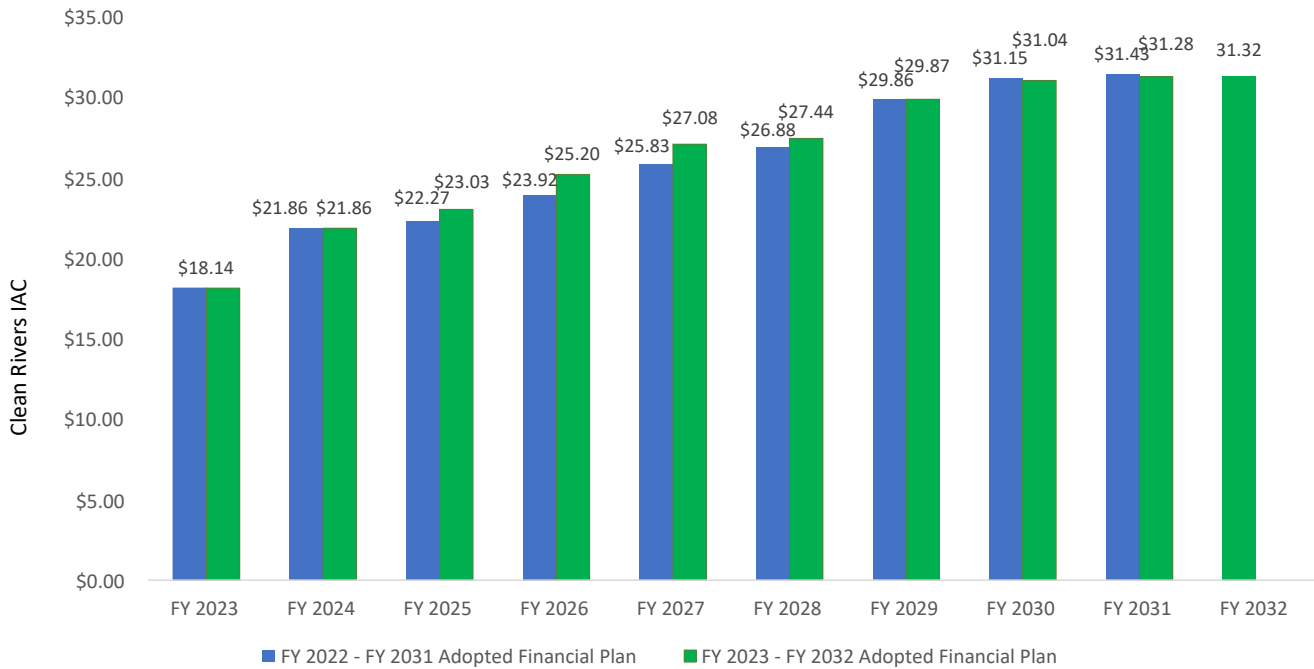
- Operating and maintenance expenses (excluding the payment-in-lieu-of-taxes and right-of-way fee) are projected to grow at an average annual rate of 4.3 percent, primarily due to projected inflation
- Personnel services is projected to increase to accommodate for insourcing initiatives to support the capital program
- Payment-in-lieu-of-taxes (PILOT) to the District of Columbia for FY 2023 and FY 2024 will be at \$17.97 million and \$18.33 million respectively. PILOT payment is projected to increase by 2 percent per annum in accordance with the new memorandum of understanding (MOU) signed on September 4, 2014, with the District
- According to the new memorandum of understanding (MOU) dated October 4, 2014, the Right-of-Way payment to the District of Columbia stays level at \$5.1 million
- Days of cash on hand which is an important measure of short- and long-term liquidity typically exceeds 250 days of cash excluding the Rate Stabilization Fund. The Board's policy approved in October 2021 requires a minimum of 250 days of cash on hand.
- The Board's policy is to target combined coverage at 1.6X. The combined coverage for FY 2023 to FY 2032 range from 1.74 to 1.93. DC Water Indenture requires Senior Lien coverage of 1.2X and Subordinate at 1.0X, Board Policy is 1.4X for Senior and 1.0X for Subordinate
- Debt Service:
 - Overall increase of Debt Service is to support the capital program. Debt Service as a percent of operating revenues does not exceed 33 percent in the Financial Plan. Debt Service represents 27.7 percent and 26.7 percent of the total operating revenue in FY 2023 and FY 2024, respectively.
 - Interest on Variable debt assumed to be 2.5 percent in FY 2023, and FY 2024
 - Interest on Fixed debt assumed to be 5.5 percent in FY 2023 and FY 2024
 - Utilization of the Commercial Paper program/Extendable Municipal Commercial Paper (EMCP) is assumed for interim financing for bond issuance, capital equipment and the Washington Aqueduct

Due to these ongoing and new initiatives, from FY 2023 – FY 2032 DC Water’s water and sewer volumetric retail rates are projected to increase by \$0.55 to \$1.81 per 100 cubic feet as shown in the chart below. Cumulative rate increases would total 73.3 percent over the ten-year period compared to 77.6 percent projected in last year’s ten-year plan (FY 2022 – FY 2031).



Rates shown above reflect weighted water and sewer rates for Residential customers’ category. The proposed retail water and sewer combined rate for FY 2023 is \$15.88 per Ccf and \$16.43 per Ccf for FY 2024. In addition, the proposed increase in the combined Right-of-Way and PILOT Fees is \$0.03 per Ccf, {\$0.04 per 1,000 gallons}, in FY 2023 and is \$0.02 per Ccf, {\$0.03 per 1,000 gallons} in FY 2024 to recover the full amount for services charged to DC Water by the District. There is no increase in Right-of-Way Fee for FY 2023 and FY 2024, which remains same at \$0.19 per Ccf (\$0.25 per 1,000 gallons). The proposed monthly Clean Rivers Project CRIAC charges for FY 2023 and FY 2024 are \$18.14 and \$21.86 respectively per ERU (Equivalent Residential Unit); decrease of \$0.26 compared to the FY 2022 charge and increase of \$3.72 compared to the FY 2023 charge respectively.

PROJECTED MONTHLY CLEAN RIVERS IMPERVIOUS SURFACE AREA CHARGE (CRIAC) CHANGES FY 2023 – FY 2032



- The projected charges displayed in the chart above are primarily driven by anticipated debt service costs necessary to support the thirty-year \$2.99 billion Clean Rivers Project, which includes the federally mandated CSO-LTCP and the nine-minimum controls program
- The annual Clean Rivers Project costs for the average Tier 2 residential customer (700 – 2,000 sq. ft. of impervious area) is projected to increase from \$18.14 per month in FY 2023 to \$31.32 per month in FY 2032
- The proposed CRIAC shift to sewer volumetric with 18 percent in FY 2020, 28 percent in FY 2021 and 37 percent in FY 2022 and beyond was recommended because it balances infrastructure investment with growth in rates. The shift is based on an assessment that on average 37 percent of volume in the tunnels is from wastewater. With the shift the overall household charges projected increase is 6.7 percent for FY 2022, 6.0 percent for FY 2023 and 5.4 percent for FY 2024. The gradual shift helps avoid rate shock to customers. The CRIAC is projected to decrease from \$18.40 to \$18.14 per ERU per month for FY 2023 and increase to 21.86 or per ERU per month for FY 2024.

The proposed rate and fee adjustments included in the FY 2023 – FY 2032 financial plan are driven by the following trends and initiatives:

- Assumed retail water consumption decline of 1.0 percent in FY 2023 over FY 2022 Actual, except for residential and federal categories, which increase slightly. However, due to the impact of COVID-19, 9.0 percent decline is projected for commercial in FY 2023 and beyond. In FY 2024 and onwards, a one percent decrease in consumption has been assumed due to conservation.
- Increasing debt service expenditures, driven by DC Water’s \$6.95 billion capital improvement program (cash disbursements basis), which increases on average by 6.9 percent over the Financial Plan period.
- Operations and maintenance expenditure (excluding the Payment-in-Lieu-of-Taxes (PILOT) and Right-of-Way (ROW) fee) increase on average of 4.3 percent annually over ten-year period.
 - Increasing operating expenditures, driven primarily by projected increases in personnel services, contractual services, chemicals, electricity, and water purchases
 - Continuation of in-sourcing Proposals for in-house planning & design and valve operations
 - Enhanced service to the development community through improved permitting operations

Customer Assistance Programs (CAP): We continued our commitment to help improve the quality of life for those of our customers who are least able to pay, by providing relief through our customer assistance programs (CAP). Through CAP, we provide eligible customers a discount of 4 Ccf per month on their water and sewer bills. Since it began in FY 2001, participation in CAP has continued to increase. In FY 2004, the Authority expanded the CAP to include tenants who meet financial eligibility requirements and whose primary residence is separately metered by the Authority. As of October 1, 2010, the Board expanded the CAP discount to include the first 4 Ccf of PILOT and ROW to qualifying low-income residential customers. The District Department of Energy and Environment (DOEE), administers this program for the Authority and several other utilities in the area.

In FY 2016, DC Water implemented Water System Replacement Fee (WSRF). This is a fixed monthly fee set to recover the costs of the 1 percent renewal and replacement program for water service lines. The fee is based on meter size and average flow. The DC Water’s low-income CAP customer will receive 100 percent credit for this fee.

As of May 1, 2017, the Authority further expanded the CAP to include 50 percent discount for CRIAC. Effective October 1, 2020, the CRIAC discount for low-income CAP customers was increased from fifty percent to seventy five percent.

In FY 2019, DC Water, Mayor Muriel Bowser, and the DC Council worked together to expand the existing customer assistance program. The new benefits were earmarked for non-profits, including churches and cemeteries, along with a group of residential customers who did not previously meet the income guidelines for assistance (CAP2 and CAP3).

CAP2 provides a discount on the first 300 cubic feet (2,250 gallons) of water and sewer services used each month (apart from PILOT and ROW fees) and a fifty percent reduction in the monthly CRIAC fee.

CAP3 provides a discount of seventy-five percent off the monthly CRIAC.

For FY 2022, \$4,871,357 in discount benefits was provided to 6,943 CAP customers and 711 CAP2 customers received discount of \$338,362. The CAP and CAP2 discount programs administered by DOEE provided discounts as of September 30, 2022, to 7,654 customers representing \$5,209,720. DC Water’s SPLASH program customers donated an additional \$69,354 through their water bills for the benefit of those customers who needed additional help.

DC Clean Rivers Impervious Surface Area Charge Incentive Program: DC Water Board Approved a DC Clean Rivers Impervious Surface Area Charge Incentive Program (CRIAC) effective from October 1, 2013. This is a three-year pilot credit/discount program for the DC Clean Rivers Impervious Surface Area Charge. Eligibility determinations are made by the District Department of Energy and Environment. Customers who manage stormwater on their property using approved best management practices such as rain gardens, rain barrels, previous paving, green roofs, bio retention practices and stormwater will avail this discount. FY 2020 budget proposed an increase from 4 percent to 20 percent for stormwater best management practices. The DC Water Board approved the CRIAC Incentive Discount Program’s incentive discount from four percent to twenty percent, which became effective from October 1, 2019.

Expansion of Customer Assistance Programs: To respond to the impact of COVID-19 on our customers, both the District and DC Water are expanding customer assistance programs:

- Emergency Residential Relief Program (District Funded) – For customers struggling with unpaid DC Water bills during the coronavirus (COVID-19) public health emergency and 105 days thereafter, eligible households may receive bill assistance up to \$2,000 as a one-time emergency benefit.
- DC Water Cares Residential Assistance Program (RAP) – New \$3 million to continue the Emergency Residential Relief Program in FY 2021 to provide one-time assistance to customers impacted by COVID. Assistance up to \$2,000 per residential customer. RAP was extended to FY 2023.
- DC Water Cares Multi-Family Assistance Program (MAP) - New \$7 million for a new program, which began in FY 2021 to provide one-time assistance to residents in multi-family buildings that have been negatively impacted by COVID; assistance amount to be provided per affordable unit with household income 80% AMI or less. MAP was extended to FY 2023.
- FY 2022 Target Assistance - \$5 million held for FY 2022 targeted assistance for customers in need
- LIHWAP (Low Income Household Water Assistance Program) - Provides funds to assist low-income households with water and wastewater bills.
- STAY (Stronger Together Assisting You) - Is a financial program for D.C renters and housing providers who are looking for support to cover housing and utility expenses and offset the loss of income.
- DC Water Catch-up Program – Is a program to reduce AR and help eligible customers in residential, commercial, and multi-family rate classes bring their delinquent bills back in line with monthly costs and avoid disconnection. Eligibility customers are with outstanding balances for 30 days or more as of December 31, 2022, and have yet to pay their outstanding balance by January 2023.



Revenues

\$ in thousands

The Revised FY 2023 operating receipts projection totals \$842.4 million, an increase of \$8.8million as compared to the FY 2022 Actual. The Proposed FY 2024 operating receipts total \$878.5 million, an increase of \$36.1 million over the FY 2023 Revised budget receipts.

Comparative Operating Receipts FY 2022 – FY 2024

	FY 2022 Actual	FY 2023 Revised	Increase / (Decrease)	Percent Change	FY 2024 Approved	Increase / (Decrease)	Percent Change
Residential	\$ 124,159	\$ 130,840	\$ 6,681	5.4%	\$ 138,719	\$ 7,879	6.0%
Commercial	188,598	197,558	8,960	4.8%	208,553	10,995	5.6%
Multi-family	138,579	148,058	9,479	6.8%	153,979	5,921	4.0%
Sub-Total Residential, Commercial and Multi-family	451,336	476,456	25,120	5.6%	501,251	24,795	5.2%
Federal Government ⁽¹⁾	77,112	84,768	7,656	9.9%	89,987	5,219	6.2%
District Government	21,055	23,203	2,148	10.2%	25,121	1,918	8.3%
D.C. Housing Authority	13,210	14,208	998	7.6%	14,722	514	3.6%
Transfer from Rate Stabilization Fund ⁽³⁾	52,100	-	(52,100)	-100.0%	-	-	0.0%
Water System Replacement Fee (WSRF)	42,079	39,717	(2,362)	-5.6%	39,717	-	0.0%
Metering Fee	23,134	24,083	949	4.1%	24,083	-	0.0%
Total Retail	680,026	662,435	(17,591)	-2.6%	694,881	32,446	4.9%
IMA Wastewater Charges	73,798	91,714	17,916	24.3%	93,434	1,720	1.9%
Potomac Interceptor Wastewater Charges	11,101	12,846	1,745	15.7%	13,085	239	1.9%
Total Wholesale	84,899	104,560	19,661	23.2%	106,519	1,959	1.9%
District Stormwater Revenue ⁽²⁾	1,107	1,107	(0)	0.0%	1,107	-	0.0%
Misc. Rev. (e.g. water tap installation, fire hydrant usage, etc.)	34,463	31,208	(3,255)	-9.4%	32,019	811	2.6%
Washington Aqueduct Backwash - DC Water's pro rata share	0	4,620	4,620	100.0%	4,620	-	0.0%
Washington Aqueduct Debt Service Revenue for Falls Church & Arlington	193	193	(0)	-0.1%	193	0	0.1%
Interest Income (including interest on Bond Debt Service Reserve Fund)	1,084	7,549	6,465	596.5%	8,046	497	6.6%
System Availability Fee (SAF)	9,194	7,700	(1,494)	-16.3%	7,700	-	0.0%
Right-of-Way (ROW) Fee	5,345	5,100	(245)	-4.6%	5,100	-	0.0%
Payment-in-Lieu-of-Taxes (PILOT) Fee	17,284	17,970	686	4.0%	18,330	359	2.0%
Total Other	68,670	75,447	6,777	9.9%	77,115	1,668	2.2%
Total Operating Cash Receipts	\$ 833,595	\$ 842,442	\$ 8,847	1.1%	\$ 878,515	\$ 36,073	4.3%

1. Historical actuals are presented on revenue basis. Projected amounts shown are billed revenues. Actual Federal receipts are a combination of current year projected revenues and prior year adjustments, which are presented as reserve items. See Section III for further explanation.
2. Reflects District stormwater fee revenue that will fund DC Water's share of District stormwater permit compliance activities, and will not be funded through DC Water's retail rates or other DC Water revenue sources. See Section III for further explanation.
3. FY 2022 receipts include \$41.6 million Rate Stabilization Fund (RSF) amount, which was transferred to Ending Cash Balances.

Major assumptions underlying the revenue projections contained in the FY 2023 – FY 2032 financial plan include:

- For FY 2024, 1.0 percent reduction in water sales is assumed over FY 2023 projection for all customer categories, based on historical trends in consumption levels. For the Commercial category, due to impact of COVID-19, nine percent decline in consumption was assumed for FY 2023 and beyond. For FY 2024 and onwards, 1.0 percent conservation is assumed for all categories.
- A 4.0 percent average revenue increase is projected between FY 2025 and FY 2032 for wholesale customers, in line with operating and maintenance expense increases for joint use facilities. However, the wholesale revenues are projected to increase by \$19.7 million or 23.2 percent for FY 2023 as compared to FY 2022 Actual and \$2.0 million or 1.9 percent for FY 2024 over FY2023 Revised Budget due to revised operations and maintenance expense projections. Revenue estimates are based on most recent flow data.
- Based on the current interest rate environment, interest projections are conservatively assumed at 1.0 percent earnings rate in FY 2023, 2.0 percent in FY 2024 and FY 2025, 2.5 percent in FY 2026 and 2.75 percent in FY 2027. Interest rates for FY 2028 and onwards are assumed at 3.0 percent.
- The majority of other non-operating revenues, totaling \$45.6 million in FY 2024 are projected to increase within the ten-year plan, and include such items as:
 - Reimbursement from Arlington County and Falls Church for debt service issued for pre-1997 Washington Aqueduct capital improvements - \$0.2 million.
 - Reimbursement from the Stormwater Enterprise Fund for services provided to DOEE under their MS4 permit - \$1.1 million.
 - Recovery of indirect costs from DC Water’s IMA partners - \$5.2 million - this reflects recovery of indirect costs on capital projects (e.g., costs for Finance, Accounting and Budget, General Counsel, and Human Resources functions).
 - Reimbursement from the District for the Fire Protection Services fee of \$11.5 million.
 - Washington Aqueduct Backwash - DC Water’s pro-rata share of \$4.6 million
 - Other miscellaneous fees and charges, including service line replacements, developer-related fees, and the Engineering Review, waste hauler fees and System Availability Fee (SAF) - \$23.0 million.

The Revised FY 2023 receipts projection totals \$842.4 million, approximately \$8.8 million higher than the FY 2022 Actual. The increase is due primarily to:

- **Residential, Commercial and Multi-Family Receipts** - Projections for FY 2023 reflect an increase of \$25.1 million, or 5.6 percent from FY 2022 Actual due to proposed retail rate increase of 9.5 percent (water and sewer volumetric rates) and a decrease of \$0.26 monthly ERU fee for the Clean Rivers IAC. (See Section IV – Rates and Revenues for details on all rate and fee proposals).

 - One percent decrease in overall consumption in FY 2023 over FY 2022 Actual has been assumed due to conservation except for Residential and Federal categories, which increase slightly.
- **Federal Revenues** – Revised FY 2023 Federal revenues are projected to increase by \$7.7 million or 9.9 percent over FY 2022 Actual. Under existing Federal billing legislation, Federal billings are prepared on an estimated basis eighteen months in advance of the start of the fiscal year (e.g., the FY 2023 billing was prepared in April 2021, and are based on the current consumption estimates and projected rate increases as included in the current ten-year plan. These estimates are then reconciled with actual consumption and rate increases, and an adjustment is made in the subsequent year’s billing (e.g., the reconciliation of FY 2021 estimated vs. actual consumption and rate increases will be included in the FY 2024 billing, prepared in April 2022). Federal revenues in the ten-year plan are presented on a revenue basis, net of any adjustments for prior year reconciliations which are accounted for as reserve items. Consistent with this methodology, the proposed FY 2023 federal revenues reflect the final billing sent to the federal government in April 2021 net of the adjustment for the prior-year (FY 2020) reconciliation.
- **Municipal & D.C. Housing Authority Receipts** - are projected to increase by \$3.1 million (or 9.2 percent) mainly due to proposed retail rate increases of 9.5 percent and decrease of \$0.26 monthly ERU fee for the Clean Rivers IAC.
- **Rate Stabilization Fund Utilization** – The ten-year plan and near-term revenue projections assume utilization of \$52.1 million of RSF in FY 2022, which includes \$41.6 million transfer from the RSF to the Ending Cash Balance. The RSF is not utilized in FY 2023. There will be a balance of \$35.64 million by the end of FY 2032. Prior years’ plans assumed the use of these funds, which is necessary as DC Water reaches its peak years of spending in the CIP. Utilization of RSF monies allows DC Water to implement future rate increases in a reliable and predictable manner while still meeting Board and indenture policies on cash reserves and debt service coverage.
- **Water System Replacement Fee** – Proposed fixed monthly fee set to recover the costs of one percent renewal and replacement program for water service lines generating approximately \$39.7 million per year.
- **Customer Metering Fee** - This fee recovers the costs associated with installing, operating, maintaining, and replacing meters, and is charged to all retail customers (including federal and municipal customers). The fee varies based on meter size, with monthly fees ranging from \$7.75 for a 5/8-inch meter (typical size of a residential customer meter) to \$701.62 for 16” meters (typically used for large commercial customers). Based on the FY 2020 Cost of Service study, the Customer Metering fees due to proposed increase is projected to generate \$24.1 million in FY 2022 and onwards.

- **Wholesale Receipts** – DC Water’s wholesale customers are responsible for a proportionate share of operating and maintenance expenses (associated only with shared facilities primarily at Blue Plains) based on their respective share of wastewater volume discharged. In addition, each user is responsible for a proportionate share of related indirect costs. In FY 2023 wholesale revenues are projected to increase by \$19.7 million or 23.2 percent to \$104.6 million mainly due to projected increase in operations and maintenance expenses.
- **Stormwater** - DC Water’s FY 2023 receipts include \$1.1 million from the Department of Energy and Environment (DOEE) formerly DDOE which will be used to fund DC Water’s services provided on behalf of the District’s stormwater permit compliance activities including the billing and collection through DC Water invoices of fees established by DOEE. The FY 2023 – FY 2032 financial plan assumes that all incremental costs borne by DC Water for stormwater permit compliance activities will be reimbursed by the stormwater fund, and that DC Water funds will be advanced to pay for these activities.
- **Right-of-Way (ROW) and Payment-In-Lieu of Taxes (PILOT) Pass-Through Fees** – Similar to other Washington area utilities, DC Water has implemented fees that pass through the costs of the District’s ROW and PILOT as separate line items on its bill. PILOT fee increases by 2 percent over prior year as per PILOT MOU signed with the District Government on September 4, 2014. In FY 2023 Revised budget as compared to FY 2022 Actual, PILOT is projected to increase by \$0.7 million or 4.0 percent mainly due to slightly higher consumption. ROW fee remains same at \$5.1 million.
- **Other Revenues** – In FY 2023, Other Revenues are projected to increase by \$6.8 million or 9.9 percent mainly due to increase in the Washington Aqueduct Backwash – DC Water’s pro rata share and Interest earnings.

The Approved FY 2024 receipts projection totals \$878.5 million, approximately \$36.1 million, or 4.3 percent higher than the Revised FY 2023 projections. This increase is due primarily to:

- **Residential, Commercial & Multi-Family** - FY 2024 projections reflect an increase of \$24.8 million, or 5.2 percent from FY 2023 primarily due to proposed retail rate increases of 3.25 percent (water and sewer volumetric rates) and increase of 3.72 monthly ERU fee for the Clean Rivers IAC (see Section IV- Rate and Revenues for detail on all rate and fee proposals)
 - One percent decrease in consumption over FY 2023 Revised has been assumed for Residential, Commercial and Multi-family due to conservation in FY 2024.
- **Federal Revenues** - Approved FY 2024 Federal revenues are projected to increase by \$5.2 million or 6.2 percent above the FY 2023 Revised budget to \$90.0 million.
- **Municipal & D.C. Housing Authority Receipts** - are projected to increase by \$2.4 million (or 6.5 percent), mainly due to proposed retail rate increases of 3.25 percent and increase of \$3.72 monthly ERU fee for the Clean Rivers IAC.
- **The Rate Stabilization Fund** - The ten-year plan and near-term revenue projections assume no utilization of RSF in FY 2024. There will be a balance of \$35.64 million by the end of FY 2032.
- **Water System Replacement Fee** - Proposed fixed monthly fee set to recover the costs of 1 percent renewal and replacement program for water service lines generating approximately \$39.7 million per year.
- **Customer Metering Fee** - This fee recovers the costs associated with installing, operating, maintaining and replacing meters, and is charged to all retail customers (including federal and municipal customers). The fee varies based on meter size, with monthly fees ranging from \$7.75 for a 5/8-inch meter (typical size of a residential customer meter) to \$701.62 for 16" meters (typically used for large commercial customers). The Customer Metering fee is projected to generate \$24.1 million in FY 2024.
- **Wholesale Receipts** - In FY 2024, Wholesale revenues are projected to increase by \$2.0 million or 1.9 percent to \$106.5 million due to projected increase in operations and maintenance expenses.
- **Stormwater** - As noted earlier, the Approved FY 2024 receipts for this category include \$1.1 million each year from the Department of Energy and Environment (DOEE).
- **FY 2024 PILOT Fee** increase by 2.0 percent over prior year as per the PILOT MOU signed with the District Government on September 4, 2014. The PILOT for Proposed FY 2024 is projected to increase by \$0.4 million or 2.0 percent as compared to Revised FY 2023 budget.



Long-Term Planning: Ten-Year Financial Plan

(\$ in thousands)

DISTRICT OF COLUMBIA WATER & SEWER AUTHORITY FY 2023 - FY 2032 FINANCIAL PLAN (In 000's)

OPERATING	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
<i>Retail*</i>	\$ 685,505	\$ 718,310	\$ 755,081	\$ 802,038	\$ 852,254	\$ 898,145	\$ 953,657	\$1,006,114	\$1,049,289	\$1,081,751
<i>Wholesale*</i>	104,560	106,519	110,780	115,211	119,819	124,612	129,597	134,781	140,172	145,779
<i>Other</i>	52,377	53,685	53,625	58,319	63,816	67,423	65,912	64,501	62,804	60,816
<i>RSF</i>	-	-	-	-	-	-	-	-	-	-
Operating Receipts ⁽¹⁾	\$ 842,442	\$ 878,515	\$ 919,485	\$ 975,568	\$1,035,890	\$1,090,180	\$1,149,166	\$1,205,396	\$1,252,264	\$1,288,346
Operating Expenses	(401,231)	(425,383)	(441,828)	(458,923)	(476,695)	(495,170)	(514,376)	(534,342)	(555,099)	(576,678)
Debt Service	(231,232)	(231,953)	(257,615)	(281,518)	(308,481)	(341,582)	(370,871)	(392,286)	(406,343)	(418,816)
Cash Financed Capital Improvement	\$ (23,505)	\$ (48,256)	\$ (60,406)	\$ (72,183)	\$ (76,703)	\$ (80,833)	\$ (85,829)	\$ (90,550)	\$ (94,436)	\$ (97,358)
Net Revenues After Debt Service	\$ 186,474	\$ 172,922	\$ 159,636	\$ 162,943	\$ 174,011	\$ 172,596	\$ 178,090	\$ 188,218	\$ 196,387	\$ 195,495
Operating Reserve-Beg Balance	257,374	274,600	282,600	292,600	303,600	314,600	327,600	340,600	354,600	368,600
Other Misc (Disbursements)/Receipts										
Wholesale/Federal True Up	(11,688)	(11,256)	-	-	-	-	-	-	-	-
Pay-Go Financing	(157,560)	(153,665)	(149,636)	(151,943)	(163,011)	(159,596)	(165,090)	(174,218)	(182,387)	(180,495)
Operating Reserve - Ending Balance	\$ 274,600	\$ 282,600	\$ 292,600	\$ 303,600	\$ 314,600	\$ 327,600	\$ 340,600	\$ 354,600	\$ 368,600	\$ 383,600
Rate Stabilization Fund Balance RSF ⁽²⁾	\$ (35,644)	\$ (35,644)	\$ (35,644)	\$ (35,644)	\$ (35,644)	\$ (35,644)	\$ (35,644)	\$ (35,644)	\$ (35,644)	\$ (35,643)
Senior Debt Service Coverage	580%	734%	783%	699%	644%	659%	656%	620%	645%	617%
Combined Debt Service Coverage	196%	201%	195%	192%	189%	181%	178%	178%	178%	176%
Actual/Projected Water/Sewer Rate Increases	9.50%	3.25%	9.00%	7.50%	8.00%	8.00%	7.50%	7.50%	6.50%	6.50%
*Operating Receipts \$ Increase/Decrease										
Retail	34,950	32,805	36,770	46,957	50,216	45,890	55,513	52,457	43,174	32,463
Wholesale	19,660	1,960	4,261	4,431	4,608	4,793	4,984	5,184	5,391	5,607
*Operating Receipts % Increase/Decrease										
Retail	5.4%	4.8%	5.1%	6.2%	6.3%	5.4%	6.2%	5.5%	4.3%	3.1%
Wholesale	23.5%	1.9%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%

⁽¹⁾ Includes interest earnings on senior lien revenue bonds' debt service reserve fund

⁽²⁾ FY 2023 planned transfers of \$0.0 million to Rate Stabilization Fund and \$0.0 million utilization will bring the total fund balance to \$35.644 million

\$ in thousands

As in previous years, debt service continues to be the fastest-growing expenditure in the ten-year financial plan as a result of DC Water’s \$6.95 billion capital improvement program, growing at an average annual rate of 6.9 percent. All other operating expenses are projected to grow at an average annual rate of 4.3 percent. The following chart provides a detailed comparison of the FY 2023 and FY 2024 operating budgets.

Comparative Operating Expenditure Budgets FY 2023 – FY 2024

	FY 2023 REVISED	FY 2024 APPROVED	Increase (Decrease)	Percentage Change
Personnel Services	\$186,223	\$201,581	\$15,358	8.2%
Contractual Services	88,504	93,070	4,566	5.2%
Water Purchases	40,334	44,039	3,705	9.2%
Chemicals and Supplies	54,628	54,568	(60)	-0.1%
Utilities	37,799	39,233	1,434	3.8%
Small Equipment	1,108	1,437	329	29.7%
Subtotal Operations & Maintenance	\$408,596	\$433,928	\$25,332	6.2%
Debt Service	231,232	231,953	721	0.3%
Cash Financed Capital Improvements	23,505	48,256	24,752	105.3%
Payment in Lieu of Taxes	17,970	18,330	359	2.0%
Right of Way Fees	5,100	5,100	-	0.0%
Subtotal Debt Service, CFCI & PILOT/ROW	277,807	303,639	25,832	9.3%
Total Operating Expenditures	\$686,403	\$737,567	\$51,163	7.5%
Personnel Services charged to Capital Projects	(30,435)	(31,974)	(1,539)	5.1%
Total Net Operating Expenditures	\$655,968	\$705,593	\$49,625	7.6%

The approved FY 2024 budget total of \$737.6 million is approximately 7.5 percent higher than the revised FY 2023 budget. The net increase is primarily due to increase in Cash Financed Capital Improvements costs associated with DC Water’s capital improvement program, as well as increase in the operations and maintenance budget. The FY 2024 operations and maintenance budget net increase of 6.2 percent is primarily due to increases in personnel services, contractual services, water purchases, utilities, and small equipment. Specific information regarding each department is included in Section VII. A description of the assumptions and major issues/changes in each major expenditure category follows.

Personnel Services - increase of \$15.4 million or 8.2 percent above the revised FY 2023 budget. The increase is primarily for salaries and employee health benefits costs for 1342 FTEs. Includes partial funding for 17 new positions and provides funding for the career workforce advancement program for existing employees, apprenticeship program, and Summer Internship Program.

Contractual Services – increase of \$4.6 million or 5.2 percent above the revised FY 2023 budget mainly for critical maintenance and repairs of assets, rising cost of insurance premiums, and various professional services to support new and expanded programs including Building Information Management (BIM), PFAS or poly- and per-fluoroalkyl Substances monitoring, customer engagement, marketing campaigns, innovation, and strategic activities.

Water Purchase – increase of approximately \$3.7 million or 9.2 percent above the revised FY 2023 budget. This represents DC Water’s share of the Washington Aqueduct’s FY 2024 O&M budget and includes funding for the McMillan Sewer Backwash project.

Chemicals & Supplies – is relatively flat compared to the revised FY 2023.

Utilities – increase of approximately \$1.4 million or 3.8 percent above the revised FY 2023 budget is due to rentals for sewer vehicle storage, water usage at the Plant due to changes made in the wastewater treatment process, and electricity. DC Water’s thermal hydrolysis process and anaerobic digesters continue to generate approximately 6.5MW electricity to offset the Authority-wide energy consumption of 33 MW.

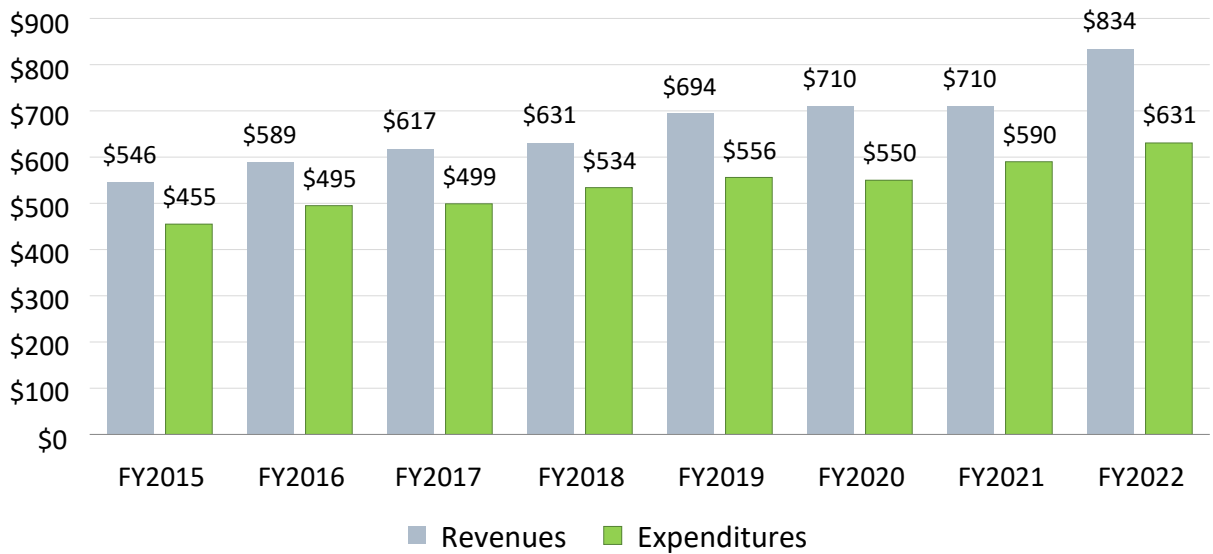
Small Equipment – increase of \$0.3 million or 29.7 percent above the revised FY 2023 budget primarily due to inflationary cost pressures for critical equipment.

\$ in thousands

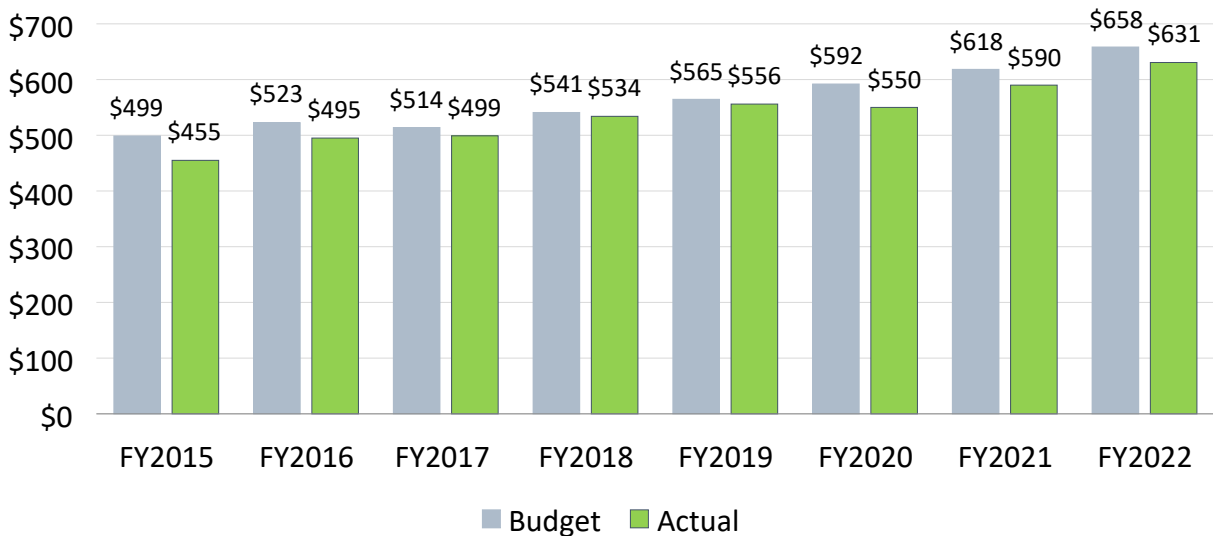
Solid Financial Performance with Revenues Consistently Exceeding Expenses

- FY 2022 Actual Operating cash receipts increased by \$124.0 million to \$833.6 million or 17.5 percent
- FY 2022 Actual Operating expenses increased by \$39.1 million to \$630.6 million, or 6.6 percent
- FY 2022 Budget to actual results showed both revenues exceeding and expenses below budget

Revenue vs. Expenditures



Expenditure Budget vs. Actual



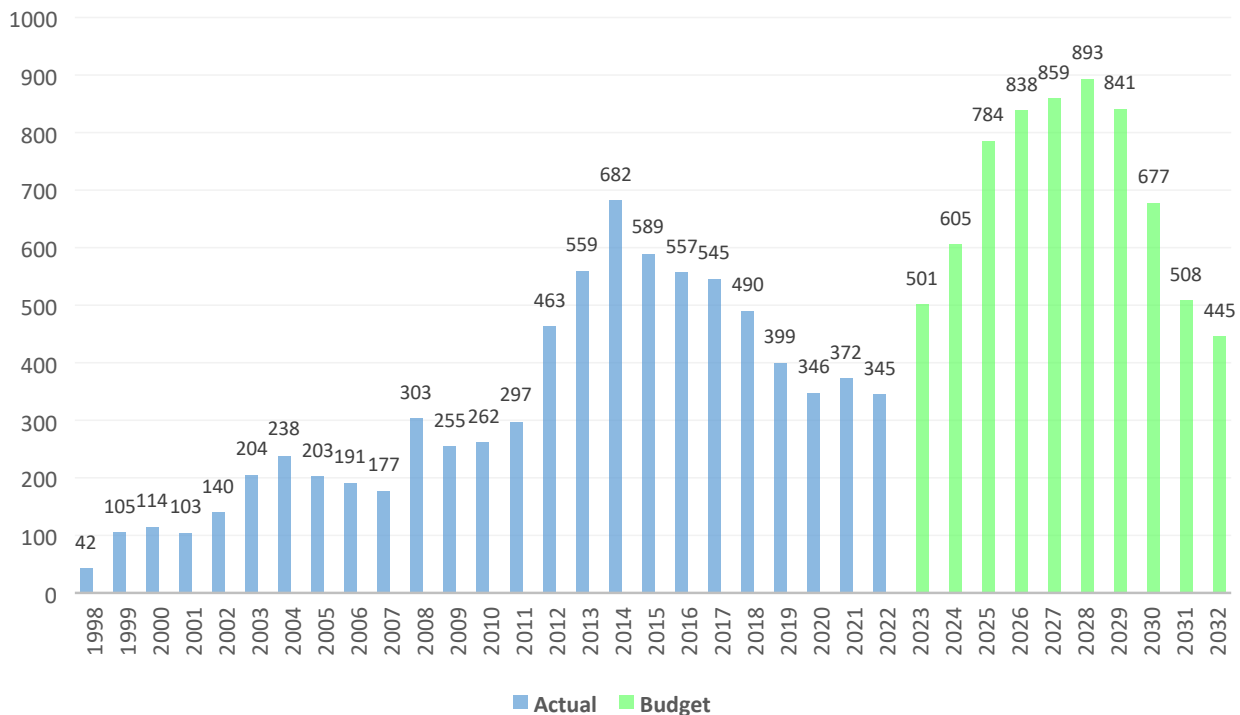
\$ in thousands

The 6.95 Billion Ten-Year CIP Protects Our Assets While Leveraging Long-Term Debt

The FY 2023 – FY 2032 financial plan anticipates capital disbursements of \$6.95 billion. Over the last 25 years, \$7.98 billion has been invested on DC Water’s system averaging approximately \$319.2 million per year. Projected annual spending ranges from \$445 million to nearly \$893 million as shown in the chart below (or approximately \$695 million per year from FY 2023 – FY 2032). The financing of DC Water’s capital program comes from four primary sources, as more fully described in this section. The amount of EPA grant funding is defined by annual federal appropriations, while jurisdictional capital contributions are based on a fixed percentage of Blue Plains and other shared facilities. The remainder of the program is funded with DC Water’s debt and Pay-Go financing from operations.

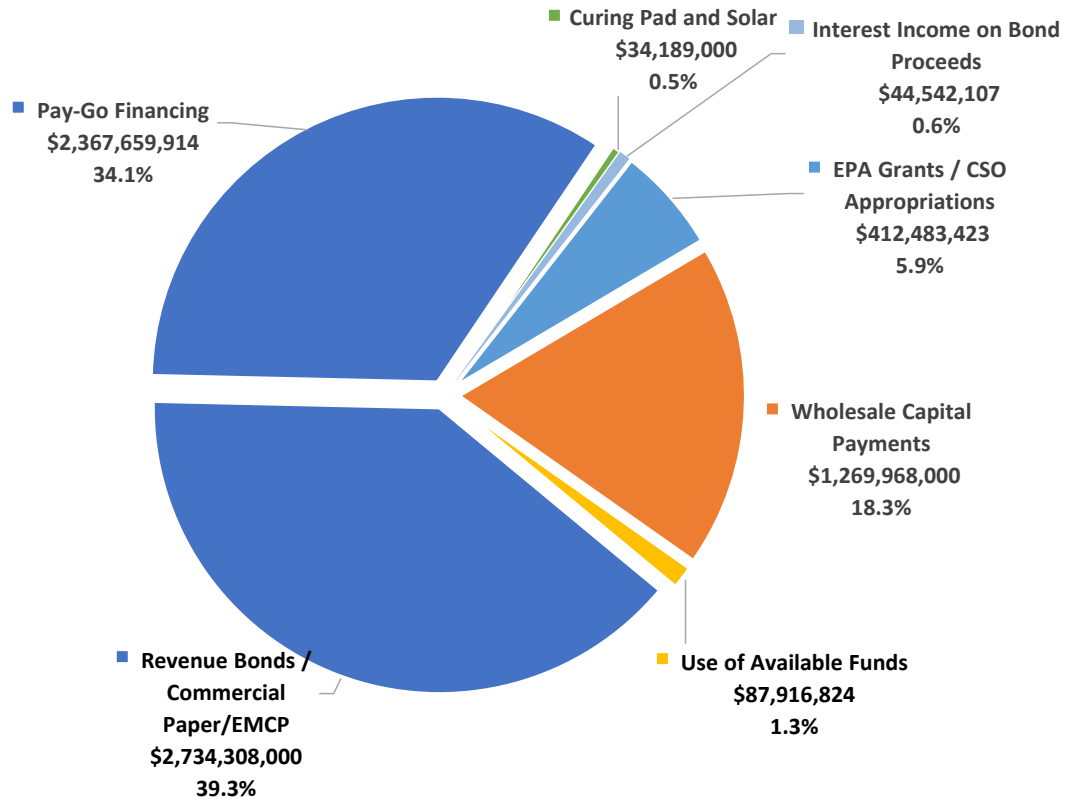
As noted earlier in this section, DC Water developed a comprehensive financing plan in FY 1999 with the dual goals of 1) securing the lowest cost of capital possible, and 2) maximizing administrative and operating flexibility. The plan includes the following components: Grants; wholesale capital payments; permanent financing; Interim financing and Pay-Go.

**Historical and Projected Capital Spending
FY 1998 - FY 2032**



FY 2023 – FY 2032 Capital Improvement Program Sources of Funds

	FY 2023 - FY 2032 Plan Total	Percent of Total
EPA Grants / CSO Appropriations	\$ 412,483,423	5.93%
Wholesale Capital Payments	1,269,968,000	18.27%
Use of Available Funds	87,916,824	1.26%
Revenue Bonds / Commercial Paper/EMCP	2,734,308,000	39.34%
Pay-Go Financing	2,367,659,914	34.06%
Curing Pad and Solar	34,189,000	0.49%
Interest Income on Bond Proceeds	44,542,107	0.64%
TOTAL SOURCES	\$ 6,951,067,268	100.0%



- **EPA and CSO Grants** – For FY 2023 – FY 2032, EPA and CSO grants represent only 5.93 percent of the funding for 10-year capital program. DC Water currently plans to finance part of its Ten-Year CIP through EPA grant funding for certain eligible projects under the Clean Water and Safe Drinking Water Acts. In general, the District of Columbia projects carried out by DC Water are supported by approximately one percent of the available annual funding through revolving fund programs associated with the Clean Water and Safe Drinking Water Acts. In addition, DC Water has received \$292.8 million in Congressional appropriations for the Clean Rivers Project (aka CSO LTCP) as of December 31, 2022.
- **Wholesale Capital Payments** - Approximately 60 percent of the capacity of DC Water’s wastewater treatment facilities are contractually committed to provide wholesale service to suburban jurisdictions under various contracts. Montgomery and Prince George's Counties (through the Washington Suburban Sanitary Commission (WSSC), Fairfax County, and the Loudoun County Sanitation Authority pay a proportionate share of capital-related costs equal to their share of contracted capacity at Blue Plains. DC Water anticipates 18.27 percent of its capital funding will come from wholesale customers.
- **Revenue Bonds/Commercial Paper/EMCP/WIFIA** - Currently debt financing represents only 39.3 percent of the funding in the ten-year capital program.
- **Pay-Go (Internal) Financing** – ‘Pay-go’ financing shall mean any cash financing of capital projects. The amount transferred from operations to the capital program each year shall be cash in excess of all operating requirements or restricted use. Approximately 34.1 percent of total funding for the FY 2023 – FY 2032 plan is projected to come from PAY-GO financing, which strikes an appropriate balance between maintaining moderate debt levels and financing provided by current ratepayers. Pay-Go funds will be used in a manner consistent with our financial policies: 1) to fund capital financing or for repayment of higher cost debt and that whenever possible, the least costly capital financing be used for capital projects, 2) to produce the lowest practical cost of debt for financing its capital projects.

FY 2022 and FY 2023 Debt Issuance Plans & Debt Service Assumptions

DC Water plans to issue approximately \$180 million in new bonds in the second quarter of FY 2024, for Series 2024. The savings for the Forward Direct Purchase (FDP) was recognized in FY 2022. The FDP was expected to be completed in July 2022.

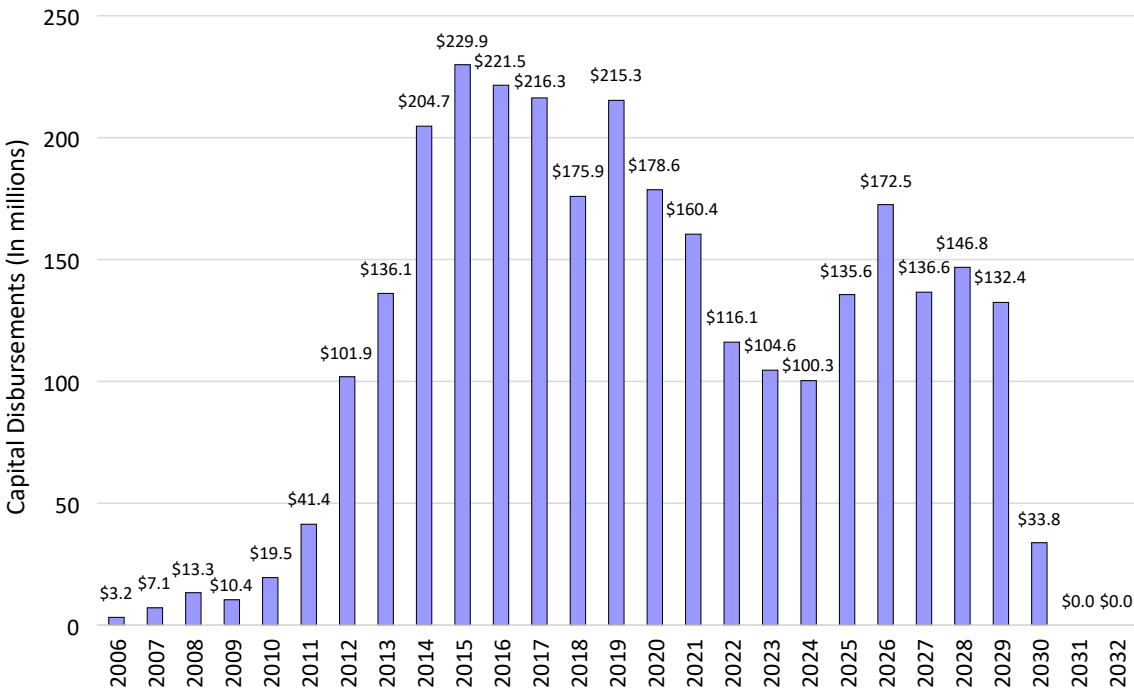
For financial planning, (1) we have assumed fixed rate, tax-exempt bonds at 5.5 percent for FY 2023. Similarly, for the remainder of the ten-year plan we have assumed issuing long-term bonds at 6.0 percent for FY 2025 to FY 2032; and 2) issue commercial paper/EMCP for interim financing. The ten-year plan assumes a variable interest rate of 5.0 percent in FY 2023 and 4.0 percent in FY 2024. To yield the best possible interest rate savings, our debt portfolio is evaluated on a regular basis.

Cash balances totaled \$257.4 million at the end of FY 2022, which excludes \$35.6 million for the Rate Stabilization Fund, as detailed below. Over the next ten years, cash balances are projected to meet Board-required reserve levels for 250 days of operating and maintenance expense budget, plus 160 percent combined coverage.

DC Clean Rivers Project

In December 2004, the Board reached agreement with the federal government on the proposed DC Clean Rivers Project LTCP and entered into a related consent decree. Lifetime capital costs for this project currently stands at approximately \$2.99 billion and this year’s approved ten-year plan includes \$0.96 billion of projected disbursements. Projected spending by fiscal year for the Clean Rivers Project is shown in the next chart.

In FY 2022, DC Water received federal funding of \$8.0 million for the Combined Sewer Overflow Long Term Control Plan Service Area. However, as the project spending increases over the years, so does the projected Clean Rivers Impervious Surface Area Charge (CRIAC) fee. If additional federal assistance is provided, the Clean Rivers IAC would increase at a slower pace than this ten-year plan proposal assumes. As noted earlier, this plan assumes jurisdictional contributions, for joint use Projects, to the Clean Rivers Project under the IMA of 7.1 percent beginning in FY 2011. Please see section IV for more details on the Clean Rivers IAC.



Cash balances totaled \$257.3 million at the end of FY 2022. As detailed below, this includes \$35.64 million for rate stabilization. Over the next ten years, cash balances are projected to meet the Board required reserve level, of 250 days of operating and maintenance expense budget, plus 160 percent combined coverage.

DC Water’s operating reserve includes the following components:

FY 2022 Year - End Cash

(\$ in thousands)

Cash Balance per Bank	\$	294,018
Operating Reserve per Indenture (1)		55,471
Renewal & Replacement Reserve (Indenture Required) (2)		35,000
250 Days of Cash O&M Undesignated Reserve to meet Board Policy (3)		<u>166,902</u>
Ending Cash Balance	\$	257,374
Rate Stabilization Fund Reserve		35,644
DC Insurance Reserve		<u>1,000</u>
Total Cash Balance and Reserve Funds	\$	294,018

(1) Excludes Debt Service Reserve Funds

(2) Board policy re-affirmed \$35 million in April 2018

(3) Board policy approved October 2021, for budgeted fiscal year end O&M costs calculated on an average daily balance, with an objective of maintaining at least 250 days of cash

- **Indenture-Required Operating Reserve** - This reserve is required by DC Water’s bond indenture and is equivalent to two months' operations and maintenance expenses from the prior year, or approximately \$55.5 million in FY 2022
- **Renewal & Replacement Reserve** - In FY 2021 the Board reaffirmed the amount of \$35 million in the financing policy. In 2023, Independent Financial Consultant reviewed R&R Reserves and recommended to maintain it at \$35 million. The recommendations will be presented to the Board for review and approval. The reserve level will be reviewed every five years by DC Water’s independent rate consultants in conjunction with the indenture-required assessment of the physical condition of the system. The next Cost-of-Service (COS) study to review Renewal & Replacement Reserves will be conducted by Independent Financial Consultants in FY 2028.

- **Undesignated Reserve** - After allocating portions of the operating and maintenance reserve to the reserves listed above, the amount that remains (approximately \$166.9 million for FY 2022) is DC Water's undesignated reserve and is available for other contingencies.

DC Water has other reserves that are available for very specific circumstances:

- **Rate Stabilization Fund (RSF)** - Consistent with the Board's financial policies and as envisioned in the bond indenture, this fund is to be established to mitigate large annual rate increases. This year's plan reflects continued use of the rate stabilization fund, which totaled \$35.6 million as of September 2022. The year-end RSF balance is projected at \$35.6 million for FY 2023 and FY 2024. Future deposits to the rate stabilization fund will be determined annually based on financial performance in that fiscal year and updated ten-year capital and operating forecasts. The current plan anticipates \$35.6 million available at the end of FY 2032.
- **Debt Service Reserve Funds** - The supplemental bond indenture associated with the Series 1998 senior lien bonds requires DC Water to maintain a debt service reserve fund. This reserve which is in addition to the 250 days operating and maintenance reserve, is held by DC Water's trustee and can only be used if net revenues are insufficient to meet the next debt service payment. DC Water earns interest on this reserve that is included in other operating revenue and is used to offset annual debt service payments. The amount of interest earnings that DC Water can retain on the debt service reserve fund is limited by federal arbitrage restrictions.