

BUDGET IN BRIEF

LEADERSHIP | VALUE | INNOVATION



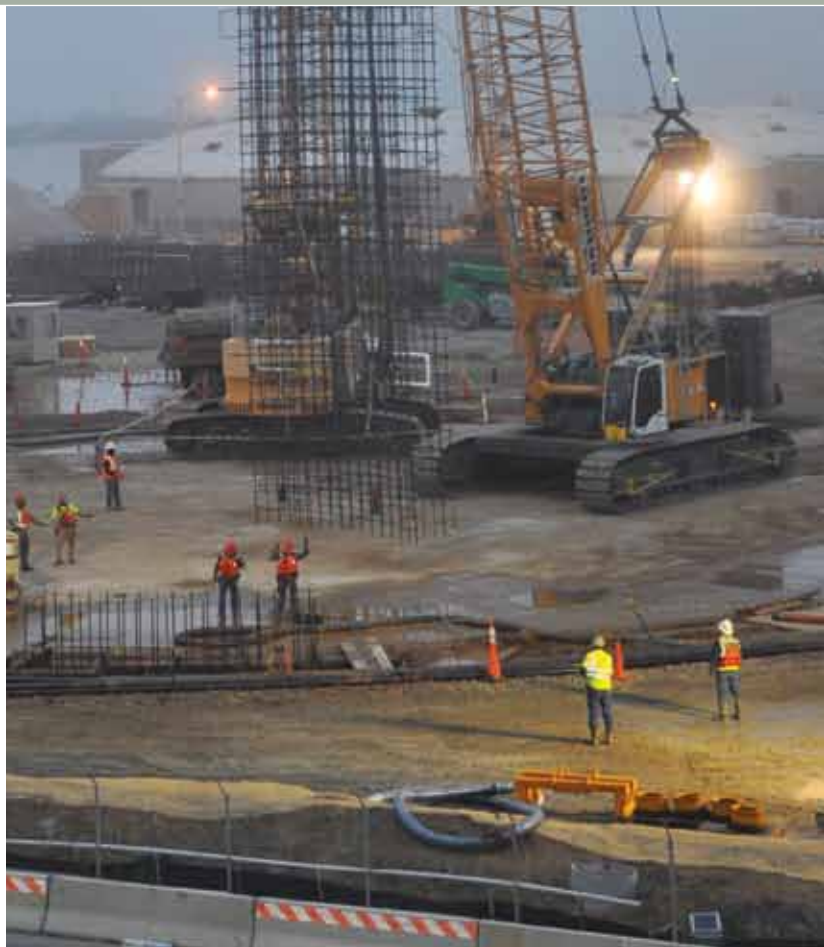
DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY

**Revised FY 2013 Approved FY 2014
Adopted January 3, 2013**

Allen Y. Lew, *Chairman of the Board*

George S. Hawkins, *General Manager*

Yvette Downs, *Acting Chief Financial Officer*



BLUE HORIZON 2020

Vision

- To be a world-class utility.

Values

- **Respect:** Serve with a positive attitude, courtesy, and respect that engender collaboration and trust
- **Ethics:** Maintain high ethical standards, accountability, and honesty as we advance the greater good.
- **Vigilance:** Attend to public health, the environment, quality, efficiency, and sustainability of our enterprise.
- **Accountability:** Address challenges promptly, implement effective, solutions, and provide excellent service as a committed team.

Mission

- Exceed expectations by providing high quality water services in a safe, environmentally friendly, and efficient manner.

Goals

- The following goals represent the core strategies that DC Water will pursue. The Board and Executive Management believe that they are essential to the achievement of the mission and to becoming a world-class water utility.
- Develop, maintain and recruit a high performing workforce.
- Collaborate locally, regionally and nationally
- Increase Board focus on strategic direction
- Enhance customer/stakeholder confidence, commitment and perception
- Assure financial stability and integrity
- Assure safety and security
- Consider DC Water role in drinking water treatment
- Optimally manage infrastructure
- Enhance operating excellence through innovation, sustainability and adoption of best practices.

(Adopted by the Board of Directors on March 7, 2013)

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dc 2012 BUDGET PRESENTATION AWARD



The Government Finance Officers Association of the United States and Canada (GFOA) presented a distinguished Budget Presentation Award to the District of Columbia Water and Sewer Authority, for its annual budget for the fiscal year beginning October 1, 2012. To receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.



This year marked a milestone for DC Water, as we celebrated the 75th anniversary of the Blue Plains Advanced Wastewater Treatment Plant. Our Plant has been a major part of another anniversary this year as well – the Clean Water Act marked 40 years since its passage.

It's safe to say that the Act was a rousing success. In 1965, President Lyndon Johnson called the Potomac River a national disgrace because of its condition as a cesspool of sewage and industrial pollution. Today, it is the site of a national bass fishing tournament, just downstream from one of the largest wastewater treatment plants in the world – ours. Fish are swimming again in the Potomac and other rivers that run through our major cities. The Clean Water Act should be celebrated for what it is—a flagship environmental achievement, one of the great government success stories of our time. But that is not the end of the story. Improvements in many water bodies have stalled. Our waters will not remain clean for another 40 years if we continue to look at the same sources.

Consider Blue Plains. Our federal permit under the Clean Water Act mandates that we remove nitrogen and phosphorus from the effluent, or cleaned wastewater, that we discharge into the Potomac. The limits get tighter with each new permit. In 2000, we removed 7.3 million pounds of nitrogen per year at a cost of \$16 million. In 2010, we removed another 2.9 million pounds per year at a cost of \$130 million. For 2015, we are required to remove another 1.2 million pounds per year at a cost of \$1 billion. This is about 350 times more expensive per pound! Yet for all of this reduction, Blue Plains' discharge contains just one percent of the total nutrient load that goes into the Chesapeake Bay. Agricultural runoff causes 40 times more of the problem. Even if we reduce pollution from utility and industry to zero, the area's waters would still not be that much cleaner.

Though these environmental projects are mandated by the federal government, they do not come with funding sources, and therefore burden metropolitan ratepayers with a disproportionate share of resolving the nation's clean-water problem. DC Water's budgets reflect increasing amounts of debt service from these projects for the next thirty years.

At DC Water, we keep advancing on the environmental front. In FY 2013, we are investigating the potential for green infrastructure projects on a scale larger than the District has ever seen, all to measure its feasibility in capturing runoff before it can enter the storm or sewer systems. Whether or not this effort changes any DC Water plans, it will help advance GI technology and develop next generation designs to benefit cities nationwide.

In Fiscal Year 2013, we will spend nearly \$700 million on capital improvements for drinking water delivery, sewer conveyance and wastewater treatment, including a cutting-edge wastewater-to-energy project. I encourage you to learn more about our budget priorities and plans in the following pages.

George S. Hawkins
January 2013



I am pleased to present DC Water's Board-adopted operating and capital budgets for fiscal years 2013 and 2014. The FY 2014 budget has remained relatively flat compared to the FY 2013 Revised budget, with the exception of the debt service and DC PILOT fees (which accounts for 85 percent of the \$39.1 million increase in the FY 2014 operating budget). An anticipated increase in the issuance of municipal bonds is a reflection of the magnitude of capital investments

underway by DC Water throughout Washington, DC. Most of these investments over the next few years are required by regulatory agencies and the remainder reflects a need to replace our aging system. Balancing delivery of services, necessary re-investments, improvements to performance and the cost to our customers is one of the most significant challenges facing DC Water. To manage this challenge, these budgets are built on a foundation of three focus areas: industry leadership, delivering value, and innovation. Collectively, we have developed a budget that assures both financial sustainability and integrity. To each and every individual involved in the budget development process, I thank you.

Consistent with our Board of Directors new Strategic Plan, Blue Horizon 2020, we have included a number of cost-saving activities and launched new initiatives to help leverage our assets and technology, which will improve operational efficiency throughout DC Water. Technologies such as trenchless lateral replacements

will save in the costs and disruption of digging trenches. This budget provides for additional employees needed to operate our new state-of-the-art nitrogen and digester facilities that will be operational in FY 2014. Our five-year, \$20 million Asset Management program will enable us to better leverage technology for more efficient operation, maintenance, planning and disposal of assets. Also, DC Water has entered into a Partnership Agreement with the DC Government and the US Environmental Protection Agency (EPA), which outlines a process by which the existing Long-Term Control Plan consent decree can be amended to explore a green infrastructure approach to reducing combined sewer overflows into the Potomac River and Rock Creek. The effort to fund this pilot has been included within the FY 2012-2021 Capital Improvement Program (CIP) discussion of our \$2.6 billion Clean Rivers Project.

DC Water's revised FY 2013 Operating Budget totals \$440.3 million. The approved FY 2014 Operating Budget totals \$479.5 million, (\$39.1 million increase, or 8.2 percent over the previous year). Our CIP was held flat at \$3.8 billion (on a cash disbursements basis), and includes a continuation of major capital investment already underway as well as new initiatives previously mentioned.

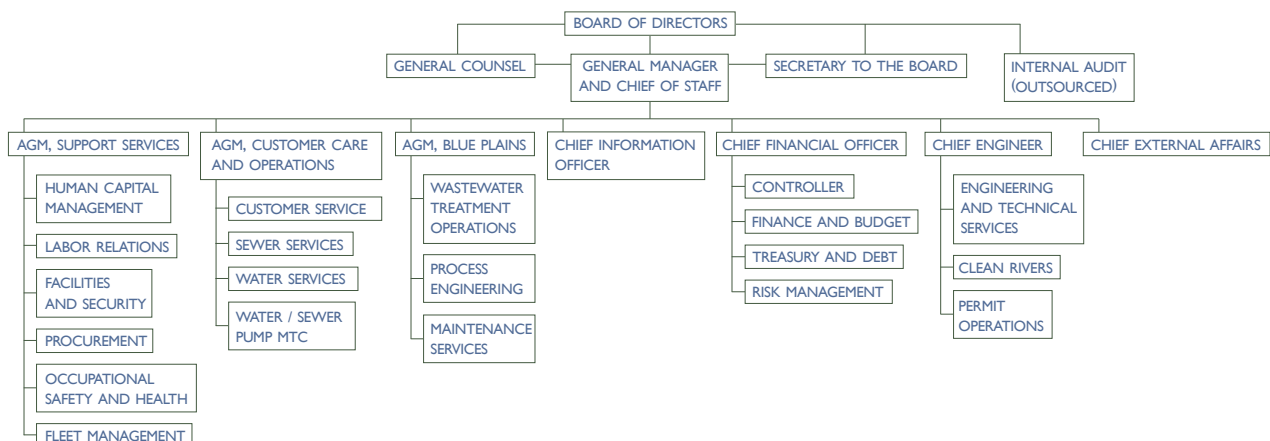
These budgets maintain DC Water's vision for a strong financial future while ensuring continual improvements to meet the challenges ahead.

Yvette Downs, Acting Chief Financial Officer
January 2013

dc BOARD OF DIRECTORS / ORGANIZATIONAL STRUCTURE

- Allen Lew** *Chairman / Principal / District of Columbia*
- Rachna Butani** *Principal / District of Columbia*
- Alethia Nancoo** *Principal / District of Columbia*
- Alan J. Roth** *Principal / District of Columbia*
- Timothy L. Firestine** *Vice Chairman / Principal / Montgomery County, MD*
- Robert Hoyt** *Principal / Montgomery County, MD*
- Bradford Seamon** *Principal / Prince George's County, MD*
- Carla Reid** *Principal / Prince George's County, MD*
- Edward L. Long, Jr.** *Principal / Fairfax County, VA*
- Howard C. Gibbs** *Alternate / District of Columbia*

- Brenda Richardson** *Alternate / District of Columbia*
- Joseph Cotruvo** *Alternate / District of Columbia*
- Howard Croft** *Alternate / District of Columbia*
- Terry Bellamy** *Alternate / District of Columbia*
- David W. Lake** *Alternate / Montgomery County, MD*
- Kathleen Boucher** *Alternate / Montgomery County, MD*
- Adam Ortiz** *Alternate / Prince George's County, MD*
- Dawn Hawkins-Nixon** *Alternate / Prince George's County, MD*
- James Patteson** *Alternate / Fairfax County, VA*



History:

In 1996, the District of Columbia Water and Sewer Authority was created by District law, with the approval of the United States Congress, as an independent authority of the District Government with a separate legal existence.

Age of Pipes:

The median age of District water main pipes is 78 years old, with approximately 9 percent of pipes installed in the 1900s and 2 percent dating back to the 1860s before the Civil War.

Service Area:

Providing more than 600,000 residents and 17.8 million annual visitors in the District of Columbia with retail water and wastewater (sewer) service, DC Water has a total service area of approximately 725 square miles. In addition, DC Water treats wastewater for approximately 1.6 million people in neighboring jurisdictions, including Montgomery and Prince George's counties in Maryland and Fairfax and Loudoun counties in Virginia.

Employees:

Approximately 1,100 people are employed by DC Water and work at various facilities across the District.

Drinking Water Quality:

With a strong emphasis on water quality, DC Water maintains an annual flushing program, regulatory and voluntary water quality testing, ongoing system upgrades and lead service replacements. In partnership with the U.S. Army Corps of Engineers Washington Aqueduct, DC Water ensures a high quality treatment process for delivering optimal drinking water all year round.

Pumped and Treated Water Storage:

During Fiscal Year 2012, DC Water pumped an average of 100.9 million gallons of water per day. In addition, DC Water stores 61 million gallons of treated water at its eight facilities. The Washington Aqueduct stores an additional 49 million gallons.

Water Distribution System:

DC Water delivers water through 1,350 miles of interconnected pipes, four pumping stations, five reservoirs, three water tanks, 37,105 valves, and 9,343 fire hydrants.

Blue Plains Advanced Wastewater Treatment Plant:

Blue Plains, located at the southernmost tip of the District, is the largest advanced wastewater treatment facility in the world, covering 153 acres along the Potomac River.

Wastewater Treatment Capacity:

Blue Plains treats an annual average of 300 million gallons per day (MGD) and has a design capacity of 370 MGD, with a peak design capacity to treat more than one billion gallons per day.

Sewer System:

1,800 miles of sanitary and combined sewers and 22 flow-metering stations, nine off-site wastewater pumping stations, 16 stormwater pumping stations, 12 inflatable dams and a swirl facility comprise the DC Water sewer system.

Financial Performance:

In Fiscal Year 2012, DC Water maintained a "AA" credit rating by two leading credit rating agencies and received an upgrade to "AA+" by the third. DC Water also received its 16th consecutive unqualified audit opinion of its financial statements.

Customer Service:

DC Water communicates valuable customer-related information through bill inserts, monthly newsletters, its website, and social media including Facebook, YouTube and Twitter. Using an interactive voice recognition system, DC Water makes information readily available in more than 150 languages. A 24-hour Emergency Command Center, at (202) 612-3400, operates as the centralized communication facility for receiving and responding to a variety of emergency calls from customers and the public, remaining in contact with crews in the field.

Community Service:

Donating their time and resources, DC Water employees actively support a variety of charitable projects and community service. DC Water also invests in the community through its education programs in DC public and public charter schools, and engaging the public through tours of Blue Plains. More than 1,000 people toured Blue Plains in FY 2012.

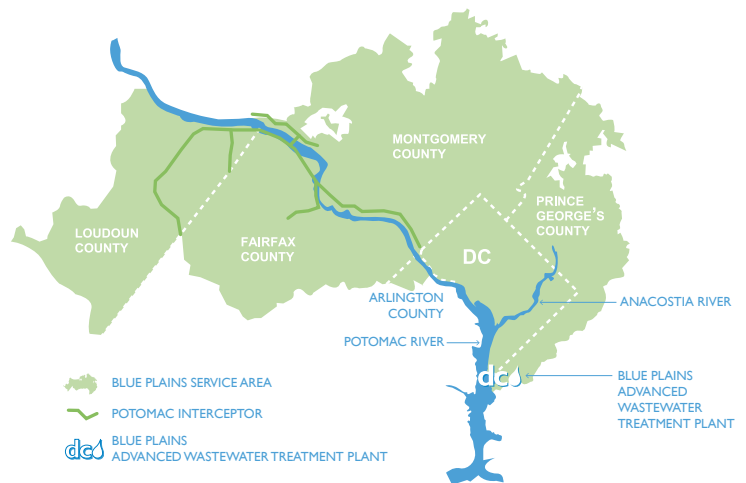
Governance:

DC Water's Board of Directors establishes policies and guides the strategic planning process. The Board is composed of 22 members, representing the District, Montgomery and Prince George's counties in Maryland and Fairfax County in Virginia. The District members set rates, charges and policies for District services. The entire Board votes and establishes policies for joint-use services. The General Manager reports to the Board and manages the day-to-day operations and performance of the enterprise.

DC Water Financial Information

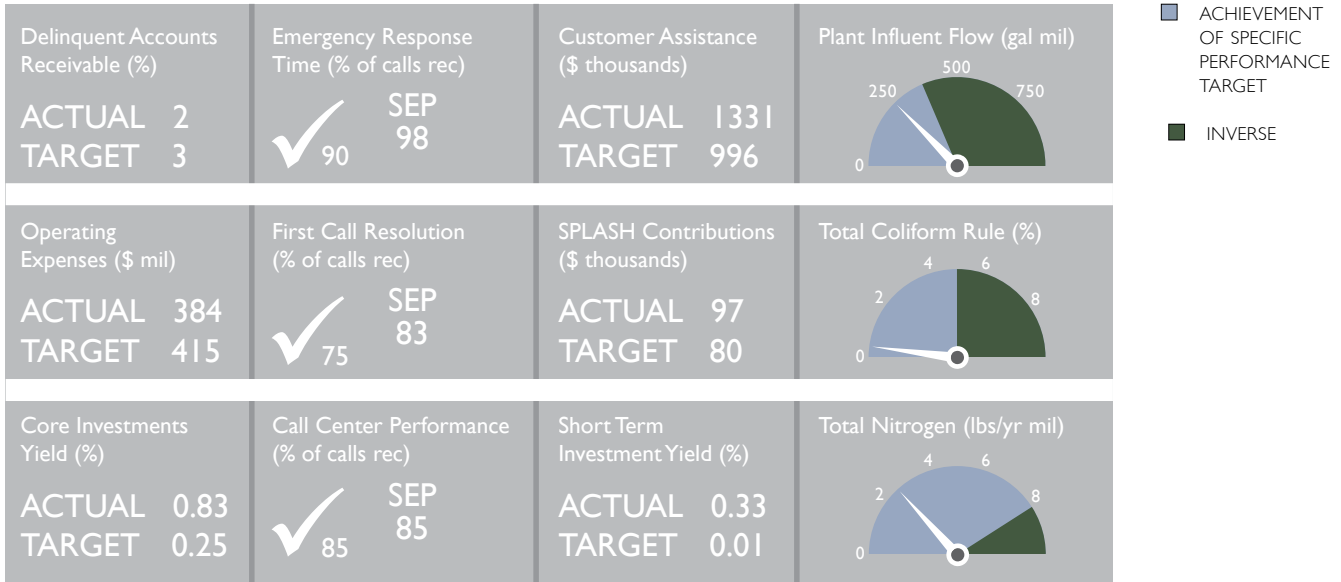
- Bond Rating: Aa2/AA+/AA
- FY 2013 Revenue: \$447.5 million (cash receipts)
- FY 2013 Revised Operating Budget: \$440.3 million
- FY 2013 Capital Budget: \$644.2 million

DC WATER SERVICE AREA

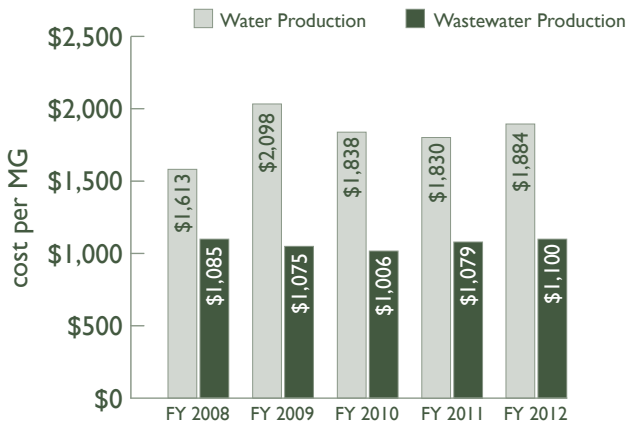


The operating dashboard below provides a snap shot view of our salient performance measures, reported each month. A detailed explanation of these measures is provided in the Glossary and Acronyms Section (IX) of the Revised FY 2013 and Approved FY 2014 Budget Book.

FY 2012 OPERATING PERFORMANCE DASHBOARD



DC WATER OPERATING EFFICIENCY RESULTS



US NATIONAL MEDIAN COST PER MILLION GALLONS (per AWWA)

	Water Production	Wastewater Treatment
FY 2008	\$1,650	\$2,077
FY 2009	\$1,760	\$1,967
FY 2010	\$1,771	\$2,128
FY 2011	\$2,002	\$2,789



The following highlights the FY 2013/2014 operating budgets: Detailed descriptions and tables can be found in the full revised FY 2013 and approved FY 2014 operating budget book available online at dcwater.com.

- Revised FY 2013 operating budget totals \$440.3 million
- Approved FY 2014 operating budget totals \$479.5 million
- Proposed FY 2014 water and sewer rate increase of \$0.42 per Ccf from \$7.60 to \$8.02 per Ccf,
- Proposed FY 2014 monthly Impervious Area Charge (IAC) increased by \$3.20 from \$9.57 per Equivalent Residential Unit (ERU) to \$12.77 per ERU.
- Proposed FY 2014 PILOT fee increase of \$0.03, per Ccf, from \$0.50 per Ccf to \$0.53 per Ccf. ROW increase of \$0.01 per Ccf, from \$0.16 per Ccf to \$0.17 per Ccf.

Note: 1 Ccf = 748 gallons

A Budget that focuses on: Industry Leadership, Value and Innovation

The revised FY 2013 and approved FY 2014 operating budgets provide the resources necessary to sustain a multi-billion dollar water treatment and distribution and sewage collection and treatment system. DC Water continues to deliver clean water; collect and treat the sewage before returning clean water to the local waterways and repair main and sewer breaks as needed. These budgets are built on a foundation of three core focus areas: **industry leadership, delivering value, and innovation.**

Industry Leadership: As DC Water strives in its mission to be a “best in world” organization, it also continues to make changes and improvements to improve processes and best utilize all its assets with the goal of protecting the environment. In FY 2012, the DC Water research and technology program continued to support innovations in water reclamation technology and enhancements to water, air and biosolids quality. The program serves DC Water by investigating new processes, sustainable solutions, and emerging issues. Through collaboration with regional, national, and international universities, DC Water currently supports about 20 MS and Ph.D. students who are completing their research on DC Water projects. Collaborating universities include Virginia Tech, University of Maryland, George Washington University, Howard University, Bucknell University, Columbia University, Ghent University, University of Innsbruck and University of Queensland. Supporting organizations include USDA and the Metropolitan Washington Council of Governments. DC Water also continues a strong collaborative relationship with the Water Environment Research Foundation (WERF). Technology projects are focused on reengineering existing infrastructure to achieve energy and carbon neutrality while continuing to meet ever-more stringent water quality permits.

Delivering Value: DC Water’s management is tasked with a responsibility to stretch every capital dollar and add needed value to each of its projects. One such example of value delivery is the adoption of new sewer lateral installation techniques. DC Water is responsible for maintaining approximately 150,000 sewer laterals in public spaces. In addition we replace more than 400 sewer laterals per year at a cost of about \$4.4 million. For decades, DC Water has employed the conventional open cut construction method for lateral replacements, resulting in significant restoration costs, direct labor charges, and unavoidable customer inconveniences. DC Water evaluated and employed trenchless technologies to reduce the life cycle costs by selecting a cured in place pipe (CIPP) solution with in-house crews rather than contractors. Typically, it can be installed in less than one day compared to the four days needed for the conventional method – resulting in only minor interference with the customer’s daily routine. Work is completed with minimal surface excavation, providing a far safer environment for employees. The simple but effective CIPP process eliminates infiltration and root intrusion and permanently seals open joints and holes in pipe walls. The CIPP process virtually eliminates road and pavement restorations associated with open trench construction while also reducing the need for traffic control. Time spent on the job site is significantly reduced, often as high as 75 percent if we do not have to install a cleanout, and the average cost of installation is about \$3,900 – or a \$7,300 savings over the conventional open cut method. Imagine spending 65 percent less to do more simply by working smarter.

Innovation: The Authority continues to look for best practices to enhance service performance and mitigate cost increases. This budget incorporates efficiencies anticipated from the implementation of new mobile service order scheduling for meter technicians, allowing more scheduling of service orders in advance and giving the customer a more precise appointment time. DC Water is able to better serve its customers through this new technology by allowing operators to dispatch service orders electronically to a mobile terminal directly in trucks, and to complete the record keeping in the truck real-time. By moving to electronic record keeping, mobile scheduling also saves more than 500 pieces of paper a day and reduces labor cost.

FUNDING SOURCES AND USES FOR OPERATING BUDGETS

		FY 2013 Revised Budget	FY 2014 Approved Budget
Sources (\$ thousands)	Retail Revenues	324,668	347,787
	Wholesale Revenues	75,195	80,900
	Other Revenues	47,616	48,883
	Total Revenues	447,479	477,570
Uses (\$ thousands)	O&M Expenditures	297,009	303,973
	Debt Service	121,330	150,389
	PILOT	16,882	20,081
	ROW	5,100	5,100
	Subtotal	440,321	479,543
	Less Charges to Capital	(16,690)	(17,860)
	Total Uses	423,631	461,683

Operations

Management's Top Budget Priorities

Budget Prioritization

- Health/Safety of Employees and Customers
- Legal Requirements and Board Directives
- Customer Service
- Efficiency

Technique / Approach

- Teamwork
- Communication
- Process improvement
- Performance management and accountability
- Innovation / creativity
- Linkage between operating and capital budgets

Management's Top Operating Initiatives

Water System Initiatives

- Continue high level emergency response time
- Review overall strategy on water distribution infrastructure improvements
- Continue enhancements of water quality operations with focus on
 - o Regulatory compliance
 - o Maintaining high water quality standards
 - o Reservoir profile analysis
 - o Water conservation initiative and outreach
 - o Leak analysis
 - o Valve exercising

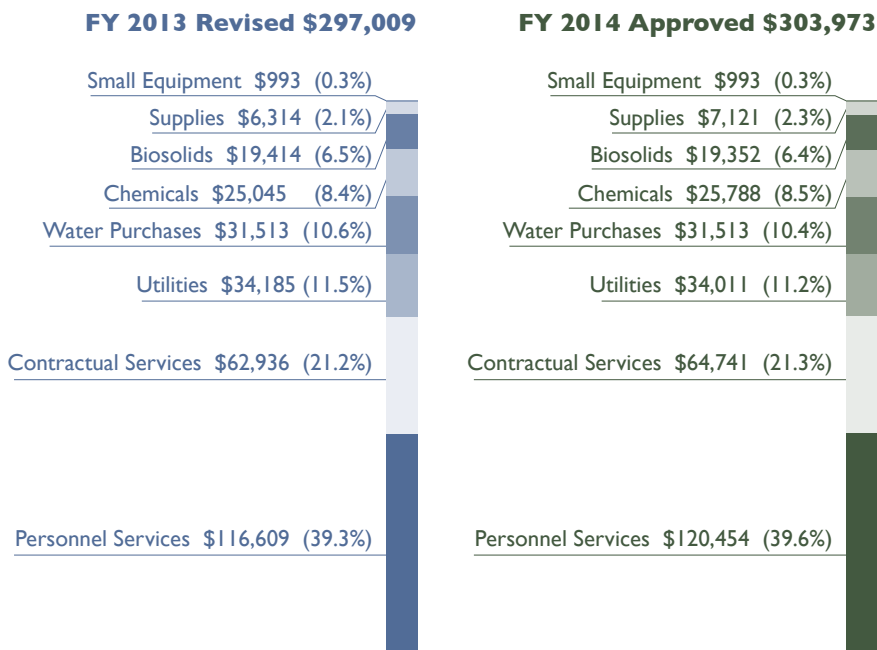
Wastewater System Initiatives

- Maintain full compliance with the National Pollutant Discharge Elimination Systems (NPDES) Permit
- Sewer service root foaming pilot
- Trenchless sewer lateral replacements
- Digestion process hydrolysis
- Side-stream treatment of nitrogen removal
- Biosolids product quality improvement
- Sewer odor and corrosion pilot

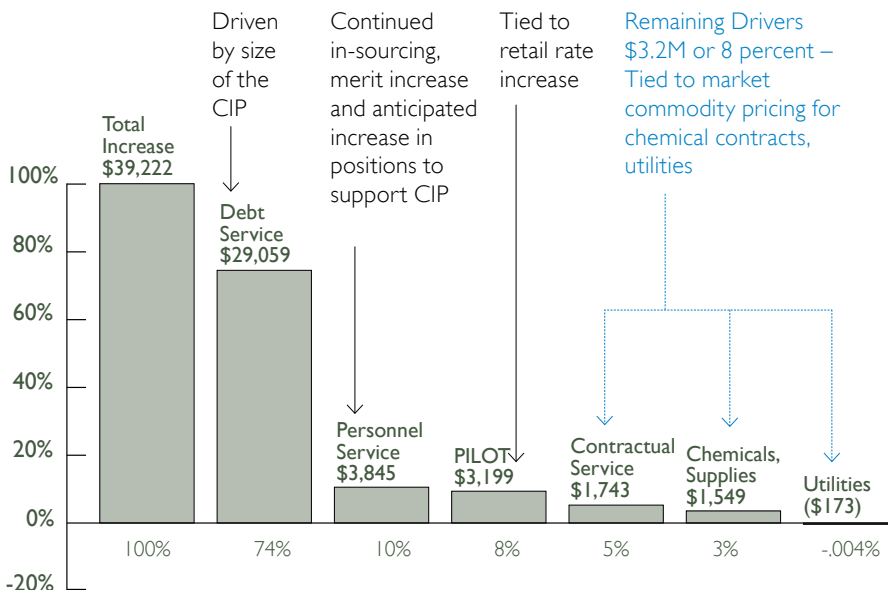
Other Management Initiatives

- Develop, maintain, and recruit a high performing workforce
- Increase Board and staff collaboration in local and national activities
- Enhance customer/stakeholder confidence, communications and perception
- Enhance operating excellence through innovation and adoption of best practices
- Assure safety and security
- Assure financial sustainability and integrity
- In-source select contractual services
- Optimally manage infrastructure
- Consider DC Water's role in drinking water

OPERATIONS AND MAINTENANCE EXPENDITURES BY CATEGORY (\$000's)



FY 2014 O & M BUDGET DRIVERS (\$000's)



SUMMARY OF OPERATING BUDGET AND POSITIONS BY DEPARTMENT (\$000's)

	(\$\$)				*Positions			
	FY 2012 ACTUAL	FY 2013 APPROVED	FY 2013 REVISED	FY 2014 APPROVED	FY 2012 ACTUAL	FY 2013 APPROVED	FY 2013 REVISED	FY 2014 APPROVED
OPERATIONS								
Wastewater Treatment	72,628	87,735	83,305	84,900	121	121	108	118
Wastewater Treatment - Process Engineering	-	-	3,317		-	-	37	42
Maintenance Services	18,192	21,217	21,062	7,816	97	139	115	117
Water Services	50,260	61,207	18,743	21,160	158	207	207	207
Sewer Services	19,227	21,213	59,331	19,312	153	159	159	159
Customer Service	15,329	16,602	16,574	57,603	118	125	125	125
Water & Sewer Pumping Services	4,944	4,691	4,843	15,994	30	33	33	33
Engineering & Technical Services	17,121	19,829	19,501	5,136	135	170	171	171
Clean Rivers (CSO LTCP)	475	1,394	1,431	19,566	5	10	10	10
Permit Operations	1,266	1,522	1,909	1,646	14	15	15	15
				2,015				
Subtotal Operations	199,442	235,409	230,017	235,147	831	979	980	997
ADMINISTRATION								
General Manager	2,598	3,985	3,691	3,979	9	15	14	14
Office of the Secretary	604	598	611	619	2	2	2	2
Internal Audit	702	840	840	830	-	-	-	-
General Counsel	4,813	7,033	6,941	7,316	11	15	15	15
External Affairs	1,801	2,213	2,233	2,202	12	12	12	12
Information Technology	7,400	10,261	9,969	10,229	11	24	24	24
Finance and Budget	7,220	8,184	8,381	8,819	42	46	46	46
Risk Management	5,258	6,194	5,918	6,033	4	4	4	4
Assistant General Manager - Support Services	324	330	332	340	2	2	2	2
Human Capital Management	4,285	4,470	4,536	4,630	23	23	23	23
Facilities Management and Security	11,394	12,990	13,048	12,879	58	67	67	67
Procurement	3,856	4,362	4,105	4,140	33	38	38	38
Occupational Safety and Health	1,303	1,733	1,760	1,894	8	10	10	10
Fleet Management	4,332	4,466	4,625	4,918	5	6	6	6
Subtotal Administration	55,890	67,659	66,991	68,827	220	264	263	263
Subtotal - Operation & Maintenance	255,331	303,069	297,009	303,973	1,051	1,243	1,243	1,260
Debt Service	99,272	129,392	121,330	150,389	-	-	-	-
Payment in Lieu of Taxes	16,882	19,215	16,882	20,081	-	-	-	-
Right of Way	5,100	5,100	5,100	5,100	-	-	-	-
Total O & M Expenditures	376,585	456,775	440,321	479,543	1,051	1,243	1,243	1,260
Personnel Services charged to Capital Projects	(9,550)	(16,690)	(16,690)	(17,860)				
Total Net Operating Expenditures	367,035	440,085	423,631	461,683	1,051	1,243	1,243	1,260

*Personnel increases associated with integration of new capital investments are a major driver of the changes in the FY 2013 FY 2014 operating budgets and include all 17 planned new positions authorized in FY 2014.

Regional Demographics

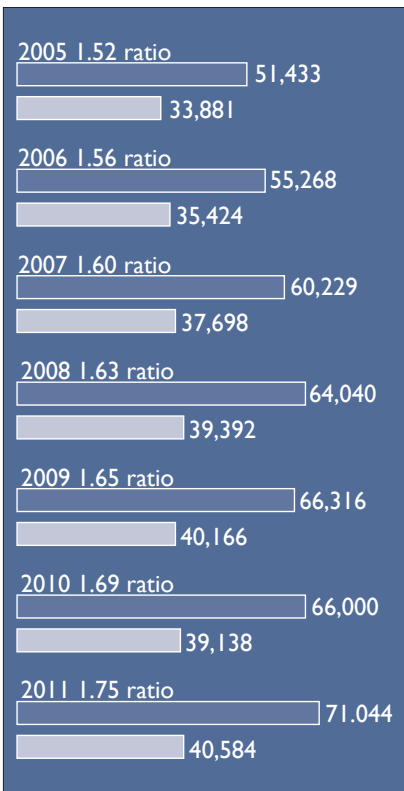
At DC Water, identifying and understanding customer requirements are a strategic component of our planning process. Therefore, we must be sensitive to the local economy in terms of socio-political and macro-economic trends. DC Water's retail customers include 'Residential, Commercial and Multifamily', (which is the largest base), Federal Government', DC Government', and the 'DC Housing Authority.' There are more than 600,000 residents in the District of Columbia living in approximately 284,000 households and merely 134,000 customers with the responsibility to pay for the majority of

operations, maintenance and replacement of the water and sewer infrastructure throughout Washington, DC. Compared to the additional 1.6 million living throughout the DC Water service area and using a small portion of the wastewater collection and a larger portion of the treatment facilities, there are fewer customers to share the burden of the aging infrastructure assets serving the residents, visitors and governmental entities in Washington DC. The FY 2014 budget incorporates trends and statistics impacting DC and the region.

Key Economic Indicators

The Census Bureau recently noted that the DC metropolitan region had several jurisdictions within the top 10 wealthiest communities in the United States. Employment in the region is slightly easing. DC resident's unemployment has decreased by 1.2 percent from 9.8 percent in FY 2011 to 8.6 percent as of December 2012. Other economic indicators appear to be positive such as higher commercial leased vacancy rates, stable tourism demonstrated by strong hotel vacancy rates and solid restaurant patronage in downtown Washington, DC.

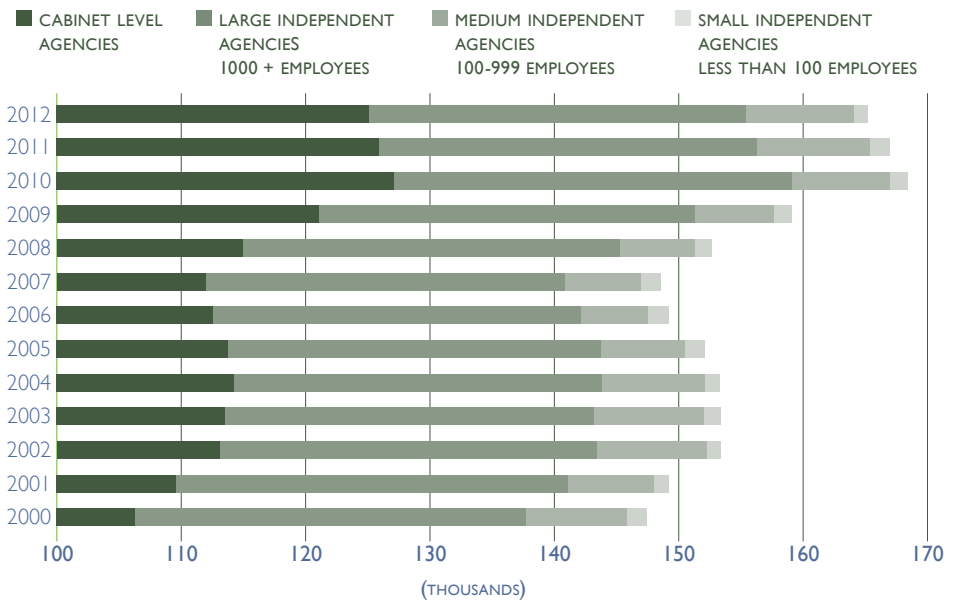
DC PER CAPITA INCOME IS HIGHER THAN U.S. AVERAGE



Employment within the District of Columbia

The national economic recovery is mirrored in the local economy through a reduction in unemployment rates in the District of Columbia, as well as throughout the metropolitan region. While approximately 19.9 percent of the families in Washington DC live at or below the poverty level according to the U.S. Census Bureau. The unemployment within the District has decreased over the last year. Federal employment is a major economic driver within the region and is holding steady. A wage freeze for Federal employees is still in effect.

TOTAL FEDERAL EMPLOYMENT IN THE DISTRICT HAS REMAINED RELATIVELY STABLE



Area Characteristics

Urban tourist, educational center. A vibrant business and commercial hub in the east coast. The nerve center of the federal government and a strong local government presence. Diverse cultures including major national and international theaters and attractions.

Average Temperature: Winter – 37 degrees F • Spring – 56 degrees F • Fall – 60 degrees F

Diverse Customer Base

DC Water has a diverse customer base and thus receives cash receipts from a variety of sources. (A detailed listing of our customer categories and accounts are in Section IV of our Adopted Budget Book). This diversity mitigates reliance on any single customer and provides a level of revenue stability.

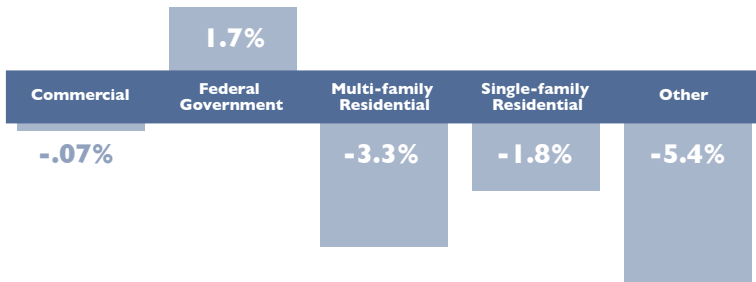
Water Consumption Trends

Similar to many water utilities across the country, DC Water has historically experienced about a one percent decline in average annual water consumption, primarily due to water conservation measures by customers. DC Water FY 2012 results show a 3.4 percent decline, which is in line with the experience of other regional water utilities. Based on the last five years, DC Water has anticipated an additional 2.24 percent decline in FY 2013 and a one percent decline in FY 2014 and beyond.

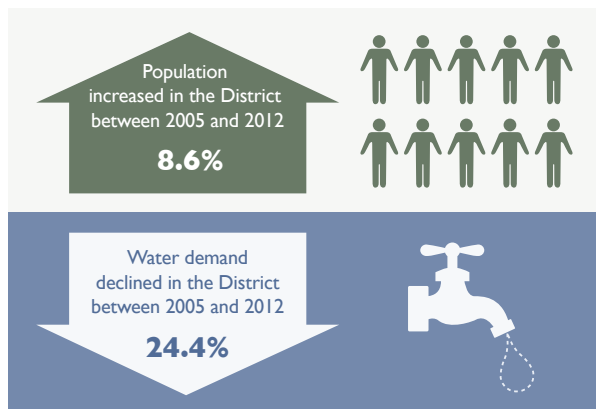
	FY 2009	FY 2010	FY 2011	FY 2012
DC Water	(4.3%)	(0.8%)	(0.6%)	(3.4%)
Washington Suburban Sanitary Commission (WSSC)	(3.5%)	4.2%	3.7%	(5.0%)
Arlington County	(2.3%)	(0.8%)	(0.8%)	(3.1%)
Loudoun Water	(7.0%)	(1.0%)	5.0%	(0.6%)
Fairfax County Water	(5.0%)	11%	5.2%	(4.2%)

DC WATER LONG-TERM WATER DEMAND SHOWS A DECLINE RELATIVELY CONSISTENT WITH THE CONSUMPTION

AVERAGE ANNUAL RATE OF CHANGE IN DEMAND FOR THE 4 LARGEST CUSTOMER CLASSES



TOTAL RESIDENTIAL PER CAPITA WATER DEMAND IS DECLINING AS POPULATION INCREASES



Development of DC Water's Capital Improvement Program (CIP) budget was especially challenging this year as the anticipated spending levels reach their peaks. To mitigate the financial impacts DC Water balances between the resources required to meet the Authority's stringent regulatory requirements while maintain and sustain its aging infrastructure and the impact that higher rates will have on our customers during these difficult financial times. The FY 2012-2021 CIP provides a framework for the development, prioritization, implementation and measurement of the capital projects undertaken.

The financial summary of the FY 2012-2021 CIP is:

- The Ten-Year (CIP) totals \$3.8 billion (cash disbursements basis)
- Lifetime budget is \$8.4 billion
- Capital Authority request is \$557.0 million

A more detailed description of major CIP changes and program details can be found within the revised FY 2013 and approved FY 2014 operating budget books online at dcwater.com.

FY 2012 – FY 2021 CAPITAL IMPROVEMENT PROGRAM (\$000's)

PROGRAM AREA	TOTAL DISBURSEMENT BUDGET	TOTAL PROJECT LIFETIME BUDGET
Wastewater Treatment	1,368,480	2,733,742
Sanitary Sewer	383,770	924,498
Combined Sewer Overflow (CSO)	1,288,559	2,812,315
Stormwater	15,984	63,168
Water	589,219	1,615,971
Washington Aqueduct	107,144	203,138
Capital Equipment	96,022	96,022
Total	3,849,178	8,448,854

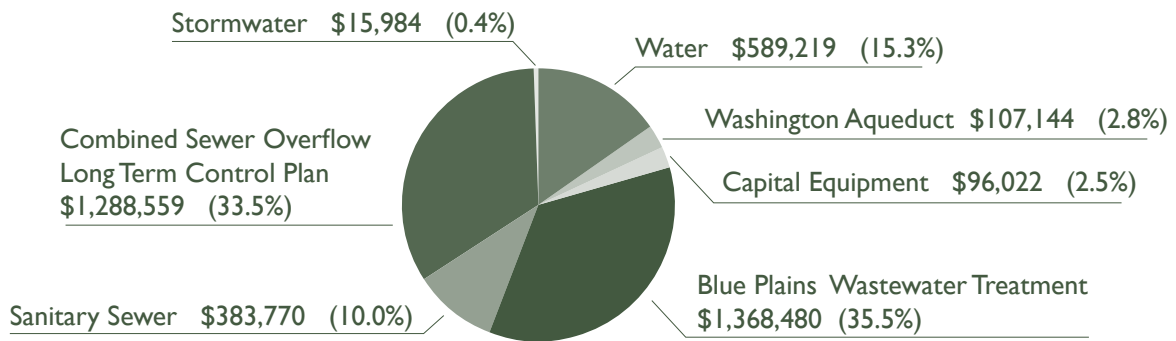


FY 2012 – FY 2021 PROJECTED CAPITAL IMPROVEMENT PLAN DISBURSEMENTS BASIS (\$000's)

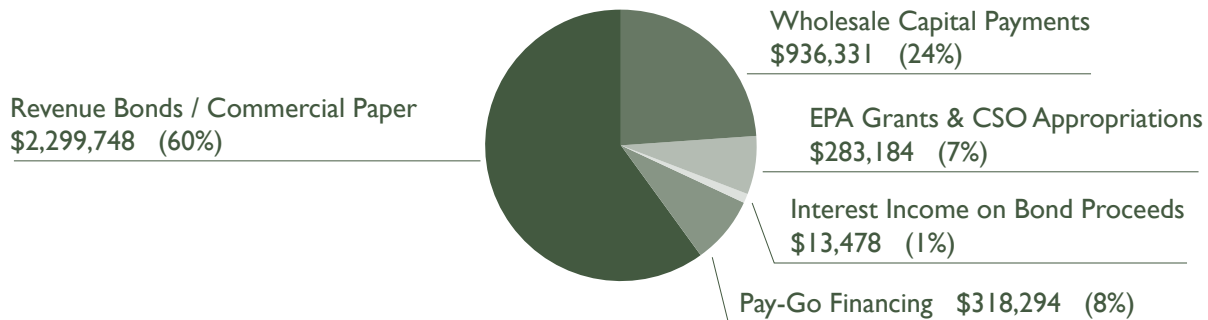
	Actuals FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY '12-'21
Wastewater Treatment	253,305	358,543	267,836	180,493	113,542	100,679	59,777	18,896	7,289	8,120	1,368,480
Sanitary Sewer	23,783	29,084	42,136	43,170	48,458	45,989	43,023	38,259	35,620	34,249	383,770
CSO	112,658	163,509	152,345	207,115	194,390	112,044	63,893	72,005	102,612	107,988	1,288,559
Stormwater	3,315	3,252	3,680	952	859	736	795	866	793	736	15,984
Water	44,553	60,858	66,841	64,133	60,332	61,763	59,765	53,051	62,176	55,745	589,219
Washington Aqueduct	11,286	10,598	10,744	11,016	11,280	11,588	10,891	10,323	9,842	9,576	107,144
Capital Equipment	13,713	18,422	13,543	9,529	6,998	7,133	7,211	6,531	6,481	6,461	96,022
Total	462,613	644,265	557,125	516,408	435,861	339,931	245,355	199,930	224,813	222,876	3,849,178

FY 2012 – FY 2021 CAPITAL IMPROVEMENT PROGRAM (\$000's)

Uses of Funds (\$000's)



Sources of Funds (\$000's)



MEASURE OF PRIORITY (\$000's)

	Mandates Agreements, Regulatory Standards, Court Orders, Issues and Permits required, Stipulated Agreements, Etc.	"Health & Safety" Required to address Public Safety	Board Policy Undertaken as a result of the Board's commitment to outside agencies	Potential Failure Related to Facilities in danger of failing, or critical to meeting permit requirements	"High Profile / Good Neighbor" Address Public concerns	"Good Engineering Practices / High Payback" Need to fulfill Mission and upgrade Facilities	"Good Engineering Practices / Low Payback" "Lower priority projects"	Total
FY 2012	\$223,121	\$9,323	\$10,891	\$38,010	\$7,060	\$166,618	\$7,593	\$462,613
FY 2013	297,463	9,508	10,649	41,992	5,822	257,307	19,526	644,265
FY 2014	217,719	19,984	8,571	54,829	8,631	235,626	11,764	557,125
FY 2015	255,818	25,634	5,874	54,327	18,214	136,090	20,450	516,408
FY 2016	216,995	18,615	5,302	53,095	13,073	96,063	32,718	435,861
FY 2017	163,346	7,983	3,321	48,988	2,996	88,392	24,904	339,931
FY 2018	81,501	8,456	1,923	35,172	0	87,737	30,566	245,355
FY 2019	62,977	8,152	2,018	19,402	-	99,550	7,831	199,930
FY 2020	92,082	5,235	1,967	11,454	0	103,804	10,271	224,813
FY 2021	91,131	2,573	-	9,954	-	97,598	21,620	222,876
Total	1,702,154	115,464	50,515	367,220	55,796	1,368,987	187,230	3,849,178
% of Total	44.25%	3.0%	1.31%	9.54%	1.45%	35.57%	4.88%	100.00%

Water and sewer authorities are tasked with a monumental responsibility—to provide life-sustaining water and sewer services on a 24/7/365 basis while protecting the environment, and doing it all with limited funding. The nation is facing mounting challenges with aging infrastructure in need of replacement and repair. Consider this: the average water main in the District is 78 years old, and sewer pipes are even older. Add in increasing environmental protections with very large price tags, and the dilemmas facing water utilities are enormous. DC Water's Team Blue continues to face these challenges with leadership, determination, innovation and hard work.

Asset Management

Asset Management is a comprehensive business program advocated by the US EPA and the utility industry to optimize infrastructure sustainability. It is essentially the practice of managing infrastructure capital assets to minimize the total cost of acquiring; operating and maintaining them, while improving service levels. The process involves incorporating detailed asset inventories, data management, related business processes and long-range financial planning to drive decision-making by optimizing the ability to prioritize capital program projects and preventative maintenance work. DC Water's CIP plan includes a five-year Asset Management Program with \$20 million of funding in the Wastewater, Water and Sewer Service Areas. The purpose of this project is to fully leverage technology to operate, maintain, upgrade and dispose of assets to achieve the greatest efficiencies as well as asset life cycle value.

Enhanced Nitrogen Removal Facilities on Schedule to meet Chesapeake Bay Goals

The Authority continues construction of the \$950 million Enhanced Nutrient Removal Facilities. When complete, this series of nitrification/denitrification tanks, pumps and other infrastructure will reduce the amount of nitrogen in Blue Plains' effluent to meet the new U.S. Environmental Protection Agency (EPA) and Chesapeake Bay Program goals of 4.7 million pounds per year or less by 2015. DC Water already meets the new phosphorous goals.

Blue Plains was the first wastewater treatment plant in the Chesapeake Bay watershed to meet the first program goals, and has met or exceeded them every year since 2000. The first step was reducing nitrogen from the plant by 40 percent over the 1985 levels. DC Water's EPA permit requirements are among the most stringent in the world. Team Blue's research arm continues to provide the innovation and research needed to meet such strict requirements, and to be the first to do so.

Clean Rivers Project

Similar to many older communities in the Mid-Atlantic, Northeast, and Midwest portions of the country, a portion of the District of Columbia is served by a combined sewer system. Approximately one-third of the system is combined,

mostly in the downtown and older parts of the city. In dry weather, the system delivers wastewater to the Blue Plains Wastewater Treatment Plant. In wet weather, rain water is captured by this system, and if the conveyance capacity of the system is exceeded, the excess flow spills into the waterways surrounding the District of Columbia. Under a Federal consent decree, DC Water developed and started implementing its twenty year Clean Rivers Project. The benefits of the project include a reduction of 96 percent in overflows, resulting in improved water quality and a significant reduction in debris on our national capital waterways. The project is currently under way with construction of a three mile tunnel under the Anacostia River.

In 2012, DC Water embarked on a mission to incorporate green infrastructure into the solution for combined sewer overflows to Rock Creek and the Potomac River. Reinforcing the concept at a Green Summit in February 2012, the DC Water team explained that green infrastructure such as green roofs, rain gardens, tree plantings; rain barrels, bioswales and porous pavers can reduce runoff during intense rainstorms and proposed a pilot study to assess its feasibility. At the end of this study, if the capture rate is not adequate, DC Water would still build the Rock Creek and Potomac tunnels as planned, but all parties involved hope the capture rate will be high enough to reduce the size of the tunnels or even eliminate the need altogether. This solution has the potential to green the District on a scale never before attempted, add sustainable jobs to the region and clean the waterways. In December 2012, DC Water, the District of Columbia and the U.S. EPA entered into a partnership agreement to pilot this effort and review the original requirements of the consent decree. The Anacostia River Tunnel plans remain unchanged and that part of the project will become operational in 2018. The current cost estimate for the entire project is \$2.6 billion, nearly all of which is bond financed, meaning DC Water's ratepayers will ultimately pay for the majority of the construction through their water and sewer bills. The federal government has contributed \$168 million to date through appropriations and the Clean Water Act revolving funds.



Overview

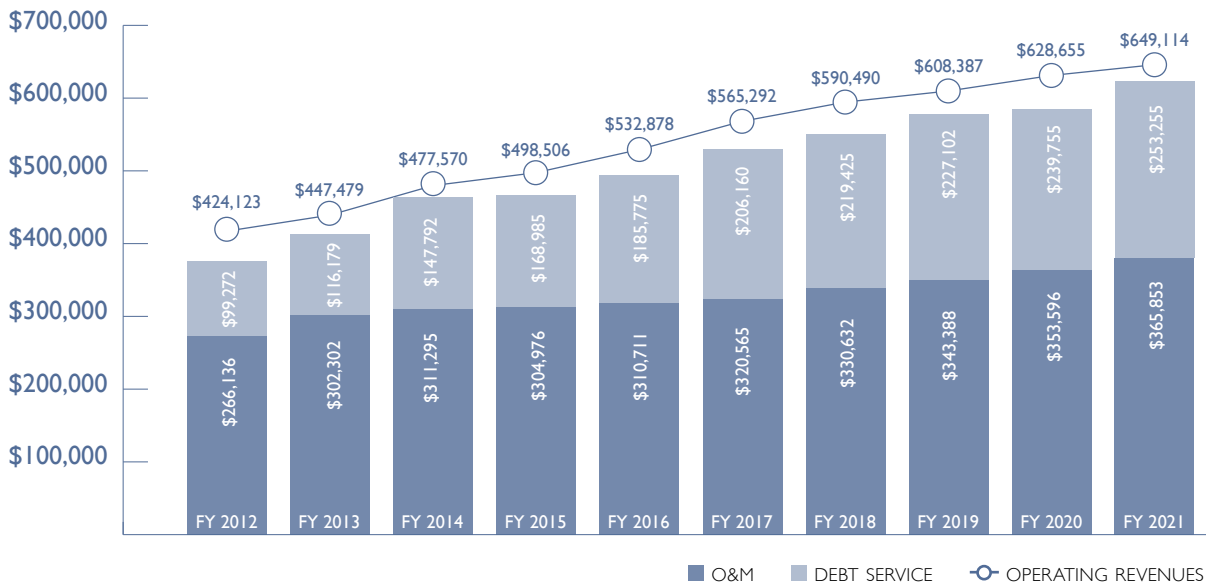
DC Water has a ten year financial plan that provides a strong financial framework to support the Board strategic plan, policies, priorities and guidance in several key financial areas. This financial plan serves as one of management’s key tools to monitor progress in meeting financial goals and to proactively address future financial and operational issues. Given DC Water’s substantial borrowing needs over the next ten years, adherence to these Board policies is crucial in order to cost-effectively access the capital markets and retain our credibility with customers and regulators.

The financial plan projects:

- Revenue requirements of \$424.1 million in FY 2012 to \$649.1 million in FY 2021
- Operating expenses of \$266.1 million in FY 2012 to \$365.9 million in FY 2021
- Debt service increase from \$99.3 million in FY 2012 to \$253.3 million in FY 2021
- Projected rates to support our revenue requirements, (see page 15)
- Coverage ratios to ensure meeting or exceeding our indenture coverage rates
- Sufficient liquidity to meet all obligations (see page 17)

Our financial planning process is guided by several key Board documents including the following: *Strategic Plan / Blue Horizon 2020*; *Statement of Investment Policy*; *Financial Policies*; *Pay-As-You-Go Policy*; *Retail Rate Setting Policy*; *Rate Stabilization Fund Policy*; *Operating Reserve Policy*; *Water and Sewer Facilities Plan*; *FY 2012-2021 10-year CIP* (which can be found in full at dcwater.com)

FINANCIAL PLAN (\$000's)

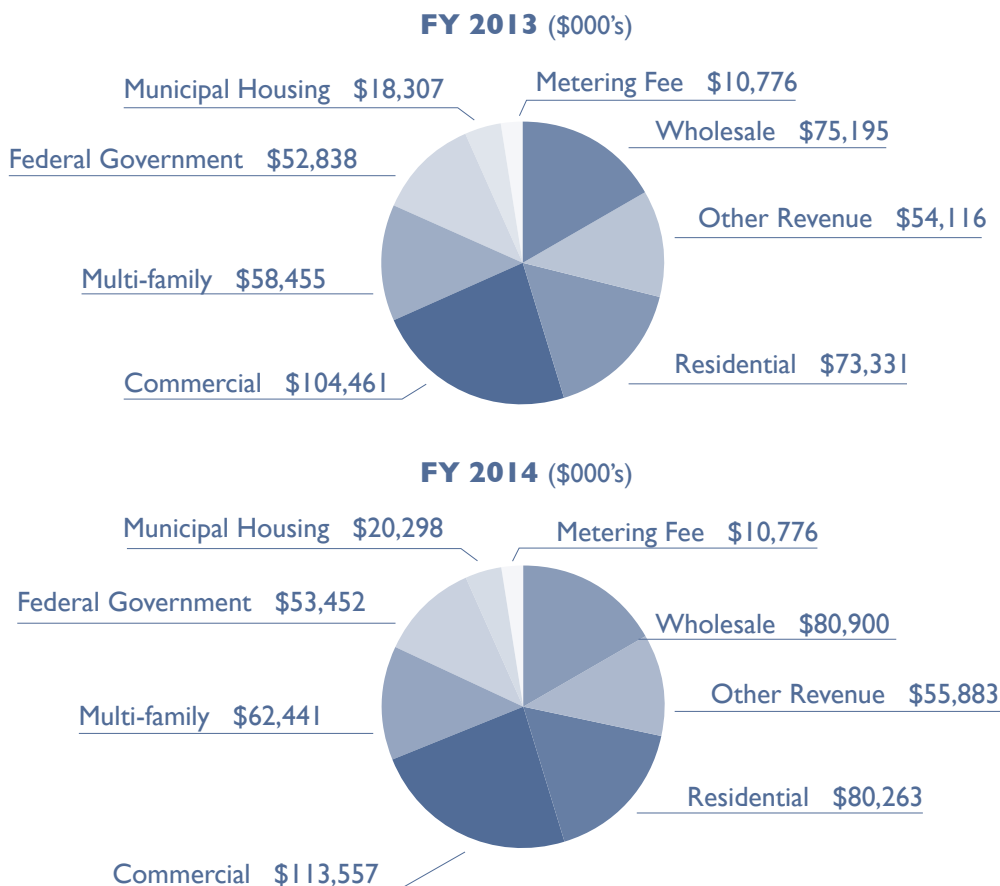


Projected Debt Service Coverage Levels

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Senior	3.60	3.25	2.53	2.50	2.41	2.21	2.09	1.97	1.89	1.79
Subordinate	1.90	1.52	1.48	1.63	1.78	1.82	1.88	1.90	1.87	1.81
Combined	1.52	1.31	1.24	1.30	1.34	1.33	1.32	1.30	1.28	1.25

FY 2013 and FY 2014 Operating Revenues

To provide continuous delivery of water and wastewater services, DC Water must receive adequate revenues to cover operating and maintenance (O&M) costs, debt service, and other liquidity requirements. Revenue projections are a central part of the Ten-Year Financial Plan. The revised FY 2013 revenue budget totals \$447.5 million and is projected to increase to \$477.6 million in FY 2014.



Proposed Retail Rate and Fee Changes

Financial Plan revenue projections reflect the FY 2013 Board-approved retail rates as well as the FY 2014 proposed rates.

	FY 2013 (current)	FY 2014 (proposed)	Units of Measurement
Water	\$3.42	\$3.61	per Ccf or (748 gallons)
Sewer	\$4.18	\$4.41	per Ccf or (748 gallons)
Monthly Impervious Area Surface Charge	\$9.57	\$12.77	per ERU or (1,000 sq ft)
Customer Metering Fee	\$3.86	\$3.86	for meter size of 3/4
Payment in Lieu of Taxes (PILOT)	\$0.50	\$0.53	per Ccf or (748 gallons)
Right of Way (ROW)	\$0.16	\$0.17	per Ccf or (748 gallons)

In FY 2011, a Customer Segmentation Study was performed to identify classes of customers for the purpose of rate-setting, planning, supply management and cost analysis. Typically this classification is based on: A. general service characteristics, B. demand patterns. Each class is assumed to have somewhat different needs and progressively higher demands than the previous class. Most water utilities typically have three principal classes of customers: A. Residential, B. Commercial, and C. Industrial. DC Water currently has two customer classes: A. Residential, B. Non-Residential.

Further, the FY 2012 Cost of Service Study identified several customer categories that demonstrated a reasonable level of differentiation in terms of peak usage. The customer classes identified included A. Residential, B. Multi-family, and C. Non-residential. DC Water will determine whether to adopt and approve the expanded customer class during its FY 2014 ratemaking process.

Water and Sewer Rates

The proposed water and sewer rate increases included in the Ten Year Financial Plan are driven by the following factors:

- Average annual debt service increase of 11.2 percent
- Average annual O/M increase of 3.0 percent
- Anticipated operating cost savings at Blue Plains beginning in FY 2014 due to implementation of the digester/cambi biosolids management project

Clean Rivers Impervious Area Charge

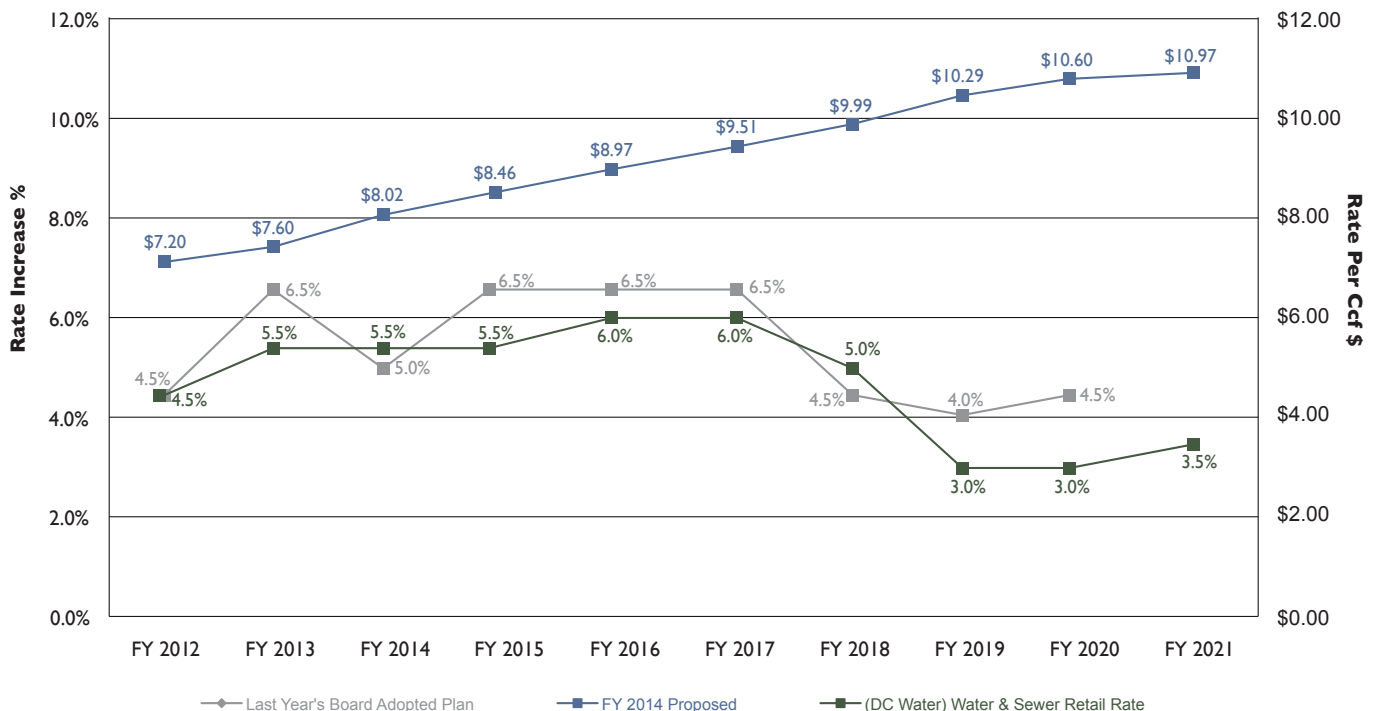
The Clean Rivers Impervious Area Charge (IAC) is a separate sewer service fee established in FY 2009 to recover the cost of implementing the CSO-Long Term Control Program. The FY 2014 proposed monthly IAC is \$12.77 per ERU (Equivalent Residential Unit) with annual rates ranging from \$12.77 to \$30.67 per ERU per month. The Clean Rivers projected IAC is primarily driven by anticipated debt service costs to support the \$2.6 billion CSO Long Term Control Plan (DC Clean Rivers Project) and is based upon the amount of impervious surface on each individual property which impacts wet weather runoff that must be treated at the Blue Plains Wastewater Treatment

Plant. If additional federal assistance is provided, the impervious rate increases would be lower; the ten-year plan assumes no external funding beyond the special Congressional appropriations DC Water received through 9/30/12 totaling \$168.6 million.

CLEAN RIVERS IAC



WATER AND SEWER RATES



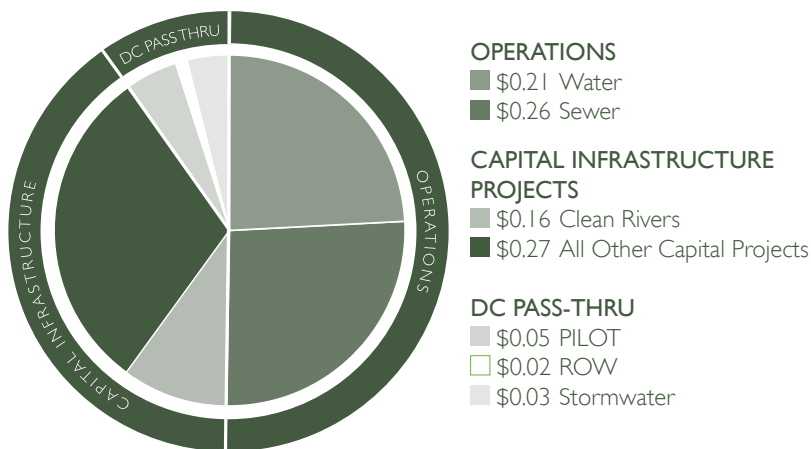
Right of Way and PILOT Fees

DC Water pays a Payment in Lieu of Taxes (PILOT) fee to the District Government each year to be based upon services received and certified from the DC Chief Financial Officer. The annual fee is adjusted in accordance with adjustments made to the retail water and sewer rates. In addition, a Right of Way (ROW) fee is made as a permit fee for the water and sewer lines that occupy space under ground in the public right of way.

Customer Affordability

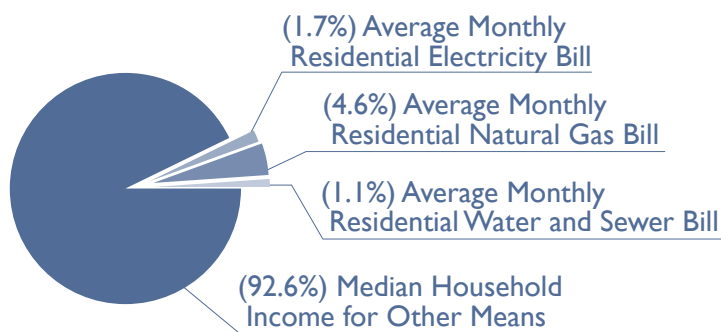
At DC Water, we have consciously sought to balance our operating and financial needs with consideration to the financial impact upon our customers. Our rates and fees are comparable with similar water and wastewater utilities. However, the concept of utility affordability can be viewed differently within each individual household. EPA guidelines suggest that fees and charges should be within 4 percent of the median household income to be considered affordable (2 percent for water and 2 percent for sewer). Using 2012 data (last available census data), DC Water is well under that target.

WHERE DOES YOUR MONEY GO?



2012 MONTHLY DC MEDIAN HOUSEHOLD INCOME

Observation: The average DC residential water customer uses 6.69 Ccfs (or 5,004) gallons a month. Based on this use, DC Water's average monthly residential water and sewer bill is about one percent of the total monthly household income for the median income family. This is lower than the average monthly electricity and natural gas bills.



Even with this favorable affordability index, there are many low income residents in DC for whom the average water/sewer bill would consume greater than 4 percent of their monthly household income. Recognizing this, DC Water provides programs to assist customers most in need. Through the Customer Assistance Program (CAP), the Authority provides eligible customers a discount of 4 Ccfs per month on the water, sewer, ROW and PILOT portions of their bills. Since it began, participation in CAP has continued to increase. At the end of FY 2012, 5,600 customers had received a discount on their monthly bills at a cost of \$1.3 million. In FY 2013 this discount would mean a reduction of \$33.04 on a monthly bill for an eligible customer using 4 ccfs or more a month. The District Department of Environment, Office of Energy, administers this program for the Authority and similar programs for several other utilities in the area.

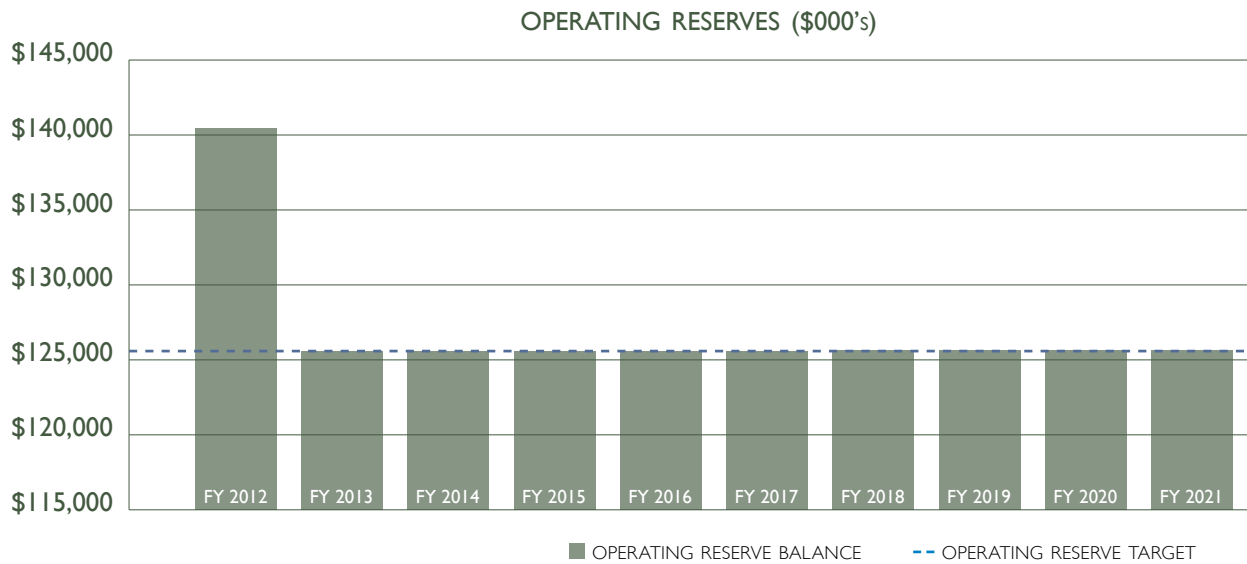
In addition, the Authority offers assistance to families in need through a bill roundup program called SPLASH (Serving People Lending a Supporting Hand), so that they can maintain this life-giving service – water – in times of emergency. The program is administered by the Greater Washington Urban League. In addition numerous DC Water employees make donations to SPLASH through voluntary payroll donations. Every dollar received by the Authority is distributed to eligible customers.



Photo courtesy of USEPA

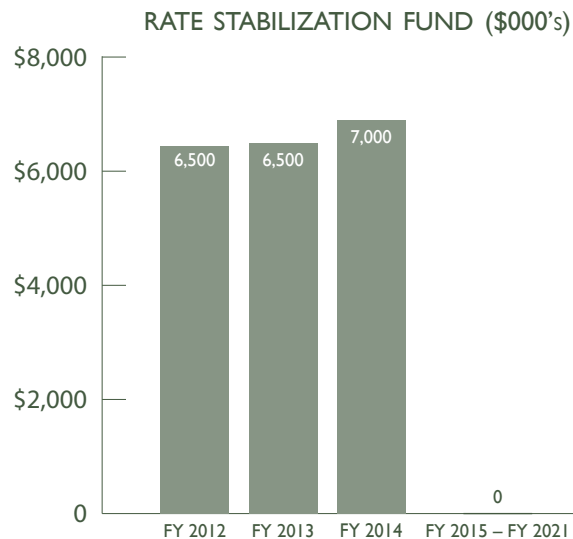
Operating Reserves

Consistent with Board policy, DC Water continues to maintain cash reserves equivalent to 120 days of budgeted operations and maintenance with the objective of maintaining at least \$125.5 million in operating reserves. The ten-year plan reflects continued maintenance of this reserve level.



Rate Stabilization Fund

At the end of FY 2012, DC Water's rate stabilization fund (RSF) balance was \$27.95 million. The budget calls for use of \$6.5 million in FY 2013. RSF will have a balance of \$18.55 million at the end of FY 2021. Use of RSF funds allows DC Water to implement future rate increases in a gradual manner while still meeting Board and indenture policies on cash reserves and debt service coverage.



Debt Management

DC Water’s ten-year \$3.8 billion CIP (cash disbursement basis), debt service continues to be the fastest growing line item of the operating budget with an average annual increase of 11.2 percent. Debt management consists of managing funds borrowed through revenue bonds, commercial paper, and other short-term notes. Currently, debt financing represents 60 percent of the funding in the ten-year capital program and debt service is projected to be 34 percent of the FY 2014 operating budget. Debt to net fixed assets (plant) ratio will increase from 52 to 55 percent in the current ten-year financial plan. At the end of FY2012, (September 2012), DC Water had approximately \$1.8 billion outstanding debt; 29 percent senior lien and 71 percent subordinate.

In March 2012, the Authority successfully issued an additional \$441 million in Public Utility Subordinate Lien Revenue Bonds, Series 2012. The Series 2012 Bonds are comprised of: 2012A fixed rate new money bonds; 2012B indexed variable rate new money bonds; and 2012C fixed-rate refunding bonds.

The results from Series 2012 achieved the lowest long-term financing cost of any bond issuance in DC Water history; a rating upgrade from Standard and Poor’s elevating the senior lien debt to AA+ and subordinate lien debt to AA; and produced approximately \$18 million in net present value savings over the life of the bonds. The notable results are due to the solid financing team and strong financial performance, diligent planning and market favorability.

In addition, as new issuances are planned, internet road shows for domestic and international investors are provided giving pertinent information on the Authority’s strong management, capital improvement activities, and the financial forecasts. The next debt issuance is anticipated in the third quarter of FY 2013. DC Water provides information for current and future investors on its website, dcwater.com.

Capital Financing Plan

DC Water’s capital program is funded through multiple sources including equitable wholesale cash payments, interest earnings and a comprehensive capital financing plan. This financing plan continues to meet the dual objectives of 1) securing the lowest costs of capital possible and 2) maximizing administrative and operating flexibility. This plan includes several components.

Grants – The Financial Plan assumes that 7 percent of the capital expenditures between FY 2012-2021 will be from federal grants. DC Water currently receives grants from several sources including EPA Clean Water and Safe Drinking Water Acts, direct appropriations and various agreements. DC Water is aggressively pursuing additional federal support for the many regulatory and critical infrastructure investments that must be made in the near future.

Pay-As-You-Go Financing (PAYGO) – PAYGO financing is operating cash in excess of operating requirements and reserves that is used for capital financing or for repayment of higher cost debt in order to enact Board policy seeking the least costly capital financing for capital projects. The Board and staff continually monitor and evaluate its cash balances, reserve requirements, capital financing requirements market interest rates, and determine the optimal financing package to produce the lowest practical cost of debt for financing its capital projects.

Interim Financing Program – In FY 2002 the Board approved a \$100 million commercial program which was increased to \$225 million in FY 2010. The notes are backed by two irrevocable letters of credit; considered subordinate debt under the Master Indenture of Trust; and are issued in increments with maturities less than 270 days. The proceeds are used for interim bond financing, short-term financing for capital equipment and certain taxable costs for the Washington Aqueduct.

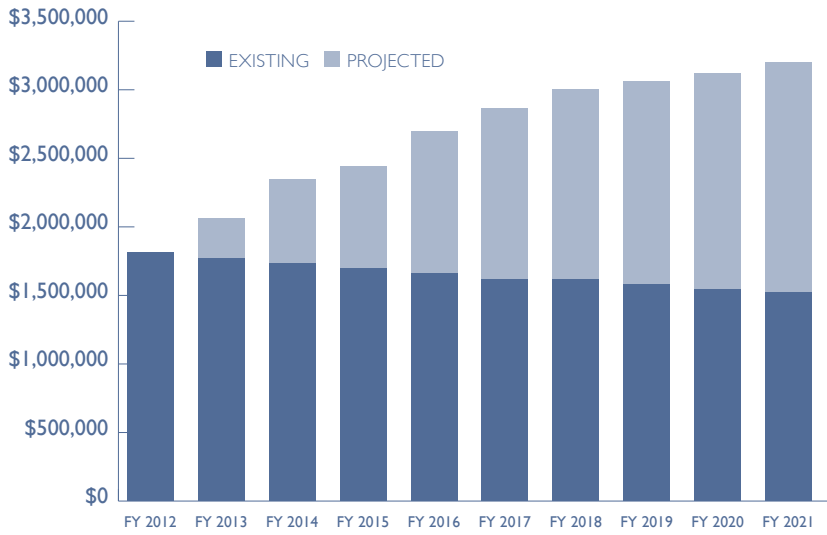
Long Term Financing – The current capital financing program provides plans to issue bonds every 12 to 18 months. Bond issuances are used to finance capital projects and described in further detail in the Capital, Financing Cash and Debt section of the full budget book.

Moody’s	Aa2	Stable Outlook
Standard & Poor’s	AA+	Stable Outlook
Fitch Ratings	AA	Stable Outlook



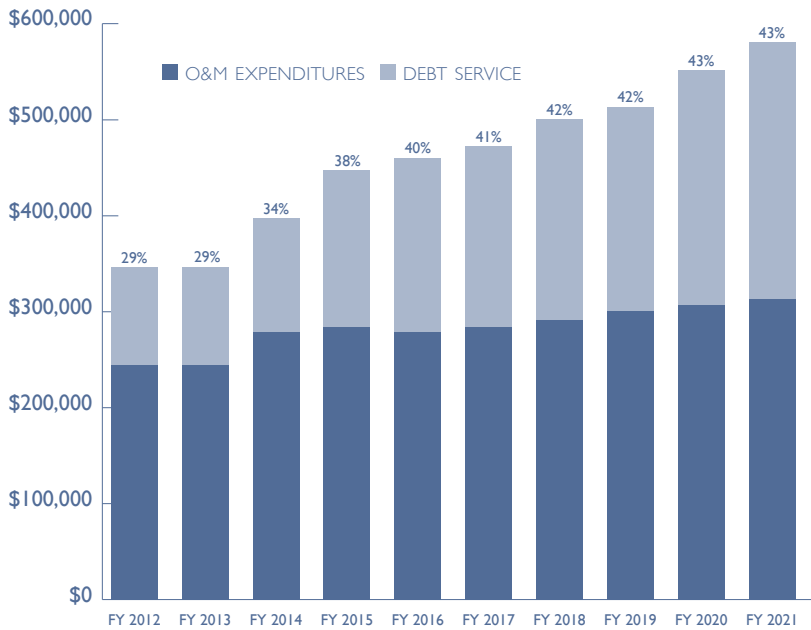
OUTSTANDING DEBT EXISTING AND PROJECTED

Based on FY 2012-FY 2021 Capital Improvement Plan (in \$000's)

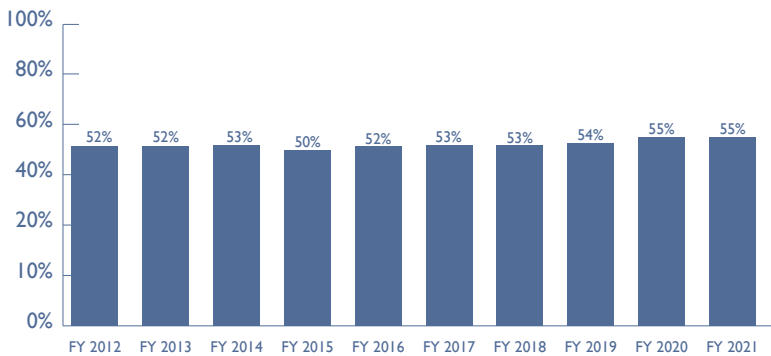


DEBT SERVICES AS PERCENTAGE OF TOTAL OPERATING EXPENDITURES

Financial Plan FY 2012-FY 2021 (in \$000's)



DEBT TO NET FIXED ASSETS RATIO FY 2012 – FY 2021



DC Water’s customer service, communication, outreach and government relations work touched more customers and stakeholders than ever before. The Office of External Affairs continues to win acclaim from customers and within the water sector for its social media efforts. The Authority’s outreach team also began an aggressive expansion of its participation in large public events, bringing a pro-tap water message and the water itself to tens of thousands of customers. And a reinvigorated government relations program reinforced DC Water’s relationships with regulators on the local and national level.

Customer Service and Training

DC Water recognizes that a strong, skilled workforce is vital to providing excellent service to its customers. Each year DC Water provides training to its workforce to support its outreach efforts whilst relying on cutting edge technology to serve its customers. In FY 2013, we will continue to offer training programs and classes that provide the knowledge and skills that are essential for employees to complete their job in a competent manner while meeting customer expectations. The table below provides a summary of DC Water’s total training budgets for FY 2013 and FY 2014.

Training Type	FY 2013		FY 2014	
	Budget (000’s)	Total Budget (%)	Budget (000’s)	Total Budget (%)
In-House	509	34	554	34
Contractual	919	61	983	60
Safety	100	5	100	6
Total	1,528	100	1,637	100

Communications, Marketing and Outreach

DC Water’s industry-leading efforts to market tap water reached new heights in Fiscal Year 2012, culminating in a *Washington City Paper* cover story touting DC tap as a prized local ingredient for food and drink, and multiple national news cycles surrounding the 2013 presidential inauguration. After the chair of the inaugural committee, U.S. Senator Charles Schumer, announced that expensive bottled water from New York would be served at the celebration, General Manager Hawkins stepped forward with a letter suggesting the use of DC tap water instead. Following extensive media coverage, Senator Schumer responded that tap water would be available at the inauguration as it is every day in the Capitol.

To foster more use of tap water, DC Water gave away 150 branded dog bowls to businesses and dog parks across the District, distributed pint glasses and kids’ cups to more than 30 restaurants, and donated reusable water bottles to every member of the Metropolitan Police Department (MPD) during the summer. MPD officers will join a growing number of District residents, employees and visitors choosing to carry reusable water bottles and using the TapIt™ network for free water refills on the go.

Attending more than 150 Advisory Neighborhood Commission and other public meetings and outreach events over the past year, DC Water continues to increase its presence throughout the District. Along with an environmental education program reaching more than 1,000 students in schools across the City, the Authority kicked off an active summer 2012 outreach calendar with its first-time participation in the Capital Pride Parade and Festival. Portable water refill stations and free reusable bottles, branded with the DC Water logo, took more water to the public than ever. The outreach team conducted blind taste tests of tap water and bottled water in each ward. More than half the 839 participants rank tap water as better tasting than bottled water or do not taste a difference between the two.





Engineering and Technical Services

Design-Build Pioneer Award for Demonstrated Leadership in the Advancement of Design-Build Project Delivery
– *Design-Build Institute of America*

Excellence in Environmental Engineering for Planning (DC Water Biosolids Program)

Excellence in Environmental Engineering for Research (Advancements in Energy Neutrality)

Appreciation Award for 55 Years of Continuing Support and Advocate of the Construction Industry
– *National Utility Contractors Association, DC Chapter*

Washington Contractor Award
– *Associated General Contractors of Metropolitan Washington*

External Affairs

2012 Silver Communicators Award of Distinction (Animation)
– *The Communicator Award*

Excellence in Environmental Engineering for Environmental Communications Awards
– *American Academy of Environmental Engineers*

2012 Silver Communicators Award of Distinction (Public Service)
– *The Communicator Award*

2012 Bronze Telly Award (Education)
– *Telly Awards*

2012 Bronze Telly Award (Animation)
– *Telly Awards*

Finance

Finalist in CFO of the Year Awards
– *The Washington Business Journal*

Distinguished Budget Presentation Award
– *Government Finance Officers Association*

Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (fiscal year ended September 30, 2011)
– *Government Finance Officers Association*

General Manager

National Environmental Achievement Award for Outstanding Contributions to Environmental Protection and the Clean Water Community
– *National Association of Clean Water Agencies*

Research and Technology Award for innovative work on nutrient removal
– *National Association of Clean Water Agencies*

Wastewater Treatment

2011 Stewardship Award-DC Water's Floatable Debris Unit
– *Anacostia Community Boathouse Association*

2011 Award for Excellence in Innovation for Biosolids Program
– *Water Environment Research Foundation*

Research and Technology Award for high strength nitrogen treatment
– *American Academy of Environmental Engineers*

Planning Award for biosolids program
– *American Academy of Environmental Engineers*

Planning Honour Award for biosolids program
– *International Water Association*

Fuhrman Medal for Research Collaboration between practice and academia
– *Water Environment Federation*

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fpo. please place the FSC
logo here and space with
others evenly. thanks

