



District of Columbia Water and Sewer Authority Board of Directors

Retail Water and Sewer Rates Committee

April 28, 2026 / 9:30 am

Microsoft Teams meeting

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Meeting ID: 286 680 508 316 01 Passcode: b9WM3x2T

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Phone Conference ID: 747 918 894#

1. **Call to Order** Rachna Bhatt, Chairperson
2. **Roll Call** Michelle Rhodd, Board Secretary
3. [Monthly Report to DC Retail Water & Sewer Rates Committee \(Attachment A\)](#) Syed Khalil
4. [Delinquencies Status Update \(Attachment B\)](#) Marcus McKenzie
5. [Cost of Service Study Follow-up: Rates Affordability \(Attachment C\)](#) Syed Khalil / Jon Davis
6. [Procurement Process to Select Rate Consultants \(Attachment D\)](#) Korey Gray
7. [Extend Comment Period on Proposed FY 2027 & FY 2028 \(Attachment E \)](#).....Lola Oyeyemi
[Rates, Charges & Fees Rulemaking and Public Hearing Date](#)
8. [Action Item \(Attachment F\)](#).....Lola Oyeyemi
 - Proposal to Extend Comment Period on Proposed FY 2027 & FY 2028 Rates, Charges & Fees Rulemaking and Public Hearing Date (Action Item 1)
9. [DC Retail Water and Sewer Rates Committee Workplan \(Attachment G\)](#) Syed Khalil
 - FY 2026 Proposed DC Retail Rates Committee Workplan
10. [Agenda for May 26, 2026 Committee Meeting \(Attachment H\)](#) Rachna Bhatt
11. **Other Business**..... Rachna Bhatt
12. **Executive Session***
13. **Adjournment** Rachna Bhatt

This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

*The DC Water Board of Directors may go into executive session at this meeting pursuant to the District of Columbia Open Meetings Act of 2010, if such action is approved by a majority vote of the Board members who constitute a quorum to discuss certain matters, including but not limited to: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); terms for negotiating a contract, including an employment contract, under D.C. Official Code § 2-575(b)(2); obtain legal advice and preserve attorney-client privilege or settlement terms under D.C. Official Code § 2-575(b)(4)(A); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security matters under D.C. Official Code § 2-575(b)(8); disciplinary matters under D.C. Official Code § 2-575(b)(9); personnel matters under D.C. Official Code § 2-575(b)(10); third-party proprietary matters under D.C. Official Code § 2-575(b)(11); train and develop Board members and staff under D.C. Official Codes § 2-575(b)(12); adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters or violations of laws or regulations where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14); and other matters provided under the Act.



Fiscal Year 2026

Monthly Report to DC Retail Water and Sewer Rates Committee

Period Ending March 31, 2026

DEPARTMENT OF FINANCE

Lola Oyeyemi, Acting CFO & EVP, Finance, Procurement & Compliance

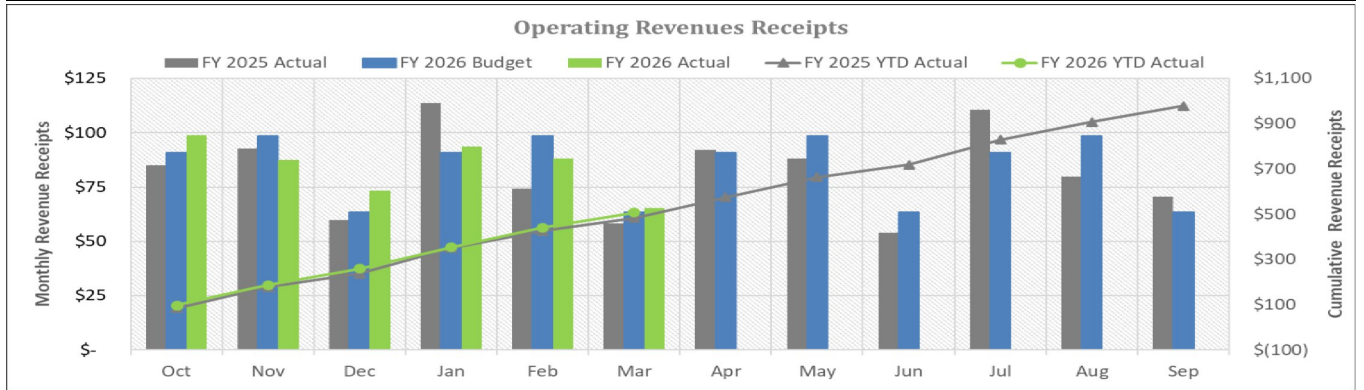
Syed Khalil, Vice President, Rates & Revenue

Monthly Report to DC Retail Water and Sewer Rates Committee

Fiscal Year-to-Date
As of March 31, 2026

Operating Revenues (\$000's)

FY 2025 Actual		CATEGORY	FY 2026					
Total Annual	YTD March		Year-to-Date Performance					
			Annual Budget	YTD Budget	Actual	% of Budget	Variance \$ Fav(Unfav)	Variance % Fav(Unfav)
\$576,751	\$279,649	Residential / Commercial / Multi-Family*	\$586,408	\$293,208	\$294,155	50.2%	\$947	0.3%
92,625	46,773	Federal	99,339	49,669	50,128	50.5%	459	0.9%
25,727	12,982	Municipal (DC Govt.)	28,256	14,128	13,135	46.5%	(993)	(7.0%)
14,990	6,558	DC Housing Authority	18,120	9,060	5,534	30.5%	(3,526)	(38.9%)
24,479	12,141	Metering Fee	24,083	12,042	12,223	50.8%	181	1.5%
43,382	21,487	Water System Replacement Fee (WSRF)	40,717	20,358	21,730	53.4%	1,372	6.7%
114,341	58,140	Wholesale	122,612	61,306	61,618	50.3%	312	0.01
24,989	12,323	PILOT/ROW	24,156	12,078	12,333	51.1%	255	2.1%
61,225	33,594	All Other	67,695	33,846	35,597	52.6%	1,751	5.2%
\$978,509	\$483,647	TOTAL	\$1,011,386	\$505,695	\$506,455	50.1%	\$760	0.2%



At the end of March 2026, cash receipts totaled \$506.5 million, or 50.1 percent of the FY 2026 Budget. The YTD FY 2026 budgeted receipts were \$505.7 million. Several categories of customers make payments on a quarterly basis, including the Federal Government (which made their second quarterly payment in January 2026), and wholesale customers (who made their second quarterly payment in February).

Favorable Variances	Unfavorable Variances
<p><u>Residential, Commercial, and Multi-Family</u> – Receipts for this category are slightly higher at \$294.2 million or 50.2 percent of the budget. The March 2026 receipts were higher by \$3.3 million as compared to the monthly budget of \$48.9 million due to slightly higher CRIAC as compared to the monthly budget.</p> <p><u>Federal</u> - Actual receipts for FY 2026 totaled \$50.1 million or 50.5 percent of the budget. The Federal government made its second quarter payment in January 2026.</p> <p><u>Metering Fee</u> – Receipts are on track at \$12.2 million or 50.8 percent of the budget.</p> <p><u>Water System Replacement Fee (WSRF)</u> – Actual Receipts for WSRF totaled at \$21.7 million or 53.4 percent of the budget.</p> <p><u>Wholesale</u> – The YTD actual receipts totaled \$61.6 million or 50.3 percent of the budget.</p> <p><u>PILOT/ROW</u> – The YTD receipts are slightly higher at \$12.3 million or 51.1 percent of the budget.</p> <p><u>Other Revenue</u> – Receipts are higher at \$35.6 million or 52.6 percent of the budget mainly due to Interest Earnings (\$2.6 million) and Miscellaneous Revenue (\$4.8 million) are higher than the budget. The receipts for System Availability Fee (SAF \$2.8 million), IMA Indirect Cost Reimbursement for Capital Projects (\$2.1 million), Developer Fees (\$0.3 million), Washington Aqueduct Backwash (\$0.3 million) and Stormwater (\$0.1) are lower than the budget.</p>	<p><u>District Government</u> – Receipts are lower at \$13.1 million or 46.5 percent of the budget. March 2026 receipts were lower by \$0.3 million as compared to the monthly budget of \$2.4 million due to slightly lower consumption as compared to the budget.</p> <p><u>DC Housing Authority</u> – Receipts are slightly lower at \$5.5 million or 30.5 percent of the budget. March 2026 receipts are lower by \$1.6 million as compared to the monthly budget of \$1.5 million, because DCHA did not make the March payment for February billed amount.</p>

Monthly Report to DC Retail Water and Sewer Rates Committee

As of March 31, 2026
(\$ in millions)

Revenue Category	FY 2026 Budget	YTD Budget	Actual	Variance Favorable / (Unfavorable)		Actual % of Budget
Residential, Commercial, and Multi-family	\$586.4	\$293.2	\$294.2	\$1.0	0.3%	50.2%
Federal	\$99.3	\$49.7	\$50.1	\$0.4	0.9%	50.5%
District Government	\$28.3	\$14.1	\$13.2	(\$0.9)	-7.0%	46.5%
DC Housing Authority	\$18.1	\$9.1	\$5.5	(\$3.6)	-38.9%	30.5%
Customer Metering Fee	\$24.1	\$12.0	\$12.2	\$0.2	1.5%	50.8%
Water System Replacement Fee (WSRF)	\$40.7	\$20.4	\$21.7	\$1.3	6.7%	53.4%
Wholesale	\$122.6	\$61.3	\$61.6	\$0.3	0.5%	50.3%
Right-of-Way Fee/PILOT	\$24.2	\$12.1	\$12.4	\$0.3	2.1%	51.1%
Subtotal (before Other Revenues)	\$943.7	\$471.9	\$470.9	-\$1.0	-0.2%	49.9%
IMA Indirect Cost Reimb. For Capital Projects	13.4	6.7	4.6	(2.1)	-31.3%	34.3%
DC Fire Protection Fee	17.6	8.8	8.8	(0.0)	0.0%	50.0%
Stormwater (MS4)	1.0	0.5	0.4	(0.1)	-20.0%	40.0%
Interest	9.2	4.6	7.2	2.6	56.5%	78.3%
Developer Fees (Water & Sewer)	9.0	4.5	4.2	(0.3)	-6.7%	46.7%
System Availability Fee (SAF)	7.7	3.9	1.0	(2.8)	-71.8%	13.0%
Washington Aqueduct Backwash	2.6	1.3	1.0	(0.3)	-23.1%	38.5%
Others	7.2	3.6	8.4	4.8	133.3%	116.7%
Subtotal	\$67.7	33.8	35.6	\$1.8	5.2%	52.6%
Rate Stabilization Fund Transfer	\$0.0	\$0.0	\$0.0	\$0.0	0.0%	0.0%
Other Revenue Subtotal	\$67.7	\$33.8	\$35.6	\$1.8	5.2%	52.6%
Grand Total	\$1,011.4	\$505.7	\$506.5	\$0.8	0.1%	50.1%

BREAKDOWN OF RETAIL RECEIPTS BY CUSTOMER CATEGORY (\$ in 000's)

Customer Category	Water	Sewer	Clean Rivers			WSRF	Total
			IAC	Metering Fee	WSRF		
Residential	25,198	39,745	16,847	5,489	5,002	92,280	
Commercial	47,807	54,127	19,941	3,551	8,440	133,867	
Multi-family	32,480	49,957	8,053	1,878	4,205	96,573	
Federal	18,200	20,689	11,239	769	2,838	53,735	
District Govt	3,430	4,641	5,064	414	1,048	14,597	
DC Housing Authority	1,978	2,930	627	123	196	5,853	
Total:	129,093	172,088	61,770	12,223	21,730	396,905	

Clean Rivers IAC - Actual vs Budget (\$ in 000's)

Customer Category	FY2026 Budget	Year-To-Date Budget	Actual Received	Variance Favorable / <Unfavorable>	Variance % of YTD Budget	Actual % of Budget
Residential	33,222	16,611	16,847	236	1%	51%
Commercial	39,450	19,725	19,941	216	1%	51%
Multi-family	15,612	7,806	8,053	247	3%	52%
Federal	22,478	11,239	11,239	(0)	0%	50%
District Govt	9,892	4,946	5,064	118	2%	51%
DC Housing Authority	1,465	733	627	(106)	-14%	43%
Total:	122,119	61,060	61,770	711	1%	51%

Monthly Report to DC Retail Water and Sewer Rates Committee

Fiscal Year-to-Date
As of March 31, 2026

Retail Accounts Receivable (Delinquent Accounts)

The following tables show retail accounts receivable over 90 days (from the billing date) including a breakdown by customer class.

Greater Than 90 Days by Month

	\$ in millions	# of accounts
September 30, 2012	\$5.5	13,063
September 30, 2013	\$4.9	11,920
September 30, 2014	\$5.3	12,442
September 30, 2015	\$6.5	11,981
September 30, 2016	\$7.7	12,406
September 30, 2017	\$8.4	11,526
September 30, 2018	\$13.4	16,273
September 30, 2019	\$10.6	8,744
September 30, 2020	\$17.9	13,775
September 30, 2021	\$26.3	13,065
September 30, 2022	\$29.1	12,168
September 30, 2023	\$28.0	10,420
September 30, 2024	\$33.9	11,832
September 30, 2025	\$33.4	11,414
October 31, 2025	\$30.7	11,435
November 30, 2025	\$30.7	11,946
December 31, 2025	\$31.0	12,346
January 31, 2026	\$32.0	12,405
February 28, 2026	\$32.8	12,611
March 31, 2026	\$31.0	12,130

The overall delinquencies decreased by \$1.8 million in March 2026 as compared to the last month. The Commercial Delinquencies decreased by \$1.6 million mainly due to a sewer credit adjustment posted and the one million dollar payment received by Georgetown University.

Historical Notes: (1) The temporary suspension of collection procedures in order to carry out the upgrade of the billing system to VertexOne in December 2017 was the cause of the increase in accounts receivable over 90 days (from the billing date) for September 2018. (2) The increase in accounts receivable from March 2020 to September 2022 is primarily due to increased delinquencies and deferred payments due to the impact of COVID-19.

Greater Than 90 Days by Customer

	Number of Accounts			Month of Mar (All Categories)				Total Delinquent				
				Active		Inactive		Feb		Mar		
	W & S	Impervious Only	Total No. of	No. of	Amount	No. of	Amount	No. of	Amount	No. of	Amount	%
	a/c	a/c	a/c	a/c	(\$)	a/c	(\$)	a/c	(\$)	a/c	(\$)	
Commercial	8,379	1,823	10,202	999	4,866,728	129	\$820,004	1,171	\$7,296,467	1,128	\$5,686,732	18%
Multi-family	9,115	303	9,418	1,347	15,616,699	46	\$255,048	1,397	\$15,679,762	1,393	\$15,871,747	51%
Single-Family Residential	108,154	1,905	110,059	9,448	9,242,103	161	\$227,391	10,043	\$9,827,213	9,609	\$9,469,495	31%
Total	125,648	4,031	129,679	11,794	\$29,725,529	336	\$1,302,444	12,611	\$32,803,442	12,130	\$31,027,973	100%

Notes: Included in the above \$31.0M (or 12,130 accounts) of the DC Water Over 90 days delinquent accounts, \$2,669,845.54 (or 980 accounts) represents Impervious only accounts over 90 days delinquent.
 -Reportable delinquencies do not include balances associated with a long standing dispute between DC Water and a large commercial customer.
 -Delinquent accounts (12,130) as a percentage of total accounts (129,679) is 9.4 percent.
 -Delinquent impervious only accounts (980) as a percentage of total accounts (129,679) is 0.8 percent.
 -Delinquent impervious only accounts (980) as a percentage of total delinquent accounts (12,130) are 8.1 percent.
 -Delinquent impervious only accounts (980) as a percentage of total impervious only accounts (4,031) are 24.3 percent

Monthly Report to DC Retail Water and Sewer Rates Committee

Fiscal Year-to-Date
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Customer Arrears Data

Arrears by Customer Category:

Category	> 30 Days		> 60 Days		> 90 Days	
	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount
Commercial	2,075	\$10,037,080	1,443	\$7,206,417	1,128	\$5,686,732
Multi Family	2,129	20,949,173	1,659	18,015,420	1,393	15,871,747
Residential	19,681	13,318,920	12,886	10,977,976	9,609	9,469,495
Total	23,885	\$44,305,173	15,988	\$36,199,813	12,130	\$31,027,973

Arrears by WARD for Residential Category:

Ward	> 30 Days		> 60 Days		> 90 Days	
	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount
1	1,196	\$691,310	705	\$534,174	497	\$447,199
2	534	216,168	370	153,794	203	120,116
3	615	308,527	315	231,637	204	196,110
4	3,434	2,072,906	2,094	1,675,271	1,489	1,419,245
5	3,914	2,594,150	2,550	2,110,087	1,903	1,808,485
6	1,041	576,497	648	460,610	471	394,381
7	5,746	4,330,215	3,935	3,638,529	3,067	3,188,952
8	3,201	2,529,148	2,269	2,173,874	1,775	1,895,007
Total	19,681	\$13,318,920	12,886	\$10,977,976	9,609	\$9,469,495

CAP+, CAP, CAP2 and CAP3 Customers in Arrears*

Ward	> 30 Days		> 60 Days		> 90 Days	
	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount
CAP+	662	\$539,394	585	\$473,101	510	\$386,051
CAP	385	207,096	306	171,882	258	134,627
CAP2	34	13,175	25	10,886	19	8,413
CAP3	3	1,397	2	1,232	2	1,176
Total	1,084	\$761,061	918	\$657,100	789	\$530,267

* Based on number of accounts that have been given credit in Mar 2026

CAP+ Customer Arrears by Ward*

Ward	> 30 Days		> 60 Days		> 90 Days	
	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount
1	31	\$23,173	26	\$20,892	20	\$15,545
2	3	2,373	3	2,017	3	1,761
3	4	5,521	4	4,403	4	4,024
4	95	82,593	88	72,995	70	58,795
5	144	120,657	127	107,670	115	88,977
6	36	20,657	30	14,571	27	10,195
7	212	158,336	185	136,009	163	111,784
8	137	126,084	122	114,544	108	94,968
Total	662	\$539,394	585	\$473,101	510	\$386,051

* Based on number of accounts that have been given credit in Mar 2026

Monthly Report to DC Retail Water and Sewer Rates Committee

Fiscal Year-to-Date
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Customer Arrears Data

CAP Customer Arrears by Ward*

Ward	> 30 Days		> 60 Days		> 90 Days	
	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount
1	13	\$6,976	11	\$6,170	8	\$3,703
2	3	325	3	170	1	68
3	3	1,426	3	1,094	2	771
4	53	31,297	44	26,475	37	21,188
5	77	46,269	67	39,636	54	29,282
6	14	7,159	10	5,701	8	4,701
7	123	59,093	88	44,457	80	35,378
8	99	54,550	80	48,178	68	39,537
Total	385	\$207,096	306	\$171,882	258	\$134,627

* Based on number of accounts that have been given credit in Mar 2026

CAP2 Customer Arrears by Ward*

Ward	> 30 Days		> 60 Days		> 90 Days	
	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount
1	0	\$0	0	\$0	0	\$0
2	0	0	0	0	0	0
3	0	0	0	0	0	0
4	1	43	0	0	0	0
5	2	144	2	125	1	48
6	0	0	0	0	0	0
7	21	7,486	16	6,094	11	4,746
8	10	5,501	7	4,666	7	3,619
Total	34	\$13,175	25	\$10,886	19	\$8,413

* Based on number of accounts that have been given credit in Mar 2026

CAP3 Customer Arrears by Ward*

Ward	> 30 Days		> 60 Days		> 90 Days	
	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount	No. of Accounts	Delinquent Amount
1	0	\$0	0	\$0	0	\$0
2	0	0	0	0	0	0
3	0	0	0	0	0	0
4	0	0	0	0	0	0
5	1	118	0	0	0	0
6	0	0	0	0	0	0
7	1	106	1	59	1	3
8	1	1,173	1	1,173	1	1,173
Total	3	\$1,397	2	\$1,232	2	\$1,176

* Based on number of accounts that have been given credit in Mar 2026

Monthly Report to DC Retail Water and Sewer Rates Committee

Fiscal Year-to-Date
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Developer Deposits

Developer Deposits are funds paid to DC Water for plans that are approved by the Permit Operations Department. They include:

- Flat fees for taps, abandonments, sewer connections, etc.
- Reimbursable estimated fees for inspection labor hours charged to the account.
- Deposits held as security against damage and uncharged accounts.
- Miscellaneous non-commercial account items (hydrant use, groundwater dewatering, waste hauler fees, etc.)
- As of March 31, 2026, developer deposits had \$32.9 million in credit balances (liability) and \$11.77 million in debt balances (receivable).

Balances by Year as of March 31, 2026

Credit Balances (Liability)	Debit Balances (Receivables)
\$32.9 million	\$11.77 million

Year	Credit Balances	Number of Accounts with Credit Balances	Debit Balances	Number of Accounts with Debit Balances	Net Balance
2001	\$ -	-	\$ 960,164.05	1	\$ 960,164.05
2002	\$ -	-	\$ 1,836.00	2	\$ 1,836.00
2004	\$ -	-	\$ 9,066.08	6	\$ 9,066.08
2005	\$ (282,698.64)	74	\$ 260,270.23	86	\$ (22,428.41)
2006	\$ (267,855.30)	22	\$ 271,416.02	74	\$ 3,560.72
2007	\$ (114,482.12)	24	\$ 135,267.96	47	\$ 20,785.84
2008	\$ (227,017.73)	27	\$ 189,458.72	48	\$ (37,559.01)
2009	\$ (134,162.53)	19	\$ 166,341.68	41	\$ 32,179.15
2010	\$ (88,403.32)	23	\$ 111,730.02	36	\$ 23,326.70
2011	\$ (227,558.15)	46	\$ 510,886.46	52	\$ 283,328.31
2012	\$ (422,979.08)	97	\$ 442,047.16	82	\$ 19,068.08
2013	\$ (498,376.70)	85	\$ 245,969.44	76	\$ (252,407.26)
2014	\$ (772,807.88)	85	\$ 948,604.72	60	\$ 175,796.84
2015	\$ (762,295.93)	189	\$ 255,459.62	35	\$ (506,836.31)
2016	\$ (1,986,184.84)	281	\$ 431,336.47	52	\$ (1,554,848.37)
Subtotal - 2001 through 2016	\$ (5,784,822.22)	972	\$ 4,939,854.63	698	\$ (844,967.59)
2017	\$ (1,517,629.42)	352	\$ 440,317.31	107	\$ (1,077,312.11)
2018	\$ (2,131,657.78)	391	\$ 794,741.05	111	\$ (1,336,916.73)
2019	\$ (3,238,159.29)	344	\$ 1,638,372.59	153	\$ (1,599,786.70)
2020	\$ (3,335,953.17)	220	\$ 501,295.24	118	\$ (2,834,657.93)
2021	\$ (3,348,998.74)	266	\$ 521,646.15	138	\$ (2,827,352.59)
2022	\$ (5,165,587.20)	268	\$ 925,851.74	166	\$ (4,239,735.46)
2023	\$ (2,830,460.83)	164	\$ 995,527.76	121	\$ (1,834,933.07)
2024	\$ (2,492,288.69)	141	\$ 554,689.90	109	\$ (1,937,598.79)
2025	\$ (2,282,868.84)	156	\$ 222,810.59	83	\$ (2,060,058.25)
2026	\$ (772,299.00)	35	\$ 239,711.00	69	\$ (532,588.00)
Subtotal - 2016 through 2026	\$ (27,115,902.96)	2,337	\$ 6,834,963.33	1,175	\$ (20,280,939.63)
Total	\$ (32,900,725.18)	3,309	\$ 11,774,817.96	1,873	\$ (21,125,907.22)

Forfeiture Action		
Accounts Forfeited on August 16, 2021	(4,838,938.52)	1,011
Accounts Forfeited on September 23, 2022	(1,286,705.10)	348
Accounts Forfeited on March 26, 2024	(1,621,242.25)	262
Accounts Forfeited on September 27, 2024	(764,105.79)	113
Accounts Forfeited on September 28, 2025	(969,992.94)	182
execution.	(5,784,822.22)	972

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Developer Deposits

Customer Communication

Statements are provided to customers when there is activity on the account. To ensure that all customers are aware of the balances, statements are also mailed annually irrespective of whether there is activity on the account. For the last five years, annual statements were mailed to customers on March 19, 2026, June 20, 2025, March 26, 2024, April 28, 2023, and January 25, 2022.

By law, refunds are to be requested by the account owner within two years of completion (DC Code § 34–2401.10). If not requested in that period, these accounts can be forfeited and closed. DC Water has placed a statement on invoices beginning in November 2019 notifying customers of the District law and that funds would be forfeited unless a refund is requested within two years of project completion or account inactivity. A notification to customers that is posted on our website indicates that unless a refund is requested, funds will be forfeited for projects without activity for ten years. AOBA and DCBIA have been asked to notify their membership to examine the invoices.

For accounts that were forfeited, zero balance statements were mailed to customers on August 16, 2021, September 21, 2022, March 26, 2024, September 27, 2024, and September 28, 2025.

Refund Requests and Forfeiture Disputes

Following the distribution of annual account statements to customers on March 19, 2026, it was identified that refund requests now affect a total of 2,144 accounts, representing an increase of 34 newly identified refund request accounts. Additional increases are anticipated as a result of the annual statement mail-out. The table below summarizes the progress achieved to date.

Construction Inspection Refund Data

	Number of Accounts	Amount (\$)
Refund request received to date	2144	
Refunded this month	5	\$72,093.92
Refunded last month	14	\$284,914.63
Refunded FY26	130	\$1,621,367.18
Refunded FY25	250	\$3,127,116.31
Refunded in FY24	369	\$6,931,447.14
Refunded in FY23 (Oct 22 - Sept 23)	105	\$1,756,574.39
Refund requests that are debits (\$0 balance or owe DC Water)	173	(\$103,838.55)
Number of Refund Accounts Reviewed, Awaiting Information from Developers*	322	\$1,598,776.82
<i>Number of Refund Account Requested after forfeiture date**</i>	73	\$311,529.17

*Documentation required to process the refund accounts has been thoroughly examined and assembled. DC Water is in the process of obtaining address verification and/or proof of payment from the developers to complete the refund issuance. Request for this information has already been communicated to the developers.

** These accounts were forfeited, and zero balance statements were sent to the developers before they requested a refund. As a result, these accounts are not eligible for a refund.

Monthly Report to DC Retail Water and Sewer Rates Committee

Fiscal Year-to-Date
As of March 31, 2026

Payment Plan and Disconnection Report

Ward	Zip Code	Residential					Commercial					Multifamily					
		30-Day A/R	Active Plans	Plans Created	Plans Defaulted	Non-Pay Discon.	30-Day A/R	Active Plans	Plans Created	Plans Defaulted	Non-Pay Discon.	30-Day A/R	Active Plans	Plans Created	Plans Defaulted	Non-Pay Discon.*	
Total		12,829	3,757	1,810	884	1,110	1,419	96	33	21	14	1,646	337	105	61	0	
1	20001	204	58	28	5	19	93	4	1	4		8					
	20009	133	28	12	6	6	39	6	5	1		44	11	4			
	20010	364	82	38	15	36	50	2	1	4		38	5	1			
	20059						3										
2	20001	93	21	12	5	5	39	5	1		1	13	4	1			
	20004						3										
	20005	7	2	1		1	25	1	1			3					
	20006						8										
	20007	212	9	6	3		70	3				8					
	20008	5					15	3	2								
	20009	42	9	2	2	1	11	4	1			16	6	2			
	20011	1															
	20036	2					27	3	1	1	1	3	1				
	20037	8	1	1	1		7	1				5	1		1		
20057						3											
3	20007	72	10	3	1	3	14	5	1			17	1	1			
	20008	53	10	5	2	5	26	3				5	1				
	20015	44	6	4	2	2	11			1		2					
4	20016	144	24	13	5	9	119	2	1	1	1	5	1	1	1		
	20010	30	10	6	1	3	4			1	1	4	1	1			
4	20011	1636	451	198	113	121	117	8	1	4	2	136	35	8	4		
	20012	354	94	49	32	28	31	4	2			13	2		1		
	20015	65	17	8	3	5											
5	20001	224	77	31	12	20	17	2	2		1	8	1				
	20002	601	212	112	49	91	96	5	1	1	1	209	34	11	4		
	20011	223	59	35	23	19	4					7	2				
	20017	614	196	100	40	58	37	3				25	7	2			
6	20018	879	278	128	69	90	111	7	3	2	2	26	7	2	1		
	20001	17	8	3	4	1	14					5					
	20002	381	97	32	13	32	96	8	2		2	19	4				
	20003	197	39	24	8	15	37	2				13	1				
	20024	45	14	6	3	6	14	1	1			14	2	1			
20032	1																
7	20001	4	1			1											
	20002	230	93	45	16	31	14	3	2			30	8	5	3		
	20003	101	24	16	5	5	23					11			1		
	20016		1	1													
	20019	3024	935	467	199	247	109	6	3	1	1	413	64	23	23		
20020	560	148	76	41	40	11	2	1			61	18	3	1			
8	20002	4	1														
	20003	11	5	2	2	1	8										
	20009	1			1												
	20020	1262	361	185	115	113	51					247	60	19	14		
	20023	1	1	1													
	20032	979	375	160	88	96	62	3			1	238	60	20	7		
	20332	1															

*Note: inactive accounts in arrears are not included in the above and the accounts by customer class are as follows: Res. 371, Com. 160 and MF 106

*Note: Disconnect Work Orders for Multi-Family Properties were created and not assigned for field completion but are manually managed for further collection actions



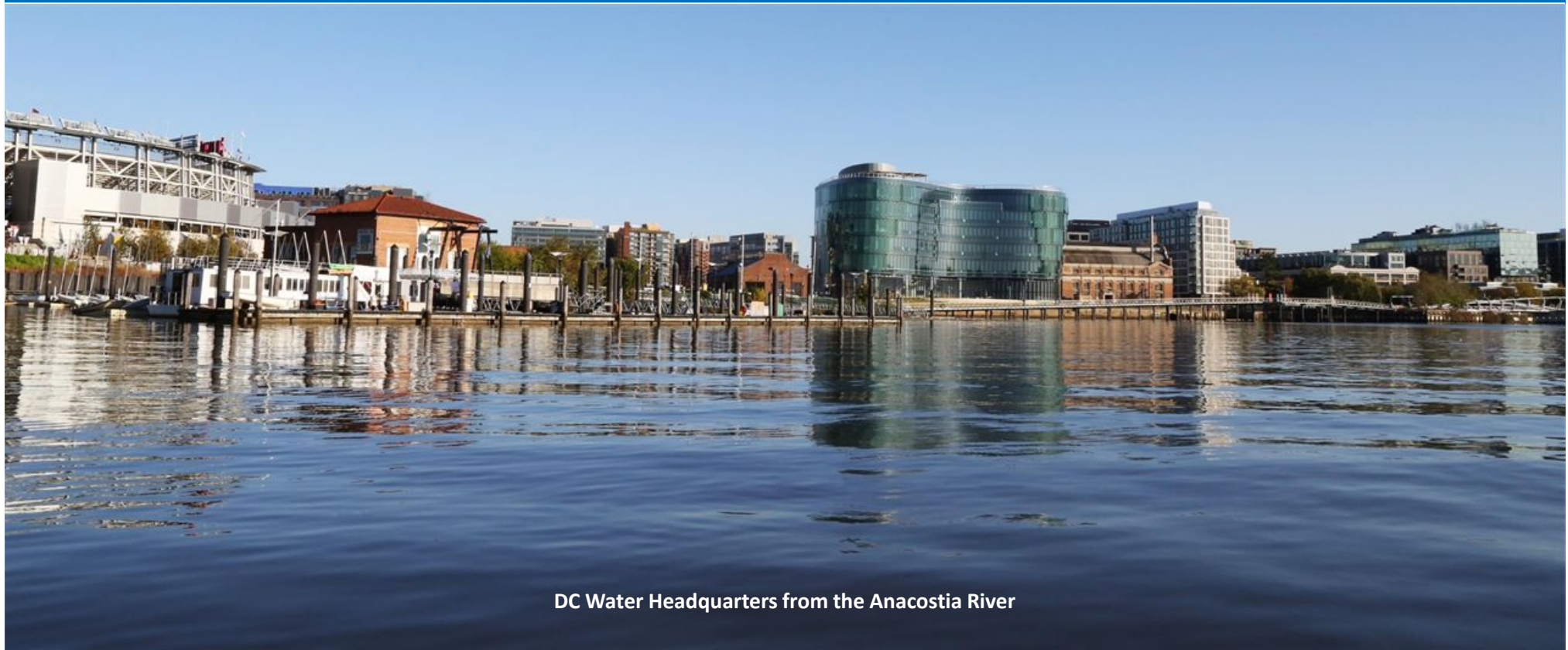
Delinquencies Status Update

Attachment B

Presentation to Retail Rates Committee, April 28, 2026

Marcus McKenzie, Acting Director of Customer Care

District of Columbia Water and Sewer Authority



DC Water Headquarters from the Anacostia River



Purpose

💧 Update the Committee on DC Water's Delinquencies Status



Retail Accounts Receivable (Delinquent Accounts)

Greater Than 90 Days By Month

	\$ in millions	# of accounts
September 30, 2012	\$5.5	13,063
September 30, 2013	\$4.9	11,920
September 30, 2014	\$5.3	12,442
September 30, 2015	\$6.5	11,981
September 30, 2016	\$7.7	12,406
September 30, 2017	\$8.4	11,526
September 30, 2018	\$13.4	16,273
September 30, 2019	\$10.6	8,744
September 30, 2020	\$17.9	13,775
September 30, 2021	\$26.3	13,065
September 30, 2022	\$29.1	12,168
September 30, 2023	\$28.0	10,420
September 30, 2024	\$33.9	11,832
September 30, 2025	\$33.4	11,414
February 28, 2026	\$32.8	12,611
March 31, 2026	\$31.0	12,130

Greater than 90 Days by Customer

	Number of Accounts			Month of Mar (All Categories)				Total Delinquent				
				Active		Inactive		Feb		Mar		%
	W & S	Impervious Only	Total No. of	No. of	Amount	No. of	Amount	No. of	Amount	No. of	Amount	
	a/c	a/c	a/c	a/c	(\$)	a/c	(\$)	a/c	(\$)	a/c	(\$)	
Commercial	8,379	1,823	10,202	999	4,866,728	129	\$820,004	1,171	\$7,296,467	1,128	\$5,686,732	18%
Multi-family	9,115	303	9,418	1,347	15,616,699	46	\$255,048	1,397	\$15,679,762	1,393	\$15,871,747	51%
Single-Family Residential	108,154	1,905	110,059	9,448	9,242,103	161	\$227,391	10,043	\$9,827,213	9,609	\$9,469,495	31%
Total	125,648	4,031	129,679	11,794	\$29,725,529	336	\$1,302,444	12,611	\$32,803,442	12,130	\$31,027,973	100%

Notes: Included in the above \$31.0M (or 12,130 accounts) of the DC Water Over 90 days delinquent accounts, \$2,669,845.54 (or 980 accounts) represents Impervious only accounts over 90 days delinquent.
 -Reportable delinquencies do not include balances associated with a long standing dispute between DC Water and a large commercial customer.
 -Delinquent accounts (12,130) as a percentage of total accounts (129,679) is 9.4 percent.
 -Delinquent impervious only accounts (980) as a percentage of total accounts (129,679) is 0.8 percent.
 -Delinquent impervious only accounts (980) as a percentage of total delinquent accounts (12,130) are 8.1 percent.
 -Delinquent impervious only accounts (980) as a percentage of total impervious only accounts (4,031) are 24.3 percent



Delinquency Status

Delinquency Status as of March 31, 2026

- Top 200 accounts represent \$15.5 million or 50% of Total Delinquency Greater than 90 Days

	Top Accounts		Total Delinquency > 90 Days		%
	# of account	Amount	# of account	Amount	
Commercial	20	3,459,614	1,128	5,686,732	61%
Multifamily	83	10,007,938	1,393	15,871,747	63%
Residential	97	2,028,170	9,609	9,469,495	21%
	200	15,495,723	12,130	31,027,973	50%



Collection Actions

Dunning Path – The automated process of monitoring accounts through a defined sequence of collection actions. These procedural steps are initiated based on dollar threshold and the number of days an outstanding balance remains unpaid following the invoice due date.

Past Due (after due date)	Collection Steps
Day 1	10% late fee on monthly charges billed and not paid in full by due date.
Day 2	Late Payment Reminder Call for monthly charges billed and not paid
Day 4	Late Payment Reminder Notice for monthly charges billed and not paid
Day 9	30 Day Disconnect Notice Mailed / Disconnect Call Generated
Day 35	Intent to Lien Notice Mailed / Intent to Lien Call Generated
Day 39	Disconnect Service Order created. Service can be disconnected anytime after this date.
Day 50	Lien Recorded / Certified Mail – Lien is continuous and released when paid in full.

Fiscal Year	Late Payment Reminders	# of Disconnect Notices	Disconnect Work Orders	Completed Disconnects	Intent to Lien	Liens Recorded
FY25	158,708	54,125	22,109	12,403	9,602	1,972
FY26**	78,339	22,111	6,513	743*	3,999	1,452

*YTD FY26 Completed disconnects were down during the Christmas to New Years holidays. Due to inclement weather, disconnections were paused through January 2026, disconnects resumed for RES / COM the 1st week of February 2026.

**> 60 Days delinquent targeted outreach efforts (Email / Phone) are performed by the Collections Team. The Dunning process continues for any new charges that become eligible and 1% interest is compounded monthly on balances after 60 days. FY26 is YTD March 2026. 5,126 liens have been recorded across multiple fiscal years as of 3/31/2026.



Additional Collection Efforts

💧 Tax Sale – DC Water is invited to participate in the annual Tax Sale. Several criteria are met before an account is referred for tax sale. Once identified, accounts secured with lien are then converted to a tax lien for collection administered by the Office of Tax Revenue through the upcoming Tax Sale.

💧 Criteria:

- No Estimated Bills
- Active Lien > 1 year and \$1,000 > Delinquent
- No Bankruptcy Declaration
- No Disputes / Account Locks
- No Current Tax Sale Referrals
- No Receivership
- No Homestead credit on property
- No Active Payment Terms

Fiscal Year	YTD Dollars Collected –Tax Sale
FY2023	\$814,259
FY2024	\$1,280,554
FY2025	\$2,239,352
FY2026	\$0.00

Tax Sale dollars collected do not include payments made directly to DC Water.

Tax Year	# of Residential	Res-Total AR	# of Multi-Family	MF-Total AR	# of Commercial	Com-Total AR	Total Properties	Total AR Balance
FY 2023	21	\$ 110,799	2	\$ 48,458	18	\$ 40,235	41	\$199,492
FY 2024	10	\$ 84,327	7	\$ 255,901	1	\$ 731	18	\$340,959
FY 2025	23	\$ 225,582	28	\$ 1,794,796	21	\$ 143,731	72	\$2,164,109
FY 2026	<u>229</u>	\$ 905,031	<u>45</u>	\$ 546,136	<u>24</u>	\$ 168,869	<u>298</u>	<u>\$1,620,036</u>
Total	283	\$1,325,739	82	\$2,645,291	64	\$353,566	429	\$4,324,596

Accounts currently in Tax Sale / Total outstanding balance



Additional Collection Efforts

- Flexible Payment Terms**– Installment plans are available to all customer classes. A down payment percentage of the total bill maybe be required to establish terms based on default and / or payment history.

Payment Terms	Created	Active	Defaulted
FY2025	19,170	4,115	12,704
FY2026 YTD	9,282	4,190	6,411

- Payment Terms** – Disconnected Residential customers can make a 30% down payment and establish payment terms. A reconnection work order is created with receipt of down payment and commitment to terms.
- Payment Plan Incentive Program** – After 3 qualifying payments Residential customers receive a 50% incentive credit towards the arrears portion of their bill. The amount of the incentive credit is based on the payments made and posted quarterly. The program ends 9/30/2026.

Fiscal Year	# of Accounts	Credits Posted
FY2024	470	\$122,307
FY2025	2,250	\$601,461
FY2026 YTD	1,258	\$415,913



Additional Collection Efforts

- 💧 Receivership – is an effective debt-recovery tool: qualifying high-delinquency multi-family accounts are sent to OGLA, which seeks a court order directing a portion of rents into escrow until the water and sewer debt is paid.
- 💧 Active Receivership – Currently there are approx. (16) Multi-Family properties representing approx. \$1.625 million dollars in receivership.

***Targeted outreach efforts are performed by the Collections team with the goal of payment collection or establishing payment terms before referring to Legal for receivership.*



Collection Challenges

💧 **Multi-Family** – Over the past year, DC Water has collaborated with District agencies, the DC Council and area associations to enhance communication for disconnect-eligible delinquent accounts. Following the issuance of the 30-day disconnect notice, a 30-day posting notice is issued at the property.

- Expired Postings – Eligible for Disconnection
- Property Management Co.'s – Lack of Payment and Responsibility
 - Tenants – Last to know
- Account Balance – Delinquencies are too high for most properties to resolve even with payment terms
- Unresolved Repairs – Outstanding repair notices, longstanding leaks that are spiking bills
- External Communications – Partner agencies and advocacy groups are involved but not well informed
- Public Perception – DC Water is inflexible with assistance

# of Postings	Total Account Balance	Payments Collected	Payment Terms Established	Payments Collected	Pending Disconnections	Disconnected
139	\$3.11 mil	\$221,351	7	\$49,718	103	29

Data represents FY26 (Oct-Mar) outcomes



Multi-Family Timeline

	Disc Notice Posted	Total Disconnected	Still Disconnected 04/14/2026	On Without Authorization
All Rate Classes		3,287	1,799	268
Multifamily Total	139	74	63	24

💧 FY25 – Initiated a tiered approach for multifamily apartment properties:

- March 2025 - began disconnections for 4–6-unit properties.
- June 2025 - expanded to larger apartment complexes
- July 2025 - paused multifamily disconnections due to Council legislation.
- August and September 2025 - resumed multifamily disconnections.

💧 FY26 – Disconnections Continued

- October – Nov 21st – Resumed disconnections
- Nov –March 2026 – Disconnections paused (Holidays, Inclement weather, Increased external involvement)

💧 Ongoing – collaboration and coordination with District advocacy groups.

MF > 90 Days delinquent March 2026 \$15.8 mil, Top 83 accounts represent \$10 mil.



Collection Challenges

- Untimely Bill Disputes / Admin Req's** – Late customer filings trigger PIC letters and create a backlog while Legal prepares Motions to Dismiss. Under regulations, DC Water does not investigate untimely disputes; customers have 15 days from the PIC letter to request a hearing.
- Timely Administrative Hearing Request** – Timely disputes and hearing requests are being processed, but most cases require meter test results to support DC Water's findings. With the test bench down for over a year, these cases remain backlogged and often lean in the customer's favor.

Untimely BD / AHR	Disputed Bill Amount	Timely AHR	Disputed Bill Amount
165	\$662,177	259	\$1,158,636

Historically, adverse collection actions have been suspended during this time, attributing to the increase in outstanding receivables > 90 days.



Customer Assistance

- Restart all assistance programs (CAP+, CAP1, CAP2, CAP3, CRIAC, Residential Leak Assessment and Repair, SPLASH and Payment Plan Incentive)
- Continue assistance awareness, including:
 - Collaborating with DC Lead-Free Activators
 - Target previous participants
 - Increasing social media awareness
 - Leverage UDP committee meetings to identify new media channels and increase program participation

Revenue Recovery

- Resume Multi-Family disconnections
- Strategize / Implement targeted “Amnesty Program”, Extend PPIP FY2027
- Create One Time courtesy adjustment program FY26 (Every 2 yr Adjustment)
- Continue collaboration with District agencies and advocacy groups to increase tenant awareness and notification



QUESTIONS





Appendix



Commercial Category – Top 20 accounts

Delinquency Status as of March 31, 2026

Account_Name	Feb 2026 - Over 90 Day	March 2026 - Over 90 days	Diff March vs Feb	Status
GEORGETOWN UNIVERSITY	\$ 2,166,185	\$ 620,396	(1,545,789)	Sewer Credit Adjustment Posted \$853K, \$1 mil payment received
CONSOLIDATED RAIL CORPORATION	\$ 654,433	\$ 671,996	17,563	Impervious Area - Under Legal Review
PARK 7 RESIDENTIAL LP	\$ 610,888	\$ 673,854	62,966	Paying \$25k per week over 12 wks starting 4-3-26. Balance in Pymt terms
1009 11TH ASSOCIATES LLC	\$ 190,530	\$ 203,527	12,997	Lien / Disconnected / Vacant -Referred for Receivership
WILLIE CRAFT JR AND ADIA JEAN BROWN	\$ 150,511	\$ 151,040	529	Admin Hearing Pending
LASALLE PARTNERS MGMT	\$ 142,943	\$ 142,942	(1)	Account Closed Eminent Domain / No Lien Filed / W/O
REAL ESTATE & IMPROVEMENT COMPANY O	\$ 136,189	\$ 139,800	3,611	Impervious Only Rail Road -Pending Admin Hearing
DC HOUSING AUTHORITY	\$ 129,687	\$ 990	(128,696)	Charges moved to DCHA Group Bill (2053400-New Account)
SIH JV NEBT	\$ 104,781	\$ 97,830	(6,951)	Hydrant Accounts Pending Follow-up
CALVARY BAPTIST CHURCH	\$ 86,124	\$ -	(86,124)	Incorrect Meter Reading Bill Correction
RIDGELY WHITE MARSH CORP HOLDINGS L	\$ 52,528	\$ 34,271	(18,257)	Dispute/Leak Adj \$37K posted 3-3-26
SARAH02 INC	\$ 50,611	\$ 51,207	596	Impervious Only in 2020 Tax Sale / Probate
SALINI IMPREGILO HEALY (FIRE HYDRAN	\$ 49,736	\$ 61,195	11,459	Fire Hyrant Acct Referred to WQ
KENTUCKY COURTS LLC	\$ 48,198	\$ 48,793	595	IA Only/Lien/2019 Tax Sale
YESHIMEBETH BELAY	\$ 46,227	\$ 46,898	670	Admin Hearing Pending
SIHJV-NEBT PERMITS (HYDRANT ONLY)	\$ 44,819	\$ 44,818	(1)	Hydrant Account referred to WQ
HENLEY PARK HOTEL	\$ 44,299	\$ 39,379	(4,920)	Legal (untimely dispute)/ Active Installment Plan
NATCO DEVELOPERS INC	\$ 43,404	\$ 2,965	(40,439)	ERUs exempted / Balance Adjusted
8 PARKSIDE, LLC	\$ 43,372	\$ 43,372	-	Hydrant Account referred to WQ
DISTRICT OF COLUMBIA	\$ 43,060	\$ 44,101	1,041	Lien/Pending Confirmation w/ District Gov Ownership



Multifamily Category – Top 36 accounts

Delinquency Status as of March 31, 2026

Account_Name	Feb 2026 - Over 90 Days	March 2026 - Over 90 days	Diff March vs Feb	Status
BENNING PARK APARTMENTS	\$ 577,399	\$ 625,647	48,248	Legal/Receivership continuation
BENNING PARK APTS	\$ 574,129	\$ 621,010	46,881	Legal/Receivership continuation
SUNFLOWER HOUSE INC	\$ 294,370	\$ 301,746	7,376	Lien/Receivership
BENNING HEIGHTS COOP INC	\$ 290,608	\$ 300,367	9,759	Legal
NEW BETHEL BAPTIST CHURCH	\$ 228,294	\$ 230,098	1,804	Lien/Installment Plan
CHAMPLAIN COURT COOP INC	\$ 223,303	\$ 237,546	14,243	Lien/Tax Sale
BROOKS OAK HILL PROPERTIES LLC	\$ 213,000	\$ 223,737	10,737	Lien / Pending Payment Terms
DOUGLAS KNOLL APARTMENTS	\$ 201,086	\$ 229,387	28,301	Lien
CRAWFORD ASSOCIATES	\$ 200,945	\$ 208,731	7,786	Lien / Tax Sale
BENNING AND G ST LLC	\$ 194,807	\$ 216,175	21,368	Lien / Possible Receivership / Legal.
BRUCE GARDENS LLC	\$ 194,180	\$ 10,594	(183,586)	Account 84353 PIF.
1850-1854 KENDALL ST NE LLC	\$ 190,313	\$ 190,699	386	Lien / Potential Receivership.
HAMPSTEAD JEFFERSON PARTNERS L	\$ 184,321	\$ 180,315	(4,006)	Lien / Installment Plan Defaulted.
OAK PARK APARTMENTS LLC	\$ 183,645	\$ 175,657	(7,988)	Lien / Potential Receivership / Installment Plan
AMBER OVERLOOK CONDO UNIT OWNERS AS	\$ 183,512	\$ 192,277	8,765	Lien / Hearing / Charges Affirmed.
HERMINIA STEININGER	\$ 179,893	\$ 183,634	3,741	Lien / Disconnected / Vacant -Potential Receivership
THE JAMISON AT H STREET CONDOMINIUM	\$ 178,613	\$ 180,538	1,925	Lien / Installment Plan Defaulted.
BENNING PARK NEIGHBORHOOD CORPORATI	\$ 166,117	\$ 176,700	10,583	Legal
BW BAILEY KNOX PLACE APARTMENTS LLC	\$ 158,515	\$ 154,682	(3,833)	Lien / Possible Receivership / Property in Court Litigations / Dunning Lock.
MELPRO LLC	\$ 157,371	\$ 157,487	115	Lien / Property entered in FY25 Tax Sale
GRANDVIEW ESTATES CONDO ASSOC	\$ 146,484	\$ 116,831	(29,653)	\$86K in dispute / Customer disputes every month / Customer paid \$40K.
VETERANS COOPERATIVE HOUSING ASSOC	\$ 144,851	\$ 129,176	(15,675)	Lien
336 37TH LLC	\$ 142,424	\$ 145,887	3,464	1 Account has a lien / The others accounts are current
56 GALVESTON PLACE SW CONDOMINIUM	\$ 140,484	\$ 141,965	1,480	Lien / Disconnected / Unauthorized Usage
PARKWAY HOUSE OWNER LLC	\$ 134,500	\$ 134,500	(0)	Lien / Installment Plan Defaulted.
WAYNE PL SR LIVING LTMD PRT	\$ 134,294	\$ 101,356	(32,938)	Lien / Installment Plan.
THE PEOPLES COOPERATIVE	\$ 130,271	\$ 131,596	1,325	On hold until 4/11/26 due to CAO and Legal conversation with DCG agency.
1828 Q STREET SE APARTMENTS LLC	\$ 126,272	\$ 126,249	(23)	Lien / Receivership / Hold 10/30/26.
N B C USA HOUSING INC TWENTY-FOUR	\$ 114,873	\$ 147,474	32,601	Lien / Potential Receivership.
307-311 DIVISION AVENUE LLC	\$ 110,705	\$ 114,825	4,120	Lien / Potential Receivership.
EJAR PROPERTIES LLC	\$ 109,821	\$ 117,474	7,653	Lien / Potential Receivership.
BCC PRESERVATION FUND I LLC	\$ 107,412	\$ 105,264	(2,148)	Lien / Potential Receivership / Dunning Lock 09/30/26 (B.Miller)
PARAGON REO 8 LLC	\$ 105,512	\$ 102,534	(2,978)	Lien
SHADRACH PROPERTIES LLC	\$ 103,728	\$ 105,835	2,107	Lien / Potential Receivership.
UNITED 2ND ST CORP ASSOC	\$ 102,136	\$ 104,521	2,385	Lien / Both accounts placed in FY25 Tax Sale.
DELTA 2 OWNER LLC	\$ 101,217	\$ 75,014	(26,203)	Lien / \$50K Payment and Installment Plan Active.
DEVON COURTS LLC	\$ 99,756	\$ 169,449	69,693	Lien / Top dollar accounts placed in FY25 Tax Sale

Attachment C



Cost of Service Study Follow-up of Rates Affordability

April 28, 2026



Purpose

- To provide an update on the Cost of Service Study follow up on Rates Affordability, conducted by Independent Rate Consultant



Independent COS Study

- 💧 Cost of Service Study (COS) for Water and Sewer includes review of Rates Affordability
- 💧 The COS study for Water and Sewer was performed in FY2026
- 💧 Independent consultants bring an unbiased perspective, which ensures that the study is impartial and objective. The consultants have specialized knowledge and experience in conducting COS studies. Their experience can lead to more accurate and thorough analysis
- 💧 Raftelis has conducted this COS study for Water and Sewer. They have vast experience of providing consulting services for various COS studies for rates, charges and fees, Potomac Interceptor and Miscellaneous Fees. The company has over thirty years of experience in the utility space



Customer Programs Recognized by EPA

Bill Discount

- DC Water offers programs with incomes up to 100% MFI
- **CAP+** programs offers even more robust assistance to households up to 20% MHI
- **CAP I** program offers assistance to households up to 60% SFI

Flexible Terms

- DC Water offers payment plans
- **Payment Plan Incentive Program** – Residential customers who meet the terms of their payment plans will have a 50% credit to their arrears

Lifeline Rate

- **Lifeline Rate** provides a discount for the first four Ccfs of water
- Customer can save money a month if they can conserve water

Temporary Assistance

- **SPLASH** program, paid for with customer, employee, and Board member contributions

Water Efficiency

- \$500,000 **Leak Assessment** program will provide water audits to help CAP+, CAP I and CAP 2 customers identify the source of leaks and high bills



DC Water

Cost of Service Study Follow-up: AFFORDABILITY

April 28, 2026



Are the proposed rates affordable?

Background – Cost Recovery Methodology

Residential

- Benchmarking
- Affordability Metrics
- DC Water Affordability Challenge Mitigation

Commercial

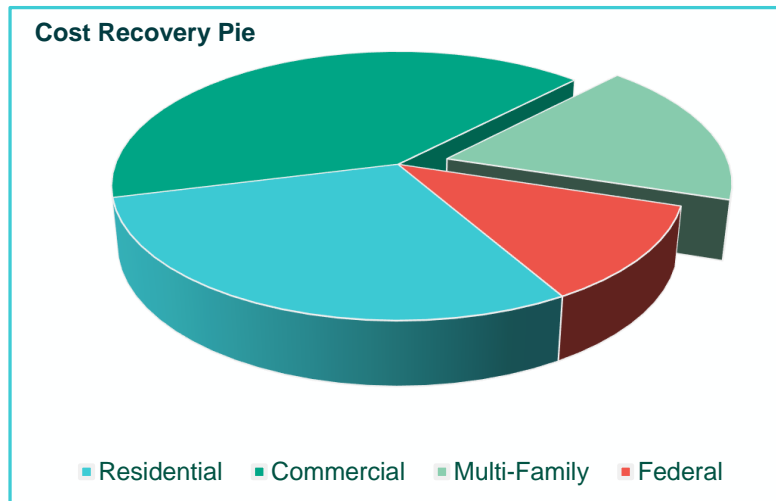
- Benchmarking
- Industry Guidance
- DC Water Accommodations

Conclusions

Q&A

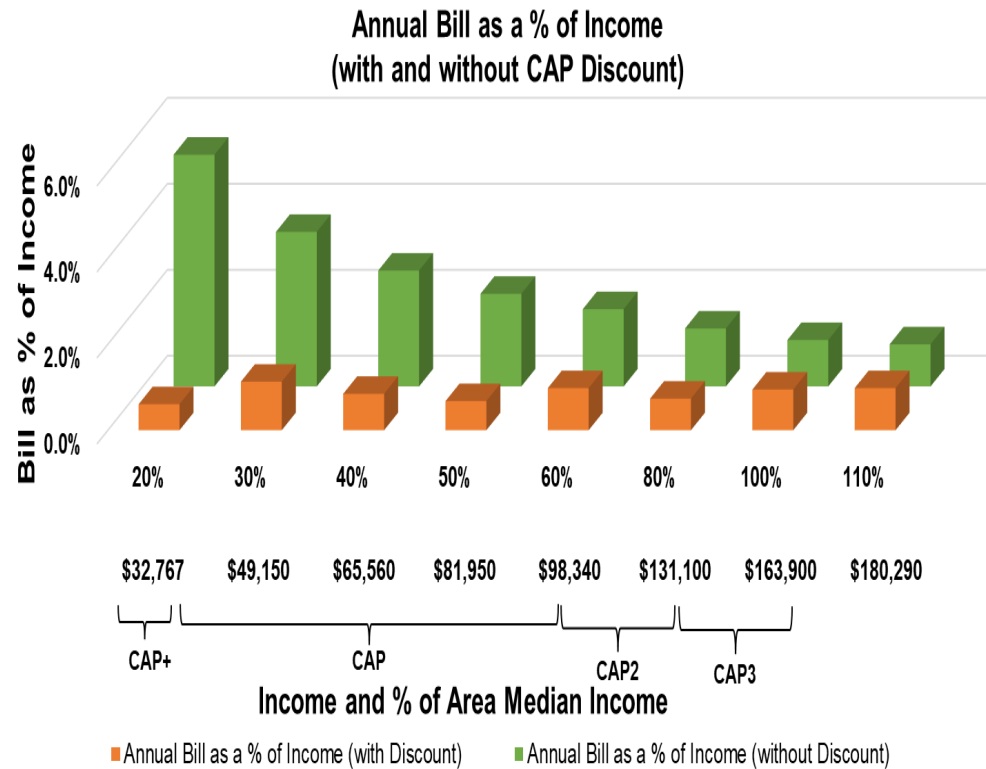
Cost Recovery Methodology

- Costs to be recovered are based on approved budget, CIP, and financial policies
- Allocate costs to customers based on usage of the systems
- Rate structure follows COS principles and industry practice
- No customer class subsidizes any other class



Annual Bill as a % of Income

- The average residential customer bill as a percentage of median household income (MHI at 60%) is about 1.8%, an affordability metric
- For residential customers with incomes below MHI, DC Water offers robust assistance programs
- This budget continues our Customer Assistance Programs:
 - 1) CAP+ for 20% AMI
 - 2) CAP I for 60% SMI
 - 3) CAP II for 80% AMI
 - 4) Household Leak program will help CAP customers with leaks identify issues



Residential Customers



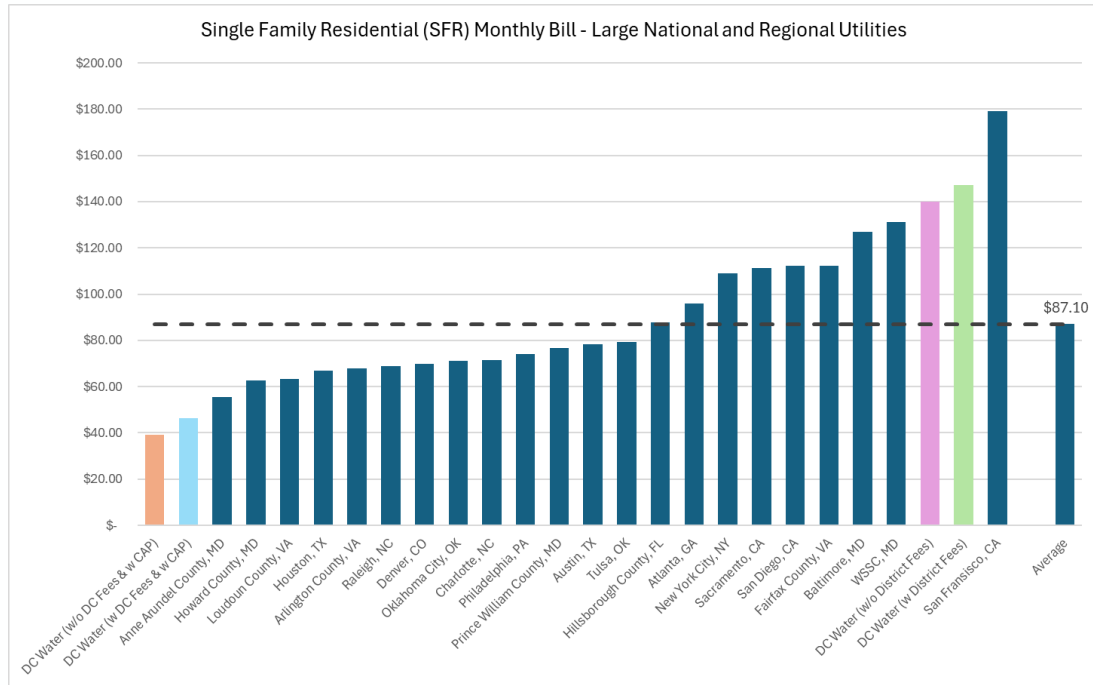
Are the proposed rates affordable for residential customers?

1. Benchmarking
2. EPA Guidance on service area affordability
3. Industry developed customer affordability metrics
4. DC Water customer assistance offerings

Comparative User Charges – Large National and Regional Utilities

Shortcomings of Benchmarking:

- Some utilities use sales tax revenue or property tax revenue to subsidize water and sewer
- Many do not face the same issues of aging infrastructure and treatment regulations



- Assumes average residential consumption of 5.42 Ccf, or 4,054 gallons, per month. Ccf = hundred cubic feet, or 748 gallons.
- Reflects rates and fees in place as of November 1, 2025. The Authority's charges with District fees include the PILOT/ROW fee totaling \$0.82 per Ccf and the DDOE residential stormwater rate of \$2.67 per ERU per month.

1997 EPA Guidance for Consent Decree Negotiation


- “Affordability threshold” is set at 4-4.5% of the utility service area median income for total water + sewer costs
- **DC Water bills are affordable under these criteria**
- Criticisms include:
 - Fails to look at individual customers
 - Fails to look at economically disadvantaged customers
 - Fails to account for cost of living
- Results:
 - DC MHI - \$110,000/household
 - Existing monthly bill - \$147.16 or 1.6% of MHI
 - Proposed FY 2027 - \$156.80 or 1.7% of MHI
 - Proposed FY 2028 - \$165.07 or 1.8% of MHI



**Combined Sewer Final
Overflows—Guidance for
Financial Capability
Assessment and Schedule
Development**

Developing A New Framework For Household Affordability Burden (2019)

- “Affordability threshold” is set at 7-10% of the utility bill for lowest quintile income (LQI)¹ plus poverty prevalence
- **DC Water bills are affordable under these criteria**
- Changes from EPA Guidance include:
 - Looks at individual customers
 - Looks at economically disadvantaged customers
 - Fails to account for cost of living
- Results:
 - Households below 200% of FPL about 20%
 - DC LQI - \$30,000/household
 - Existing monthly bill - \$147.16 or 5.9% of LQI
 - Proposed FY 2027 - \$156.80 or 6.3% of LQI
 - Proposed FY 2028 - \$165.07 or 6.6% of LQI
 - Proposed FY 2028 CAP Bill - \$53.03 or 2.1% of LQI

		Poverty Prevalence		
		>35%	20-35%	<20%
Bill as % of LQI	>10%	Very High	High	Moderate
	7-10%	High	Moderate	Moderate
	<7%	Moderate	Moderate	Low
				

Easily Understood Metrics: Hours Required at Minimum Wage to Pay Average Bill

- A bill is affordable if it is less than gross pay for 8 hours at minimum wage
- **DC Water bills are affordable under these criteria**
- Changes from EPA Guidance include:
 - Looks at individual customers
 - Looks at economically disadvantaged customers
 - Accounts for cost of living
- Results:
 - Minimum wage (eff. 7/1/2026): \$18.40/hr
 - Existing monthly bill - \$147.16 or 8.0 hours
 - Proposed FY 2027 - \$156.80 or 8.5 hours ¹.
 - Proposed FY 2028 - \$165.07 or 9.0 hours ¹.
 - Proposed FY 2028 CAP Bill - \$53.03 or 2.9 hours

1. Does not account for increases in DC minimum wage



Get current,
Get assistance or
Get on a payment plan.

Call us at 202-354-3600 or
email cares@dcwater.com

DCWATER.COM



Hello Residential Customers, let us help you pay your
outstanding water bill through our Payment Plan Incentive Program.



Under the Payment Plan Incentive Program,
DC Water will reduce your outstanding balance
by fifty percent (50%) of your payments
towards the balance when you enroll in an
eligible payment plan and make on-time
monthly payments. The 50% credits will
be posted every 120 days after
each three qualifying payments.

This is a **limited-time offer** so take advantage today! [Click here for details.](#)

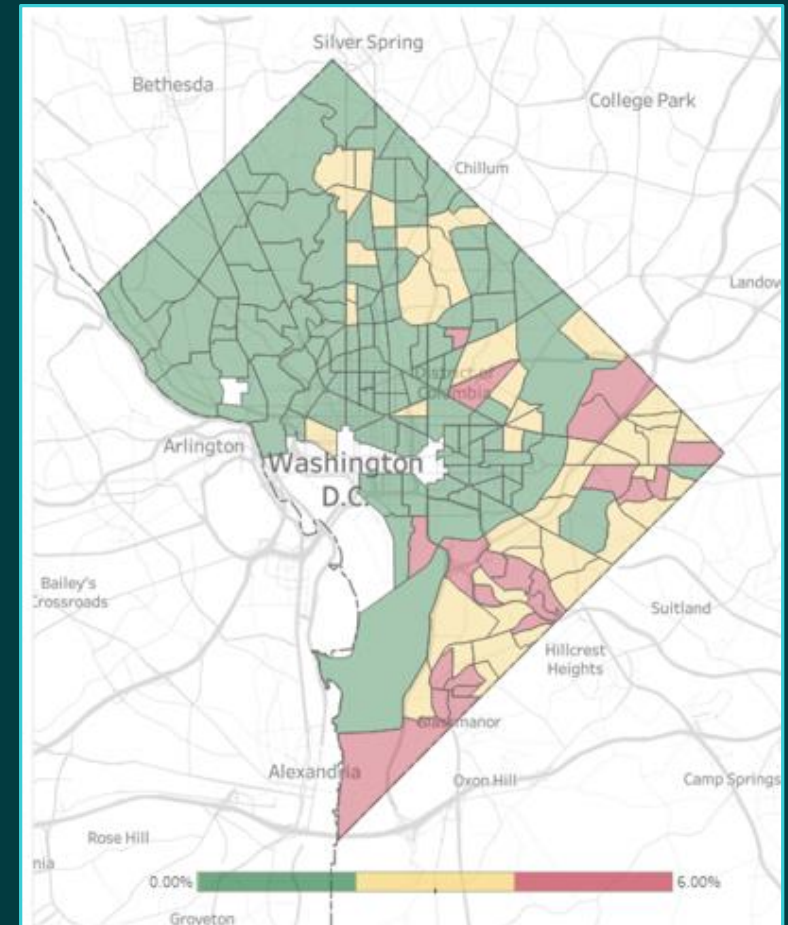
Residential Affordability Assistance

- DC Water supplements rate affordability with a robust program of customer assistance
- Help for economically disadvantaged:
 - CAP+ and CAP1 provide a very affordable monthly bill by any metric
- Emergency assistance:
 - SPLASH and extended payment plans
- Rate structure assistance for all residential customers:
 - SFR Lifeline rates for those that conserve
 - Multi-Family and DC Housing
- Incentive payment plans (through FY 2028)
- Leak assessment and repair
- Non-Profit relief for those helping in the community

Findings - Residential

- There are no perfect measures of affordability
- Most, but not all, residential customers in DC have affordable water and sewer bills
- For those that do not, DC Water provides a robust assortment of customer assistance programs
- **DC Water bills are affordable under accepted industry criteria**

Affordability Heatmap



Findings – Multi-family Residential

- There are no standards for multi-family affordability
- Rate structure provides lower water rates to multi-family and DC Housing customers
- Rates are based on COS Study peaking analysis data
- **DC Water bills are affordable given the COS-based rate structure advantage**

\$/Ccf	Single-Family Res*	Multi-Family Res	Non-Res/Commercial
FY 2026	\$7.17	\$6.47	\$7.84
FY 2027	\$7.95	\$7.21	\$8.66
FY 2028	\$8.86	\$7.98	9.71

* Blended average of lifeline and regular Residential rate

Non-Residential (Commercial) Customers



Determining Commercial Affordability

Challenges

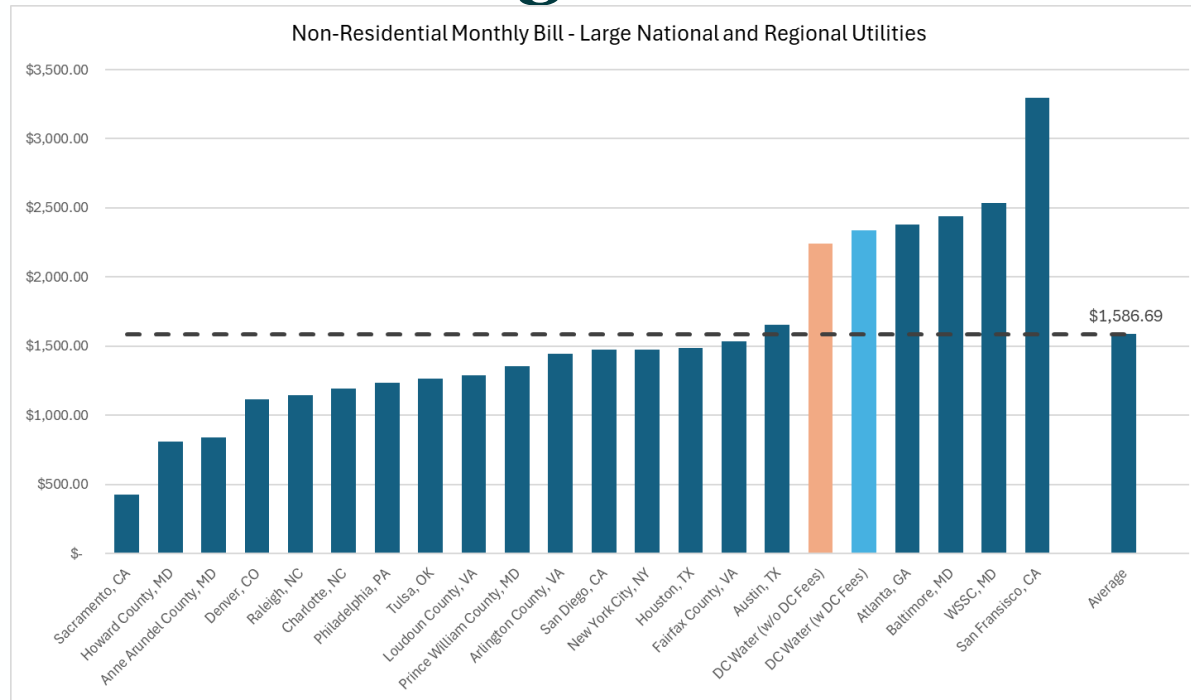
- Vast differences in physical size and revenue generation ability
- No available federal guidance
- Limited data availability

Alternatives (from PUCs ^{1.})

- Peer benchmarking
- Bill volatility
- Rate structure equity

1. Public Utility Commissions regulate rates for investor-owned utilities

Comparative User Charges – Large National and Regional Utilities



- Assumes average non-residential consumption of 110 Ccf, or 82,280 gallons, per month. Ccf = hundred cubic feet, or 748 gallons. The typical non-residential customer meter size is 2".
- Reflects rates and fees in place as of November 1, 2025. The Authority's charges with District fees include the PILOT/ROW fee totaling \$0.82 per Ccf and the DDOE residential stormwater rate of \$2.67 per ERU per month.
- Some cities use property tax revenue or other revenues to pay for part of the cost of water, wastewater, or stormwater services. In such situations, the user charge will not reflect the full cost of water, wastewater or stormwater services.



Managing Bill Volatility

- No seasonal rates
- No inclining block rate structure



Rate Structure Equity

- COS principles ensure fair cost recovery among customer classes
- Not allowed under Clean Water Act 40 CFR § 35.2140 — User Charge System where one customer class may not subsidize another
- Office of Peoples' Counsel provides comments on rate proposal

Findings – Commercial

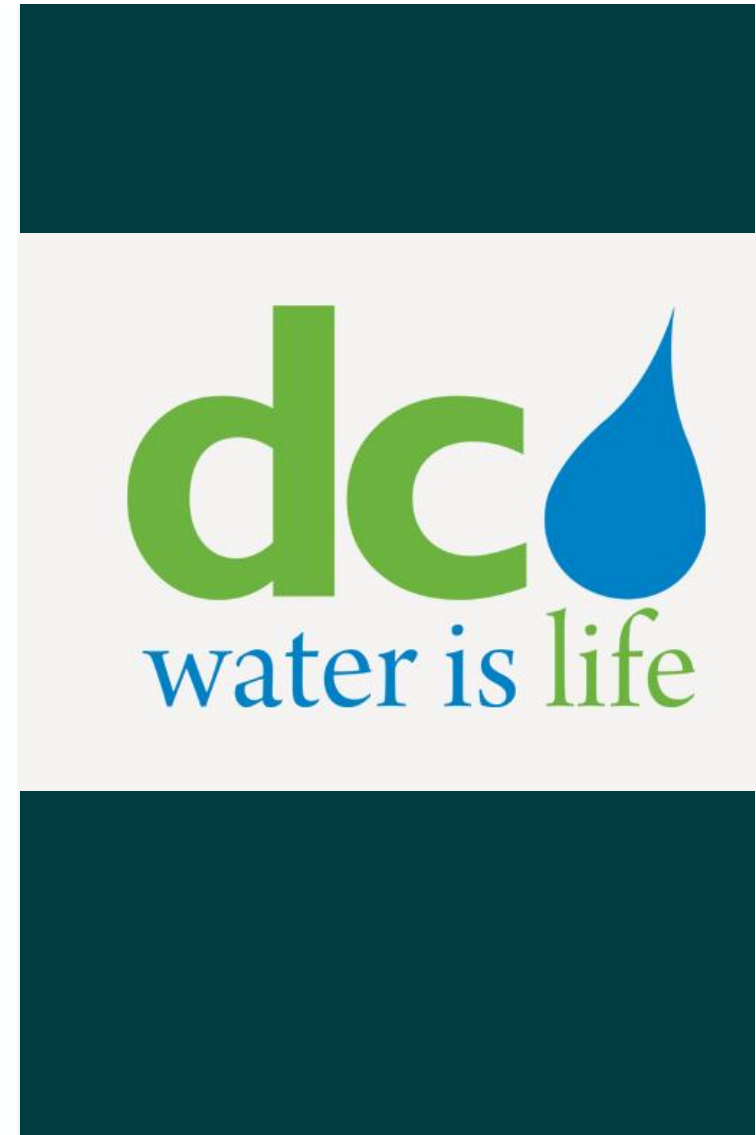
- No nationally accepted guidance on commercial customer affordability
- DC Water policies and practices are consistent with Public Utility Commission standards
- Customer assistance practices such as payment plans are available to commercial customers
- **DC Water bills are affordable under recommended PUC practices**

In Summary

DC Water employs a number of strategies to provide all its customers with their most affordable bill including:

- Robust customer assistance plans
- Creative, COS-based rate structures
- Strict cost recovery among customer classes
- Capital and operating cost controls

DC Water bills are affordable for single-family, multi-family, and commercial customers





Q&A

Appendix



CAP+, CAP, CAP2 and CAP3 discounts and income thresholds

	Water & Sewer Services	Monthly CRIAC fee	Water System Replacement Fee	Amount Budgeted
CAP+; 20% AMI Discount - \$137.73/mo	First 600 cubic feet	75% reduction	100% waived	\$2,700,000
CAP; 60% SMI Discount - \$106.3/mo	First 400 cubic feet	75% reduction	100% waived	\$2,100,000
CAP2; \$80% AMI Discount - \$70.9/mo	First 300 cubic feet	50% reduction	-	\$200,000
CAP3; 100% AMI Discount - \$19.1/mo	-	75% reduction	-	\$10,000

Attachment D



Financial Services Solicitation: Strategic Procurement Overview

Presented To:
DC Retail Water and Sewer Rates Committee

April 28, 2026



Purpose

Provide committee an overview of the solicitation process for financial services



Overview of Solicitation

- **Solicitation Objective:** Establish a bench of qualified firms to provide critical financial consulting through individual Task Orders.
- **Core Services:**
 - **Cost of Service Studies (COS)** and Comprehensive Rates, Fees, and Charges Analysis.
 - **Asset Condition Assessments** integrated with financial planning.
 - **Programmatic Reviews:** Deep dives into rate structures, Customer Assistance Programs (CAP), and Affordability Programs.
 - **Independent Reviews:** Ad-hoc budget, financial, or rate reviews as required by the Board or management.
- **Structure:** Work assigned via task orders, ensuring DC Water manages and approves issuances for competitive fairness.
- **Key Drivers:**
 - Ensuring high-quality advisory services and competitive pricing .
 - Supporting the long-term Blueprint 2.0 Strategic Plan.



Current State

➤ **Contract 10116 was awarded in September 2021**

- Zero Dollar Task Order Contract awarded to four (4) firms:
 - Arcadis
 - Amawalk
 - Black and Veatch
 - Raftelis

- Two Base Year period with Three (3) one-year options

- Work awarded through competitive task orders managed by Finance



Outreach Strategy

Goal: Increase competition and attract a more diverse pool of new firms to propose.

To encourage new firms and increase competition, DC Water will implement a multi-layered outreach program prior to and during the solicitation.

➤ **Planned Outreach Efforts:**

- **Industry Outreach Event:** A dedicated session to share the scope of work, procurement timeline, and networking opportunities.
 - **Action:** Explicitly state in our Business Outreach Meetings that the goal of the task-order model is to provide *multiple* firms with consistent opportunities, lowering the perceived risk of bidding.
- **Regional Engagement:** Targeted notifications to businesses, other utilities, and related associations in DC, MD, and VA.



Qualifications for Evaluation

1. Technical Approach & Methodology (25 Points):

- a) **Rate Structure Analysis:** The firm must detail its methodology for reviewing utility rate and CRIAC structures (e.g., volumetric, fixed, and tiered) for comparable large-scale municipal jurisdictions. Determine if DC Water's customer classification (Residential, Non-Residential and Multi-Family) are appropriate.
- b) **Customer Assistance Program (CAP) Integration:** Describe the approach to analyzing CAPs, focusing on balancing utility revenue requirements with affordability for low-income residents.
- c) **DC Water Context:** Demonstrate a nuanced understanding of DC Water's specific challenges, including declining retail water demand (projected ~1% annual decline), increasing debt service for the **Capital Improvement Program (\$9.69 Billion 10-year CIP)**, and the impact of the **Clean Rivers IAC**.
- d) Conduct benchmarking with comparable utilities with respect to Rate Structure and Affordability programs.
- e) **Financial Modeling:** Describe the flexibility of their financial planning models (e.g., can they run "what-if" scenarios for different CIP amounts, Interest Rates, Consumption, etc.)
- f) **Innovation:** Proposers are encouraged to highlight unique innovations that differentiate their approach, especially with respect to rate design and CAP programs.



Qualifications for Evaluation, cont.

2. Corporate Experience & Past Performance (20 Points):

- a) **Comparable Scope:** Provide evidence of at least three (3) similar engagements for large municipal water/sewer utilities within the last five years.
- b) Explain in detail the firm's capabilities, methodology, and experience in reviewing Customer Assistance Programs.
- c) **MSA Management:** Specifically describe experience managing MSA or "on-call" contracts where multiple tasks are handled concurrently or sequentially.
- d) **Stakeholder Engagement:** How does the firm handle public-facing communication.
- e) **Cost of Service Study (COS) Specialty:** Describe the firm's experience in **Cost of Service** methodologies (AWWA M1 Manual standards).
- f) **Regulatory Compliance:** Experience navigating complex regulatory environments similar to the District of Columbia.



Qualifications for Evaluation, cont.

3. Key Personnel & Team Qualifications (20 Points):

- a) **Resumes:** Provide resumes for key personnel (Project Managers, Financial Analysts, Rate Specialists). Resumes must highlight experience in cost-of-service studies and CAP design.
- b) **Availability:** Since task orders will be competed, describe the firm's "bench strength" and ability to quickly mobilize staff for short-notice or high-priority tasks.
- c) **Education:** Relevant advanced degrees or professional certifications (e.g., CPA, CFA, or AWWA-related training).

4. Communication & Deliverable Quality (15 Points):

- a) **Sample Report:** Provide a sample of a detailed, independent report for a similar utility client for the same type of services listed in the scope of work. Samples will be evaluated on clarity, data visualization, and the ability to translate complex financial data for non-technical stakeholders.
- b) **Presentation Capabilities:** Describe experience presenting results to Board Committees or in public hearing settings, as DC Water requires annual public hearings for rate changes.

5. Pricing (20 Points)



Procurement Timeline & Award Schedule

The following schedule tracks the solicitation from issuance to final Board approval.

- **Solicitation Launch:** May 2026
- **Committee Review:** July 2026 (Fact Sheet presentation to DC Retail Water and Sewer Rates Committee)
- **Target Board Approval:** September 2026

- ❖ **Alternative Schedule (Contingency):**
 - To ensure robust outreach and industry engagement, DC Water may extend the existing contract to ensure continuity and adequate coverage for any planned cost of service study during the transition.
 - **Revised Board Consideration:** October 2026.



Thank You

Attachment E



Extend Comment Period for FY 2027 and FY 2028 Rates, Charges & Fees Rulemaking and Public Hearing Date
Presentation to Retail Rates Committee, April 28, 2026

District of Columbia Water and Sewer Authority



Blue Plains Advanced Wastewater Treatment Plant



Purpose

- Seek the Committee's recommendation to the full board regarding a proposal to change the public hearing date and extend the public comment period for the FY 2027 & FY 2028 rates, charges and fees rulemaking
 - Additional outreach to customers - Town Hall meeting and other public outreach
 - Additional time for customers to consider adjusted rates and fees, attend Townhall meeting, attend public hearing and submit comments



Overview of FY 2027 & FY 2028 Ratemaking

💧 Delay ratemaking activities

- Additional time for public outreach and public input – Approximately 40 more days
- Implement the planned rate increase on October 1st

💧 Public Outreach Plans

- Announcement after Retail Rates Committee (April) and Board approval (May)
- Seek input, particularly from Town Hall meeting and other public outreach
- Publicize Change in Date on Ratemaking website

💧 Board Public Hearing

- Rescheduled for June 23





Outreach Plan for FY 2027 & FY 2028 Ratemaking

💧 Town Hall Meeting

- Schedule meeting May 20 or 28, 2026
- Assessing options for hosting a hybrid meeting, in partnership with the Mayor's Office of Cable Television, Film and Entertainment. The town hall will be streamed on channel 16 with the choice for viewers to call in with questions.
- Host briefings with stakeholders, such as the MOCRs, Council Constituents Services, Business community, etc.

💧 Expanded Outreach Plan

- Includes direct communication to customers like robocalls, print and digital advertising, social media, PSA on DC Cable TV, Nextdoor, and notices distributed to Council offices, ANCs, churches, community groups, DC agencies and other partners
- Additionally, solicit public input on rate proposal via email
- Response to Public Comments to be posted on-line





Proposed Amended Committee Workplan Timelines

DC Retail Water & Sewer Rates Committee Reviews, Recommendations, and Actions	Dates	Amended Dates
Updated Committee on Proposed FY 2027 & FY 2028 Rates	January 27, 2026	
Committee Recommendation on Proposed FY 2027 & FY 2028 Rates	February 23, 2026	
Board Approval of Notice of Proposed Rulemaking (NOPR) for Proposed FY 2027 & FY 2028 Rates	March 5, 2026	
Published NOPR in D.C. Register for Proposed Rates	March 20, 2026	
Committee Recommendation to Extend Public Comment Period	n/a	April 28, 2026
Board Approval of Extension of Public Comment Period	n/a	May 7, 2026
Publish Notice Extending Comment Period and New Public Hearing Date	n/a	May 22, 2026
Outreach and Public Comment Period	March 20 – May 21, 2026	March 20 – June 29, 2026
Townhall Meeting	April 2026	May 20 or 28, 2026
Public Hearing	May 14, 2026	June 23, 2026
Public Hearing Record and Comment Period Closes	May 21, 2026	June 29, 2026
Committee Recommendation on Final FY 2027 & FY 2028 Rates	June 23, 2026	July 28, 2026
Board Approval of Notice of Final Rulemaking (NOFR) for Proposed FY 2027 & FY 2028 Rates	July 2, 2026	September 3, 2026
Rates go-live	October 1, 2026 (FY 2027) October 1, 2027 (FY 2028)	



Recommendation

Recommendation to move to full Board DC Water's proposal to:

- Change Public Hearing date from May 14, 2026 to June 23, 2026
- Extend public comment period from May 21, 2026 to June 29, 2026

Attachment F

DC Retail Water and Sewer Rates Committee

Action Item

1. Proposal to Extend Comment Period for Proposed FY 2027 & FY 2028 Rates, Charges and Fees Rulemaking

Attachment G

FY 2026 Proposed RRC Committee Workplan

Objective/Activities/Task	Date of Activity		Comp.	Responsible Department
1. Establish Retail Rates, Fees & Charges for FY 2027 & FY 2028	Date of Activity Current	Date of Activity Revised	Comp.	Responsible Department
a. Present FY 27 & FY 28 Budget & Rates to Board	January 15, 2026	January 15, 2026	√	Rates & Revenue
b. Present FY 27 & FY 28 Proposed Rates, Fees & Charges to RRC	January 27, 2026	January 27, 2026	√	
c. Present Independent Review of Rates-by Consultants	February 23, 2026	February 23, 2026	√	
d. RRC recommendation on Proposed FY 27 & FY 28 Rates, Fees & Charges	February 23, 2026	February 23, 2026	√	Rates & Revenue
e. Board approves Notice of Proposed Rulemaking (NOPR) for Proposed FY 27 & FY 28 Rates, Fees & Charges	March 5, 2026	March 5, 2026	√	Board of Directors
f. Submit Independent Review of Proposed Rates and 2025 Cost of Service Study to Mayor and Council and post both on DC Water's website	March 17, 2026	March 17, 2026	√	Rates & Revenue
g. Publish NOPR in D.C. Register for Proposed FY 27 & FY 28 Rates, Fees & Charges & Notice of Public Hearing	March 20, 2026	March 20, 2026	√	DGLA
h. Outreach and Public Comment Period	March 20 – May 21, 2026	March 20 – June 29, 2026		Government Affairs & Marketing & Comm.
i. Presentation on Rates Affordability by Consultants	April 28, 2026	April 28, 2026		Rates & Revenue
j. Presentation to Change Public Hearing Date and Extend Public Comment Period		April 28, 2026		OMAC and Rates & Revenue
k. RRC recommends changed date for Public Hearing and/or Extension of Public Comment Period		April 28, 2026		Rates & Revenue
l. Board approves change to date for Public Hearing and/or Extension of Public Comment Period		May 7, 2026		Board of Directors
m. Publish Notice of Extension of Public Comment Period and/or Notice of Public Hearing		May 22, 2026		DGLA
n. Townhall Meeting	April 2026	May 20 or 28, 2026		OMAC
o. Public Hearing	May 14, 2026	June 23, 2026		District Board Members

Attachment G

1. Establish Retail Rates, Fees & Charges for FY 2027 & FY 2028	Date of Activity Current	Date of Activity Revised	Comp.	Responsible Department
<i>p. Public Hearing Record & Public Comment Period Closes</i>	May 21, 2026	June 29, 2026		Board Secretary
<i>q. Submit Response to Public Comments report to Board and post on DC Water website and respond to OPC Comments, if applicable</i>	May 31, 2026	July 14, 2026		Rates & Revenue and DGLA
<i>r. Present final FY 27 & FY 28 Rates, Fees & Charges to RRC for recommendation to Board</i>	June 23, 2026	July 28, 2026		Rates & Revenue
<i>s. Board approves Notice of Final Rulemaking (NOFR) for FY 27 & FY 28 Rates, Charges & Fees</i>	July 2, 2026	September 3, 2026		Board of Directors
<i>t. Publish NOFR in D.C. Register for Amended Rates, Fees & Charges</i>	July 17, 2026	September 18, 2026		DGLA
<i>u. Amended Rates, Fees & Charges Go-Live</i>	October 1, 2026 (FY '27) October 1, 2027 (FY '28)	October 1, 2026 (FY '27) October 1, 2027 (FY '28)		Customer Care

Attachment G

Objective/Activities/Task	Date of Activity Current	Comp.	Responsible Department
2. 2025 Cost of Service Study (COS) for Water, Sewer and CRIAC			
a. Present 2025 Cost of Service Study for Water, Sewer and CRIAC to RRC	January 27, 2026	√	Rates & Revenue
b. Post Final COS on DC Water's website	March 17, 2026	√	Rates & Revenue
3. 2026 Cost of Service Study to Amend System Availability Fee (SAF)			
a. Present COS Update and Propose Amendments to SAF for RRC Recommendation	March 18, 2026	√	Rates & Revenue/ Permit Operations
b. Board Approval of Notice of Proposed Rulemaking (NOPR) for SAF	April 7, 2026	√	Board of Directors
c. Publish NOPR in DC Register	April 24, 2026		DGLA
d. Public Comment period	April 24 – May 25, 2026		Marketing & Comm.
e. RRC Final Recommendation to Approve Amendments for SAF	June 23, 2026		Rates & Revenue/ Permit Operations
f. Board Approval of Notice of Final Rulemaking (NOFR)	July 2, 2026		Board of Directors
g. Publish NOFR in DC Register	July 24, 2026		DGLA
h. SAF Go-Live	October 1, 2026		Rates & Revenue/ Permit Operations
4. 2025 Cost of Service Study to Establish Miscellaneous Fees and Charges			
a. Present COS Update and Proposed Amendments to Miscellaneous Fees & Charges for RRC Recommendation	April 22, 2025	√	Rates & Revenue
b. Board Approval of Notice of Proposed Rulemaking (NOPR) for Miscellaneous Fees & Charges	May 1, 2025	√	Board of Directors
c. Publish NOPR in DC Register	May 16, 2025	√	DGLA
d. Public Comment period	May 16 – June 16, 2025	√	Marketing & Comm.
e. RRC Final Recommendation to Approve Amendments for Miscellaneous Fees & Charges	June 24, 2025	√	Rates & Revenue/ Customer Care
f. Board Approval of Notice of Final Rulemaking (NOFR)	July 3, 2025	√	Board of Directors DGLA

Attachment G

<p><i>g. Publish NOFR in DC Register</i> <i>h. Miscellaneous Fees & Charges including Engineering and Permitting Fees Go-Live</i></p>	<p>July 25, 2025 October 1, 2025</p>	<p>√ √</p>	<p>Rates & Revenue/ Customer Care</p>
<p>5. Delinquent Accounts</p>			
<p><i>a. Soldiers Home Negotiations</i></p>	<p>Monthly, as needed</p>		<p>DGLA</p>



Attachment H

**D.C. WATER AND SEWER AUTHORITY
BOARD OF DIRECTORS
RETAIL WATER & SEWER RATES
COMMITTEE MEETING**

**Tuesday, May 26, 2026; 9:30 a.m.
AGENDA**

Call to Order	Committee Chairman
Monthly Updates	Chief Financial Officer
Committee Workplan	Chief Financial Officer
Agenda for June 23, 2026 Committee Meeting	Committee Chairman
Other Business	Chief Financial Officer
Adjournment	

*Detailed agenda can be found on DC Water’s website at www.dewater.com/about/board_agendas.cfm