



WSSC WATER

DELIVERING THE ESSENTIAL

Committee of the Whole Briefing

March 24, 2022

FY 2023 Proposed Budget & FYs 2023 – 2028 Capital Improvements Program

Briefing to Prince George's County

Committee of the Whole

March 24, 2022



Journey to World Class



MISSION: We are entrusted by our community to provide safe and reliable water, life's most precious resource, and return clean water to our environment, all in an ethical, sustainable, and financially responsible manner.

STRATEGIC PRIORITIES



Enhance Customer Experience



Optimize Infrastructure



Spend Customer Dollars Wisely



Transform Employee Engagement



Protect Our Resources

GUIDING PRINCIPLES

Simplify

Focus

Connect

CORE VALUES



Accountability



Collaboration



Environmental Stewardship



Excellence

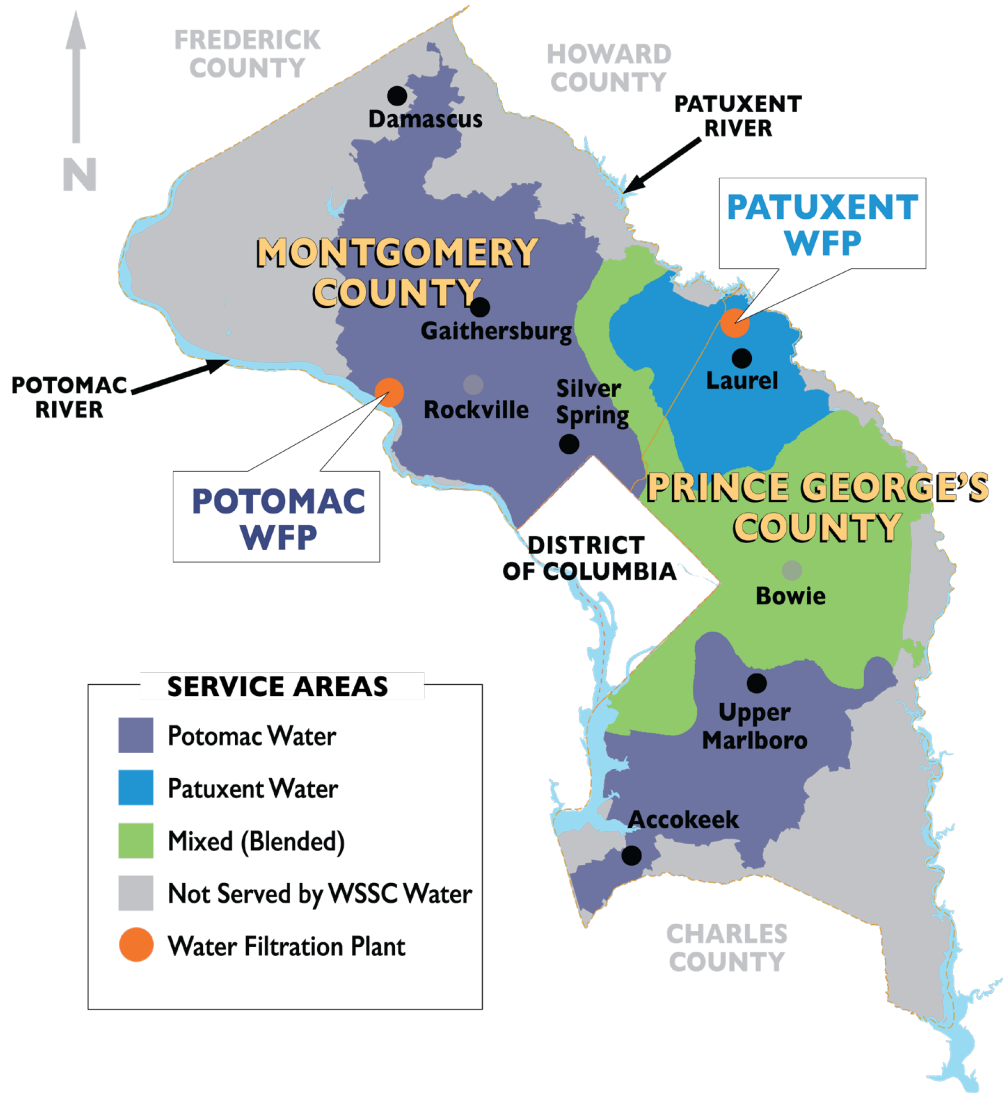


Innovation

VISION

To be THE world-class water utility, where excellent products and services are always on tap.

WSSC Water at a Glance

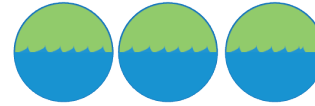


Est. 1918

103 years & counting!

No drinking water quality violations...ever.

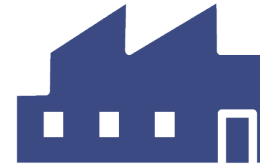
3 Reservoirs



2 Water Filtration Plants



Our drinking water system spans over **5,800+** miles



4 Depots
2 Support Facilities

163,000,000 gallons per day delivered to **1.9 million** residents

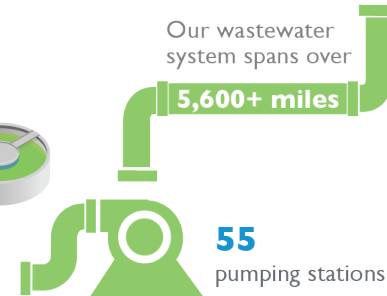
Average daily consumption of **55 gallons** per person per day



6 Water Resource Recovery Facilities



Our wastewater system spans over **5,600+** miles



55 pumping stations



500,000 Laboratory tests per year

WSSC Water Innovation Update

- Networks
 - Smart Pig
 - Pressure Transients
- Plants
 - Seneca Efficient Nitrogen and Phosphorus Removal
 - Research with University of Maryland on Enhanced Biological Phosphorus Removal
- Product Development
 - Temporary Connection Backflow Preventer
 - Large Main Utility Robot Valve
- Business Development
 - Biosolids Business Plan



**Fostering an
innovative culture**

Calendar Year 2021 Accomplishments

- Successfully implemented a second Covid-19 Saving Plans to offset continued reduced revenues
- Customer Assistance Program enrollees grew by 15.0%
- Both Potomac and Patuxent Water Filtration Plants (WFPs) earned the prestigious Partnership for Safe Water Presidents Award, the only two WFPs in Maryland to win the award
- Piscataway Bioenergy project on target for August 2024 completion
- Satellite leak detection moved into implementation phase on 1,000 miles of water main
- Piscataway Sewer Holistic Rehabilitation underway
- Earned AAA bond ratings from all three rating agencies

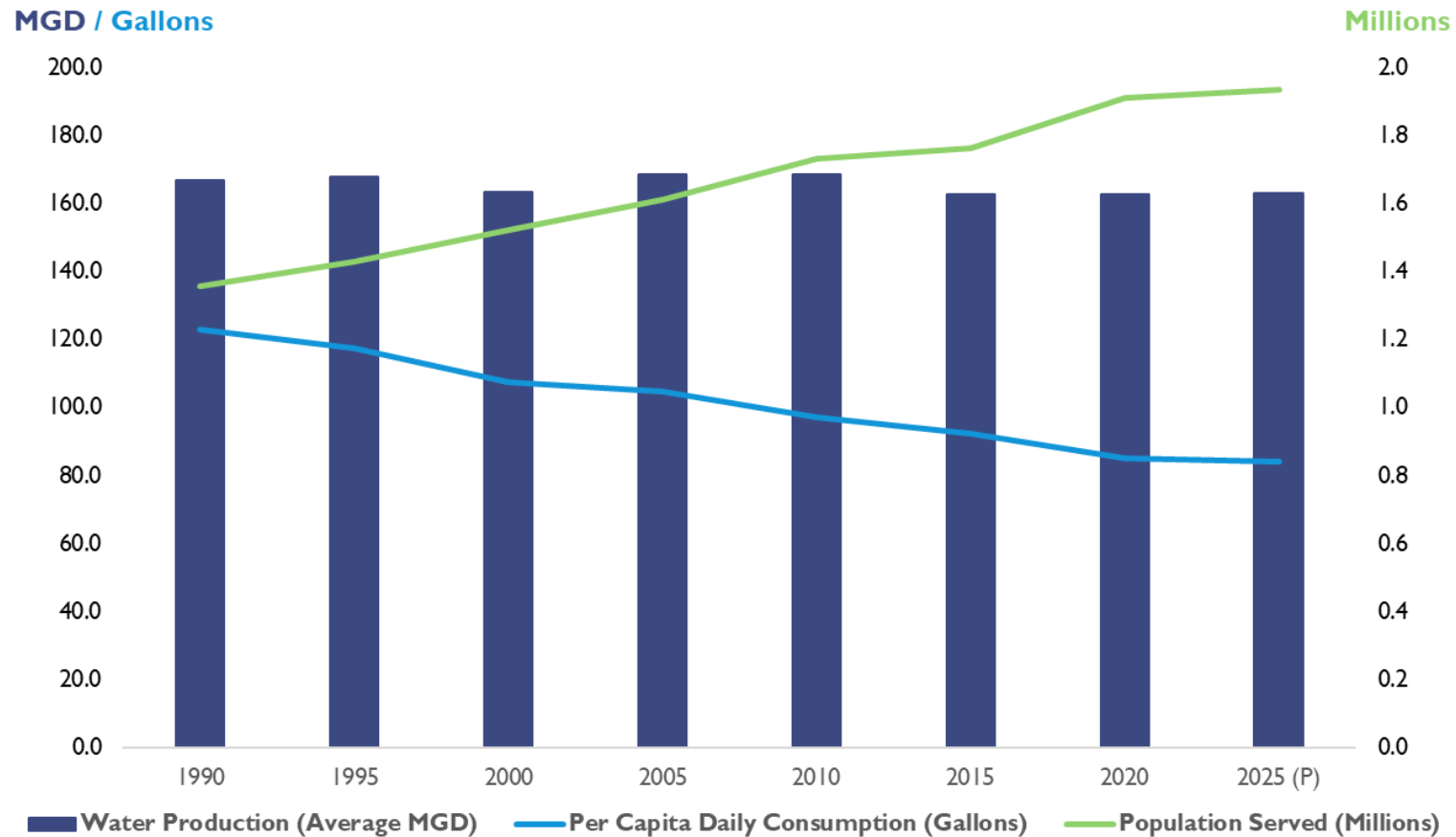
Successful financial, workplace, and capital operations in Covid-19 environment

Fiscal Challenges

- WSSC Water has lost approximately \$150 million in revenue from March 2020 to date
 - This has required budget cuts of about \$150 million in FYs 2020 through 2022
 - One in five customers is past due on their bills
 - More than 80,000 delinquent accounts totaling more than \$60 million in arrears
 - Despite repeated requests, we have yet to receive federal, state, or county assistance to address past due accounts (\$255,290 approved from FEMA for cost recovery)
- Recently rated AAA by the three rating agencies in September
- However, Fitch revised the outlook for WSSC Water from **Stable** to **Negative**
 - The rating outlook revision to Negative from Stable reflects a sharp weakening in FY 2020 performance that is expected to be followed by a relatively slow and uncertain near-term recovery
 - FY 2020 leverage, defined as net adjusted debt to adjusted funds available for debt service, escalated to 11.1x, up from 8.4x the prior year, driven primarily by pandemic related pressures and additional debt to address capital needs

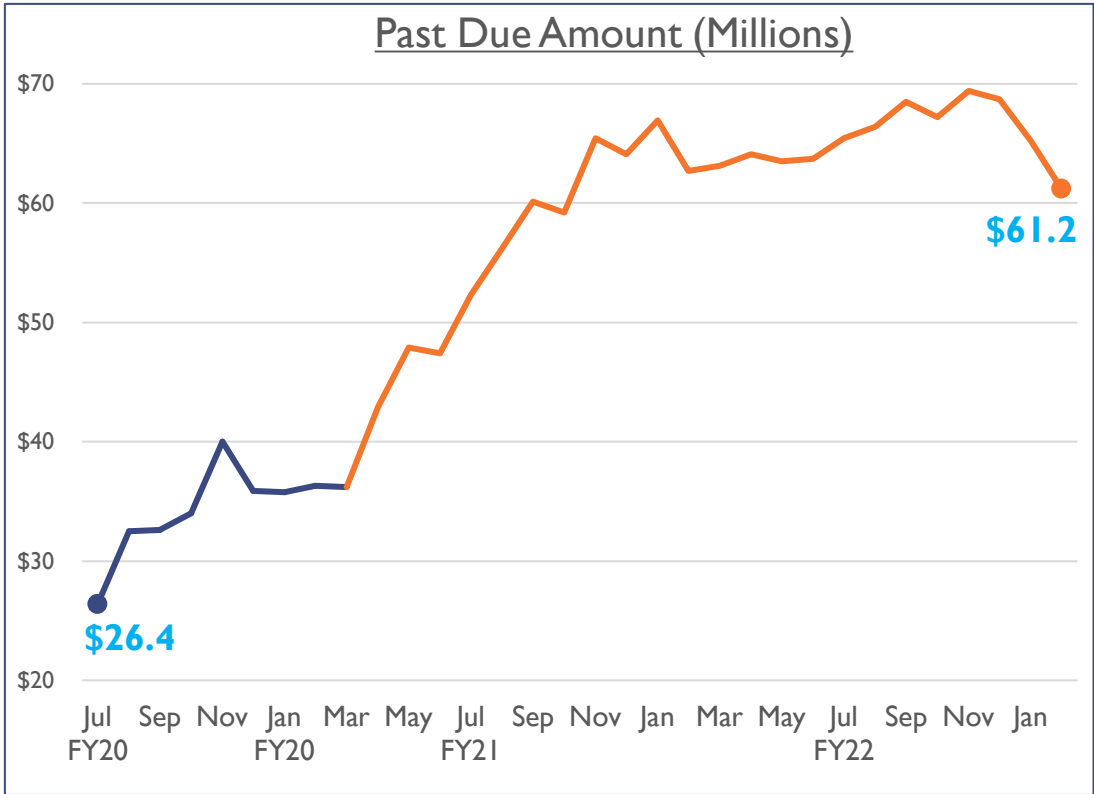
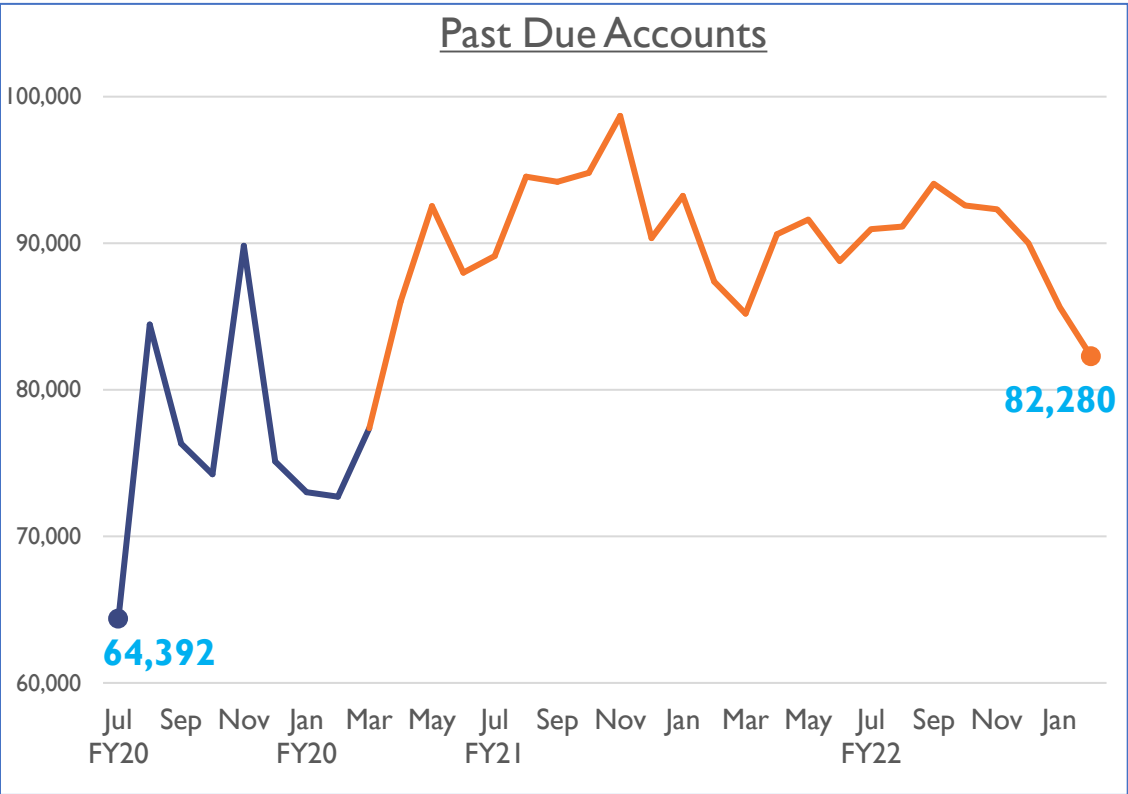
Changing Business Environment

Drinking Water Production vs Population Served FYs 1990 – 2025



Flat demand & growing customer base has created a fiscal strain

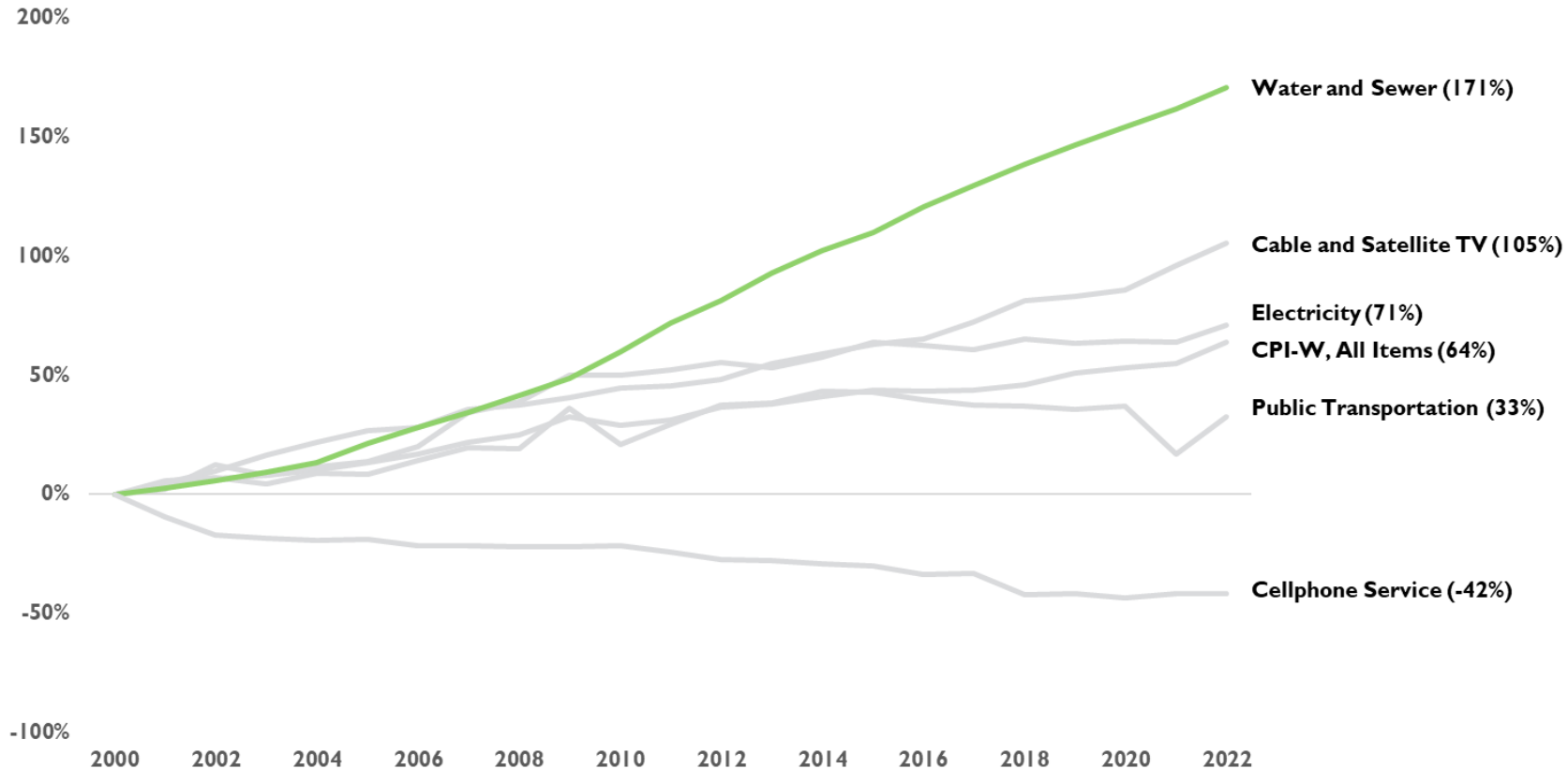
Past Due Accounts/Amounts



Data as of end of February 2022

Past due amounts have decreased 10.7% since the beginning of FY22

Inflationary Rates of Various Sectors



Rising costs continue to pressure affordability

Rates & Upcoming Major Capital Projects

- WSSC Water's budget & rates are driven by capital costs/debt service
- Several critical capital projects that will have ongoing rate impacts over the next six years
 - Water Reconstruction Program - \$771.2 million
 - Sewer Reconstruction Program - \$307.1 million
 - Large Diameter Water Pipe & Large Valve Rehabilitation Program - \$521.9 million
 - Potomac Consent Decree - \$139.7 million



Rates are driven by required capital investments

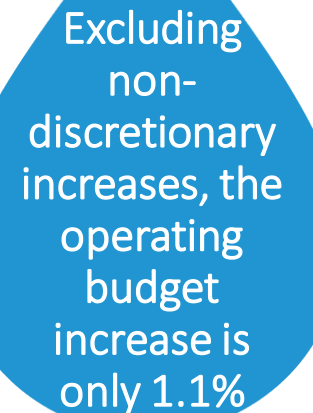
Long Range Financial Plan

(\$ In Thousands)	FY 2022 Approved	FY 2023 Proposed	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
New Water and Sewer Debt Issues	\$ 409,704	\$ 358,839	\$ 380,883	\$ 382,820	\$ 390,726	\$ 362,710	\$ 307,844
Water and Sewer Combined Rate Increase (Avg)	5.9%	7.0%	8.5%	6.0%	4.0%	4.0%	4.0%
Debt Service Coverage (1.10 to 1.25 is Target)	1.04	1.11	1.21	1.23	1.22	1.23	1.25
Leverage Ratio - Credit Rating Preservation (< 10.0)	n/a	9.8	9.0	8.5	8.5	8.2	7.8
Debt Service as a Percentage of Total Expenses (< 40% is Target)	36.7%	37.5%	37.8%	38.5%	38.6%	39.3%	39.5%
Days Operating Reserve-on-Hand (120 - 150 days target)	70.3	126.7	144.7	153.4	154.5	165.1	168.7
Ending Fund Balance as a Percentage of Operating Revenue (15% Minimum)	19.6%	21.6%	23.9%	25.3%	25.8%	27.0%	27.7%
Total Workyears (All Funds)	1,786	1,796	1,796	1,799	1,799	1,799	1,799

FY 2023 Proposed Budget

The FY 2023 Proposed Capital and Operating Budget totals \$1.480 billion

- 7.0% Water & Sewer Average Rate Increase (Volumetric and Fixed)
- Ten new positions added to support Production, Engineering & Construction, and the Office of Supplier Diversity & Inclusion
- Capital Budget decrease of 13.9%
- Operating Budget increase of 2.5%
- Controlling for non-discretionary increase in debt service and regional sewage disposal, operating budget increase is only 1.1%



Excluding non-discretionary increases, the operating budget increase is only 1.1%

FY 2023 Budget Highlights

- Operating and capital funds totals \$1.480 billion or 4.9% below FY 2022
- Operating budget of \$873.5 million represents an increase of 2.5%
- Capital budget of \$606.2 million represents a decrease of 13.9%
- The budget pays for essential improvements which include:
 - Expanding repair work at our facilities; water tank painting to prevent metal corrosion; and continuation of cybersecurity enhancements to protect customer data and system security
 - Initiating staffing and support for the Piscataway Bio-Energy Plant
 - Supporting compliance with amendments to the Federal Lead and Copper Rule as well as dam inspection and monitoring requirements
 - Removing sediment from the Little Seneca Forebay
 - Funding \$3.5 million for Customer Assistance
 - Funding the first year of the six-year Capital Improvements Program
 - Optimizing the Call Center to improve responsiveness and resolution of customer billing and service issues

FY 2023 Proposed Budget Operating Reductions

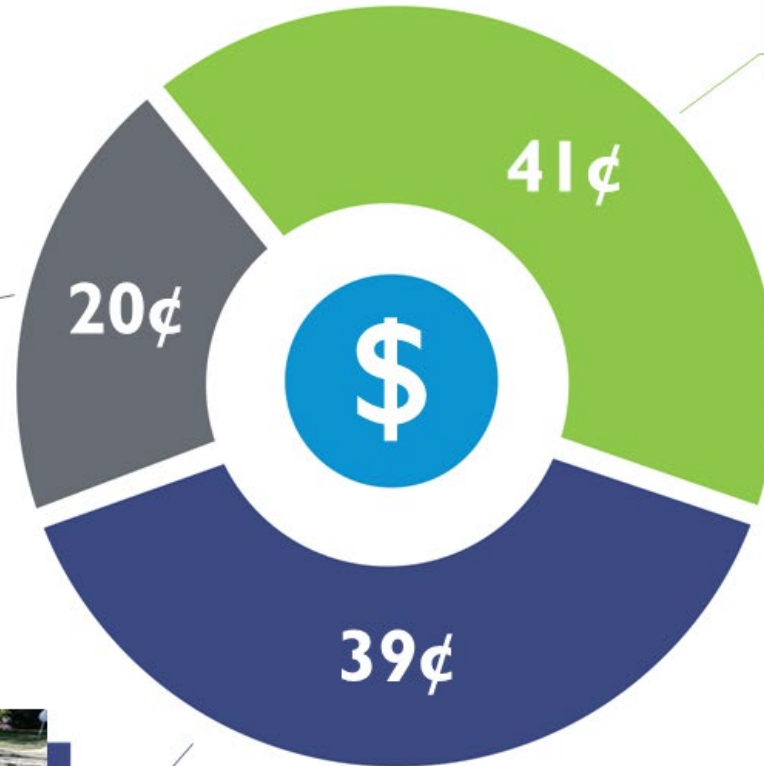
- The County Executives originally recommended a 7.0% SAG limit
- The County Councils established a 6.5% SAG limit
- WSSC Water's proposed budget is based on a 7.0% rate increase
- \$23.1 million was cut from the FY 2023 operating budget to meet the 7.0% rate increase
 - \$2.6 million for critical sewer work: Increases the likelihood of sewer overflows due to infiltration and inflow in the Piscataway Sewer Basin;
 - \$4.7 million from Utility Services, including
 - \$1.8 million for emergency response: Jeopardizes timely response to emergencies that may result in increased fines due to sewer overflows
 - \$0.5 million for Acoustic Fiber Optic (AFO) Monitoring: Increases risk of large-diameter pipe failures like the 2008 massive break along River Road requiring the rescue of numerous motorists; and
 - \$1.0 million for Customer Service, which increases customer complaints, work backlog, and employee stress

HOW EACH OPERATING DOLLAR IS SPENT



Support Services

- Governance and management of organization
- Customer service
- Corporate finance
- Employee benefits
- IT services



Capital Project Financing

- Debt payments and cash for the construction of pipes and facilities

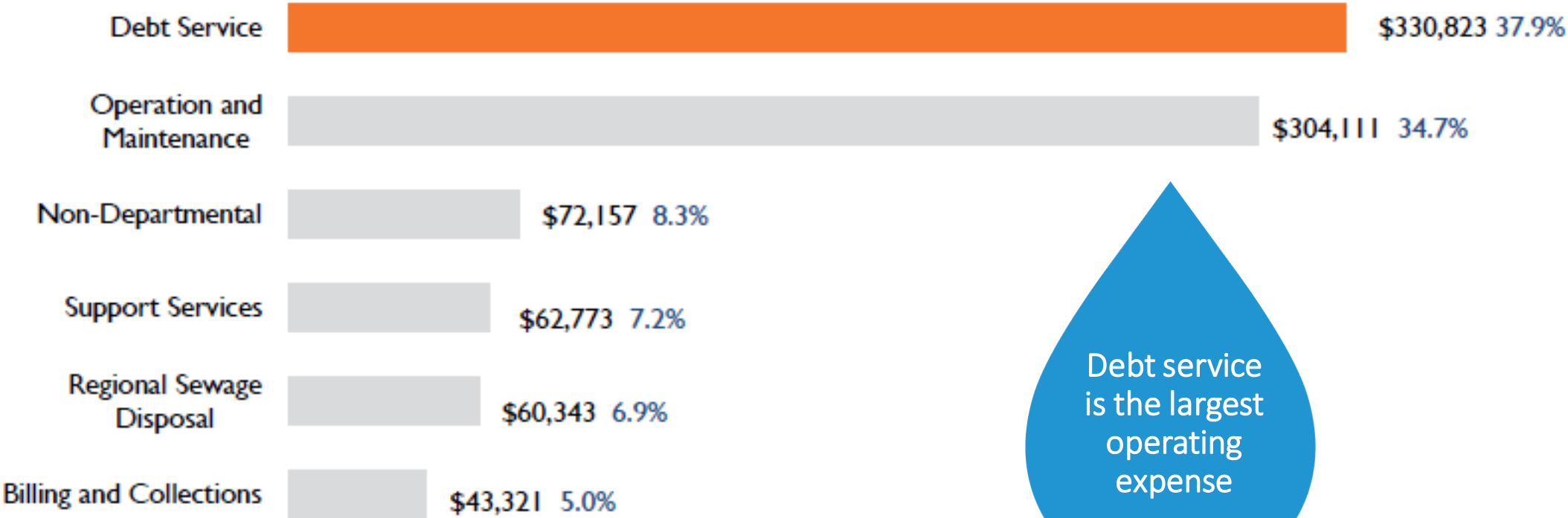


Operations & Maintenance

- Operations and maintenance for facilities (including share of Blue Plains)
- Fixing broken or leaking pipes and repairing roads
- Heat, light, and power for facilities
- Maintaining vehicles and equipment

FY 2023 Proposed Budget Overview

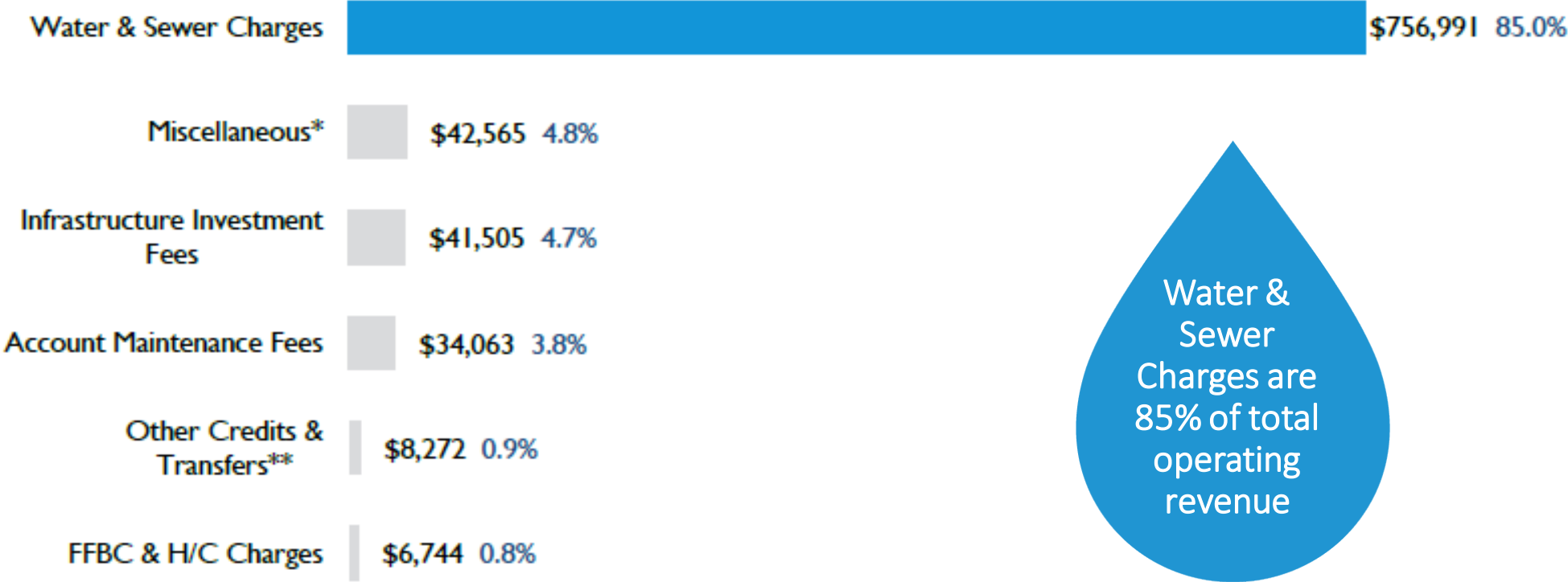
Operating Budget Funding Uses = \$873,528 (\$ in thousands)



Includes Water Operating, Sewer Operating and General Bond Debt Service

FY 2023 Proposed Budget Overview

Operating Budget Funding Sources = \$890,140 (\$ in thousands)

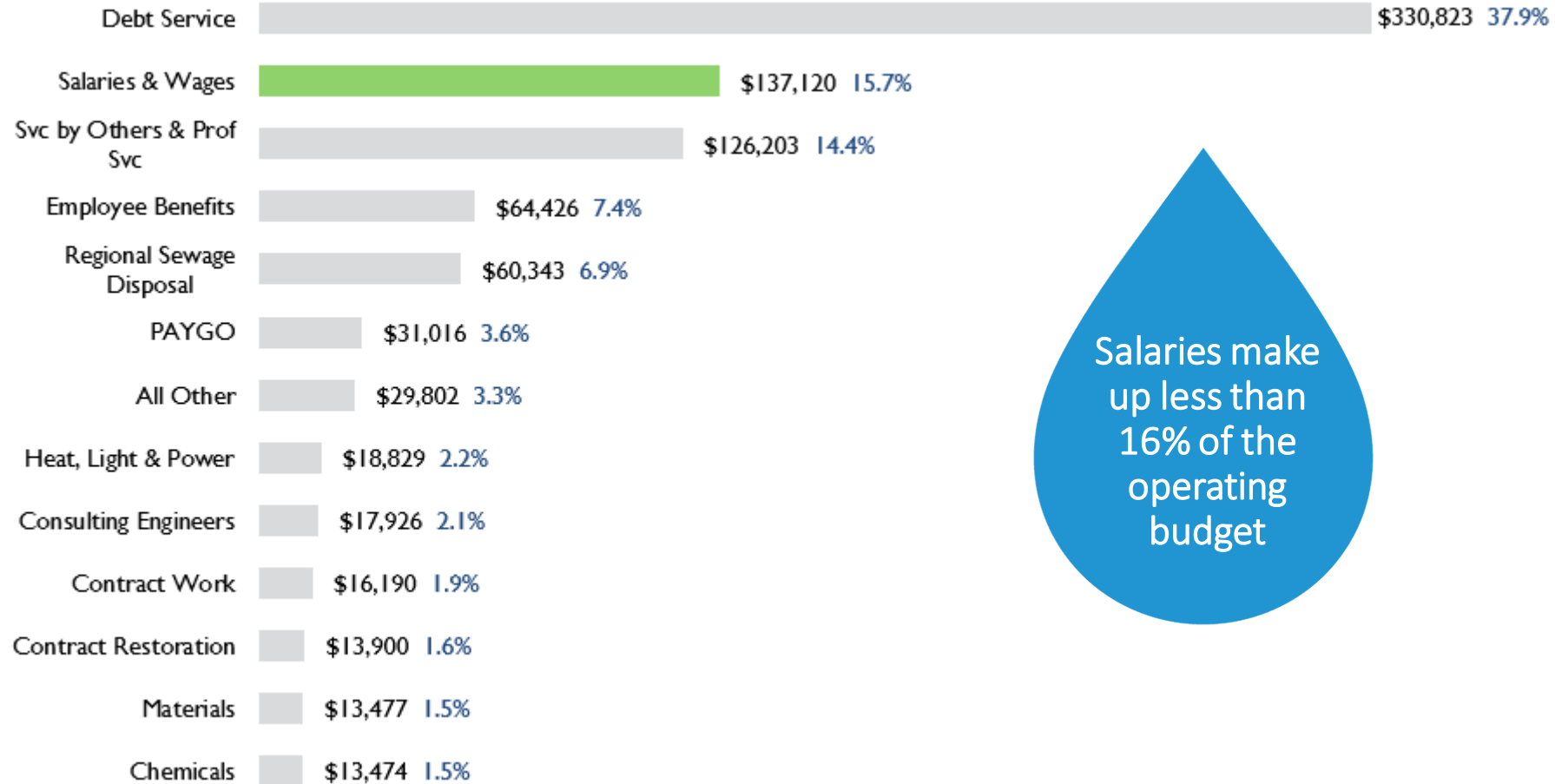


(*) Plumbing and inspection fees, Rockville sewer use, interest income and other miscellaneous fees

(**) Includes Reconstruction Debt Service Offset (REDO), SDC Debt Service Offset and Underwriter’s Discount Transfer

FY 2023 Proposed Operating Budget by Major Expense Category

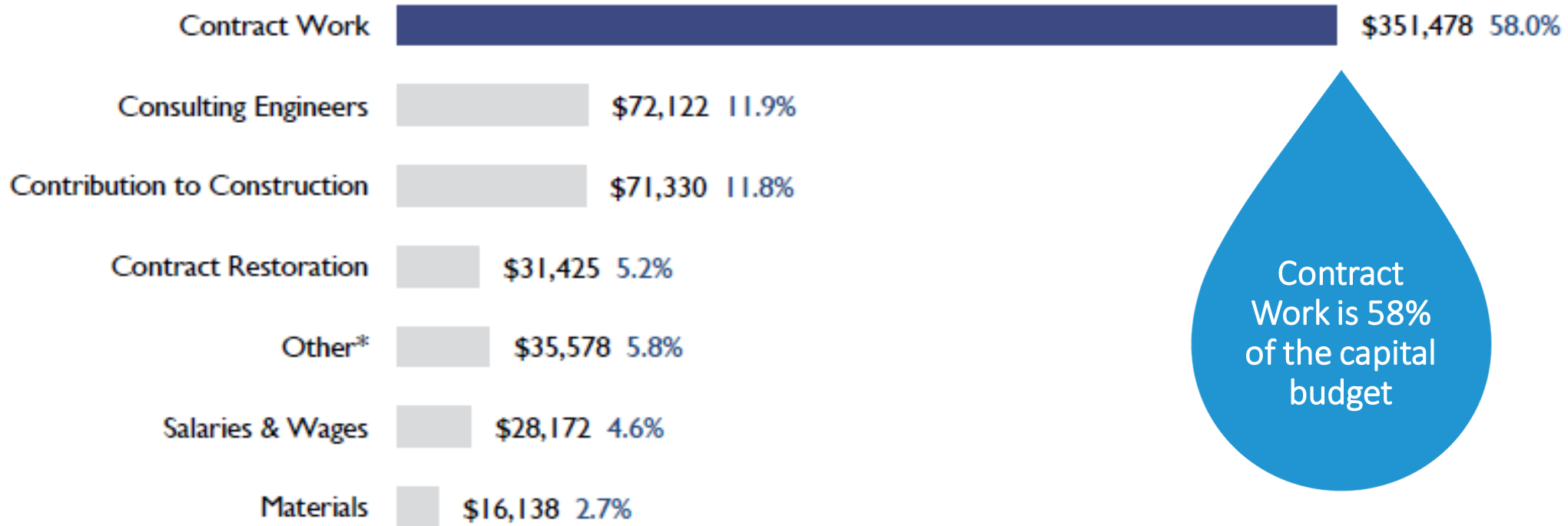
Total Operating Uses = \$873,528 (\$ in thousands)



Salaries make up less than 16% of the operating budget

FY 2023 Proposed Capital Budget by Major Expense Category

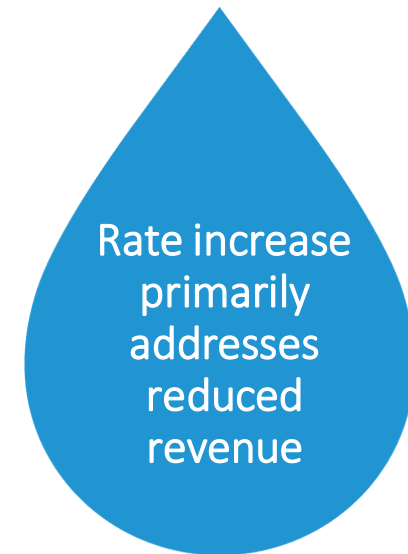
Total Capital Uses = \$606,243 (\$ in thousands)



* Includes Land, Professional Services, Water Meters, and Non-Departmental Accounts

Proposed FY 2023 Rate Increase Drivers

Driver	Amount	Percent
Reduced Revenue		
Additional Cash Balance Reserve	\$ 18,317,000	2.4%
Sewer Revenue Rebaseline	10,769,000	1.4%
Uncollectible	6,000,000	0.8%
Other Funding Sources*	(3,149,000)	-0.4%
Subtotal - Reduced Revenue	31,937,000	4.2%
Debt Service	15,099,000	1.9%
PAYGO	3,431,000	0.4%
Operating Expense Growth	4,000,000	0.5%
Total	\$ 54,467,000	7.0%



*Other Funding Sources includes miscellaneous fees, interest income and Reconstruction Debt Service Offset transfers

Additional Operating Reductions to Achieve 6.5% Rate Increase

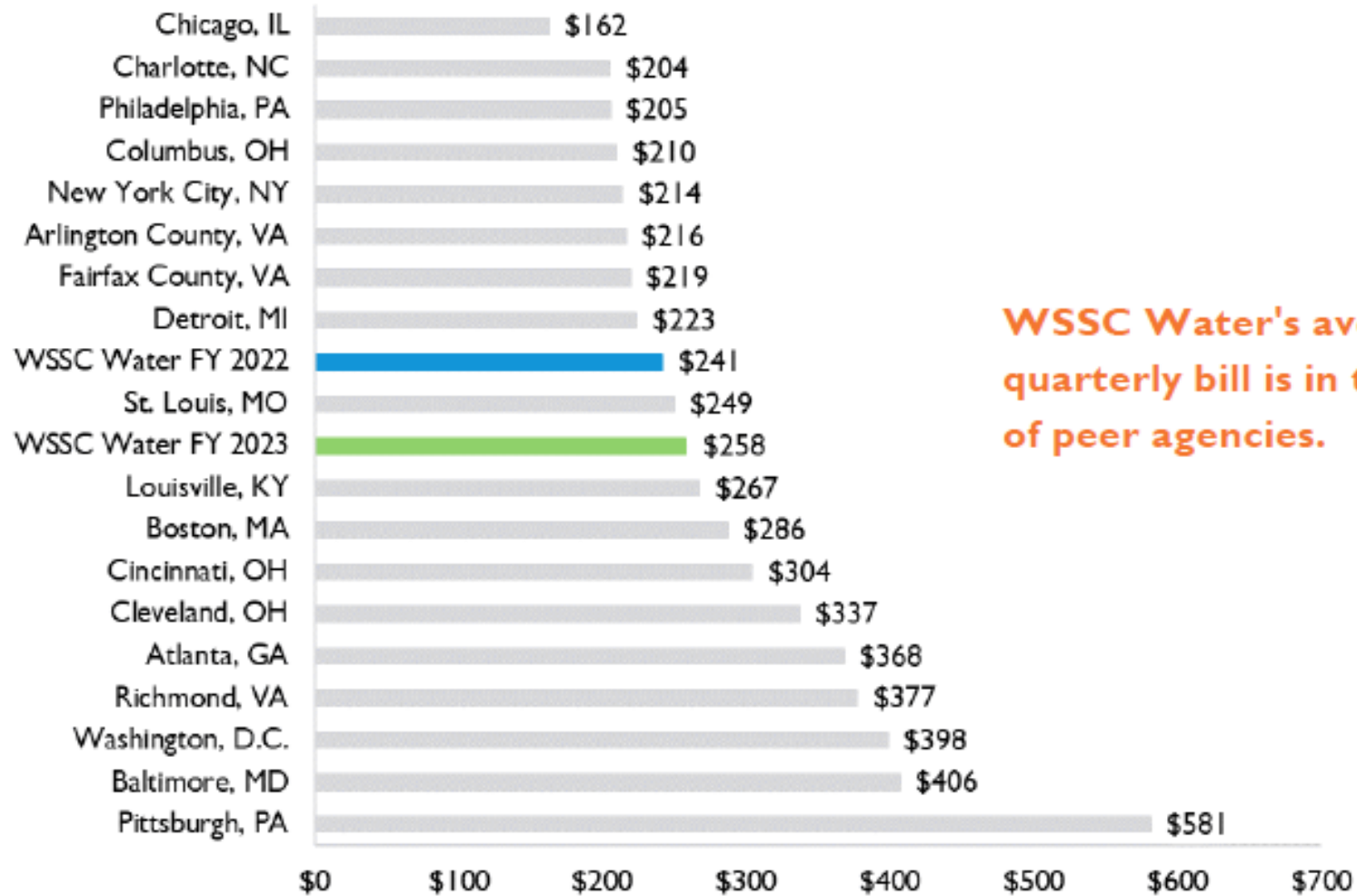
Additional Operating Reductions of \$3.9 Million

- Use of Fund Balance \$1.26 Million
- Reduction to the Billing System and Organizational Development Resources \$2.46 Million
- Reduction to the FY 2023 Reserve Balance \$0.18 Million

Quarterly Customer Bills at Various

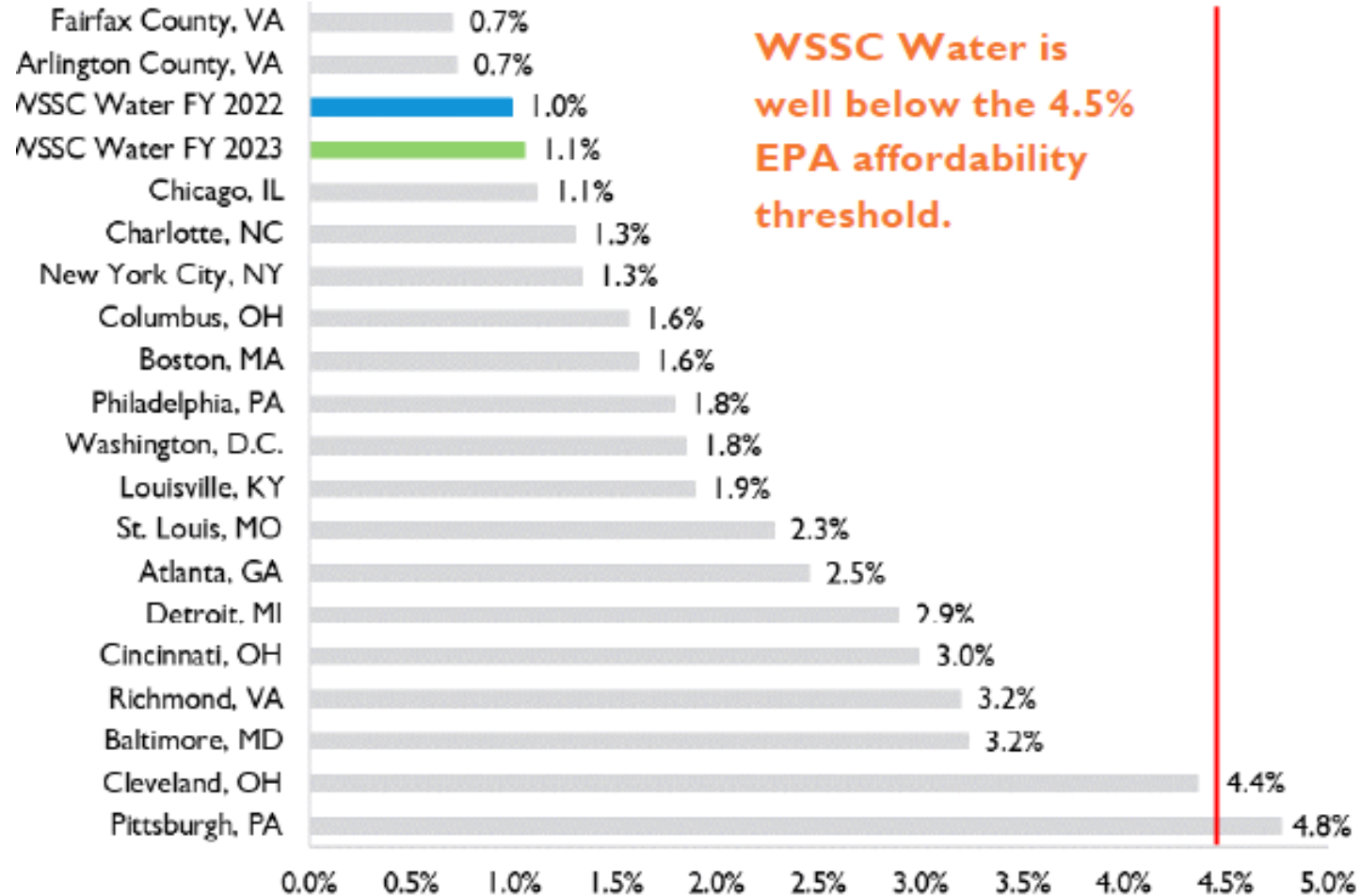
Meter Size	Average Daily Consumption (Gallons Per Quarter)	Approved FY 2019	Approved FY 2020	Approved FY 2021	Approved FY 2022	Proposed FY 2023	Percent Change
3/4" Residential Meter	100 (9,125 gal/qtr)	\$ 127.01	\$ 138.94	\$ 145.58	\$ 152.48	\$ 163.18	7.0%
3/4" Residential Meter	165 (15,056 gal/qtr)	213.95	217.83	229.21	241.04	257.96	7.0%
3/4" Residential Meter	500 (45,625 gal/qtr)	851.99	794.66	840.78	888.79	950.95	7.0%
2" Meter	1,000 (91,250 gal/qtr)	1,952.14	1,903.02	2,004.81	2,110.76	2,258.47	7.0%
3" Meter	5,000 (456,250 gal/qtr)	9,552.44	9,736.92	10,284.01	10,853.51	11,612.57	7.0%
6" Meter	10,000 (912,500 gal/qtr)	19,878.88	19,748.55	20,852.26	22,001.19	23,539.69	7.0%

Residential Quarterly Bill Comparison (165 Gallons per Day)



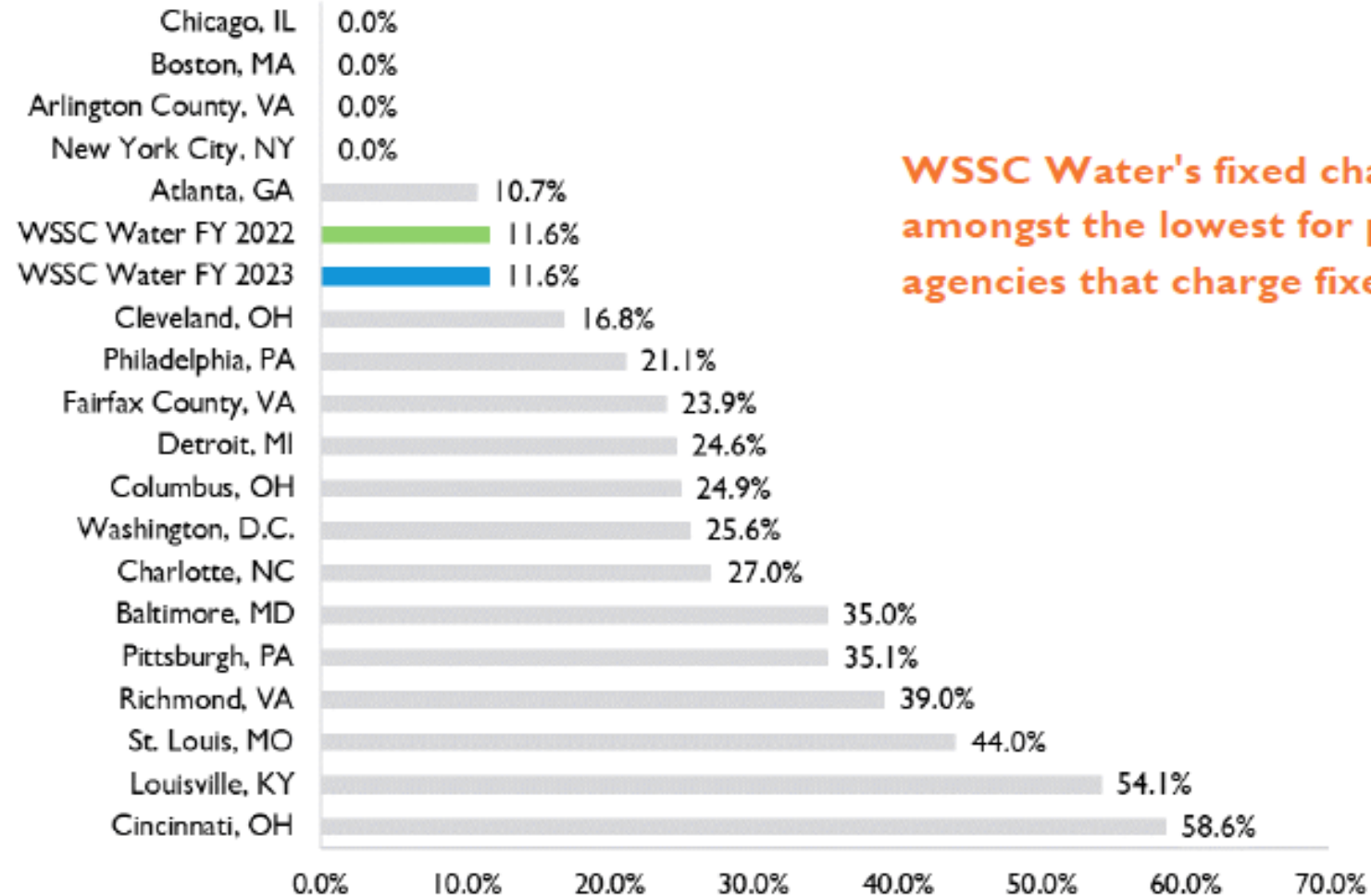
WSSC Water's average quarterly bill is in the middle of peer agencies.

Residential Bill Share of Median Income (165 Gallons per Day)



Median household income figures (in 2019 dollars) from the U.S. Census Bureau (www.census.gov), American Community Survey 5-Year Estimates for 2015-2019.

Share of Residential Bill from Fixed Charges (165 Gallons per Day)



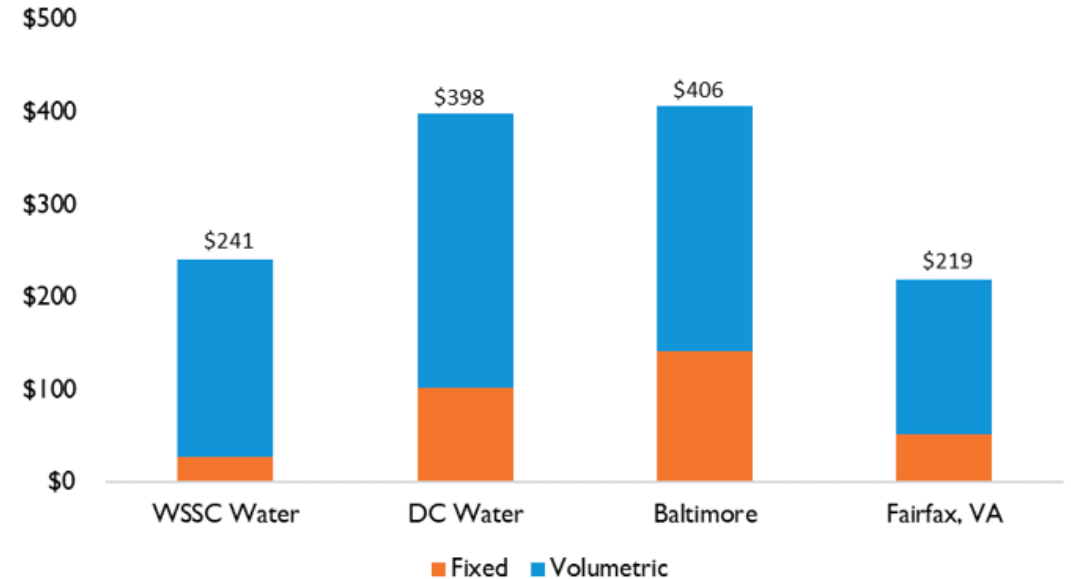
WSSC Water's fixed charges are amongst the lowest for peer agencies that charge fixed fees.

FY 2022 Regional Quarterly Bill Comparison

(165 Gallons per Day; 3/4" Meter)

The Ready-to-Serve charges are the Account Maintenance Fee (AMF) and the Infrastructure Investment Fee (IIF)

- AMF is meant to cover fixed costs for account maintenance
- IIF helps pay debt service expenses related to pipe replacement



WSSC Water's fixed charges per quarter are significantly lower than other regional providers

	WSSC Water	DC Water	Baltimore	Fairfax, VA
Fixed	\$ 28	\$ 102	\$ 142	\$ 52
Volumetric	\$ 213	\$ 296	\$ 264	\$ 166
Total	\$ 241	\$ 398	\$ 406	\$ 219

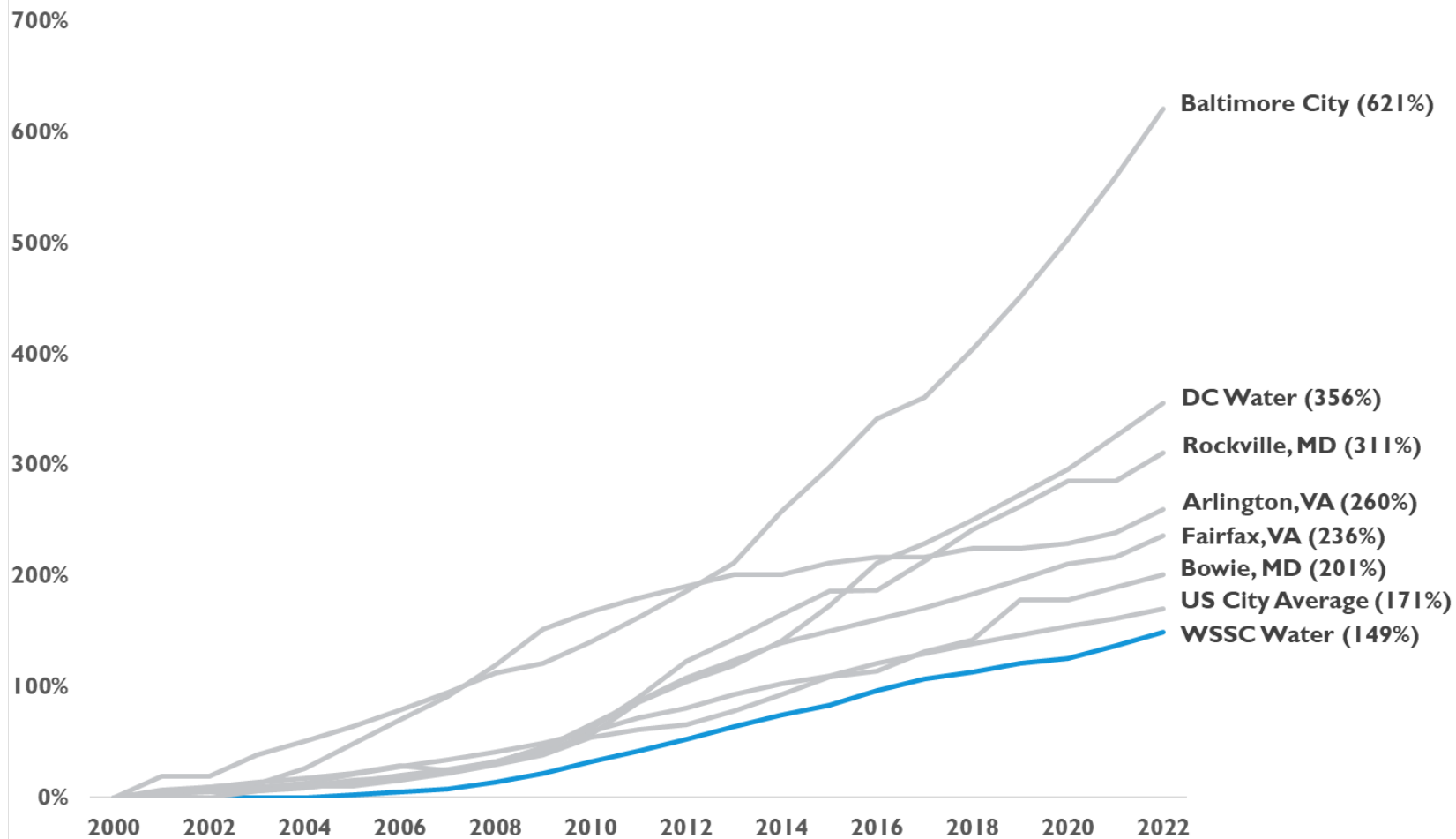
Rate Increase Comparison

Agency/Region	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
WSSC Water								
Volumetric Rates	6.0%	5.9%	7.0%	8.5%	6.0%	4.0%	4.0%	4.0%
Fixed Fees	0.0%	0.0%	7.0%	8.5%	6.0%	4.0%	4.0%	4.0%
DC Water								
Volumetric Rates	9.9%	7.8%	9.5%	3.3%	10.0%	7.5%	8.5%	8.0%
Fixed Fees	-0.8%	5.7%	-0.8%	11.0%				
Baltimore City								
Volumetric Rates	9.2%	9.3%	7.1%	7.1%	6.4%	4.1%	3.3%	3.3%
Fixed Fees	9.5%	9.5%	8.1%	8.1%	7.7%	4.8%	3.3%	3.3%
Fairfax, VA								
Volumetric Rates	1.3%	5.4%	4.5%					
Fixed Fees	5.1%	8.3%	7.1%					

*Actual and projected increases per agency websites.

FYs 2000-2022 Bill Increase Comparison

(165 Gallons per Day; 5/8" Meter)



WSSC Water's cumulative bill increase since FY 2000 is well below the US City Average and those of its regional peers

Sector Bill Comparison

In 2020, the average household spent per month...



\$114
on electricity from
BGE and PEPCO



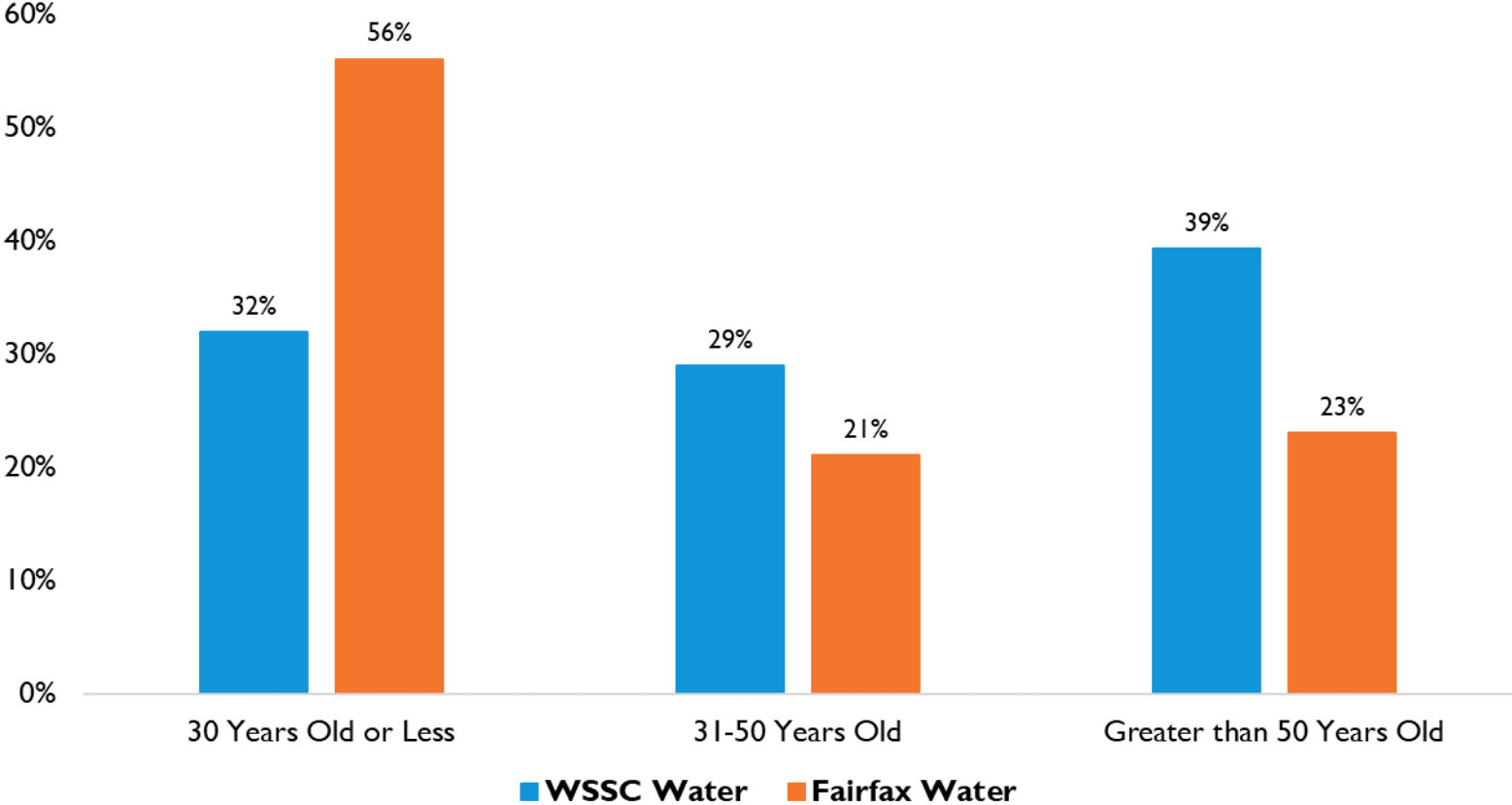
\$106
on cell phone
service



\$73
on water and
sewer from
WSSC Water

System Age Comparison

Age of Water Mains



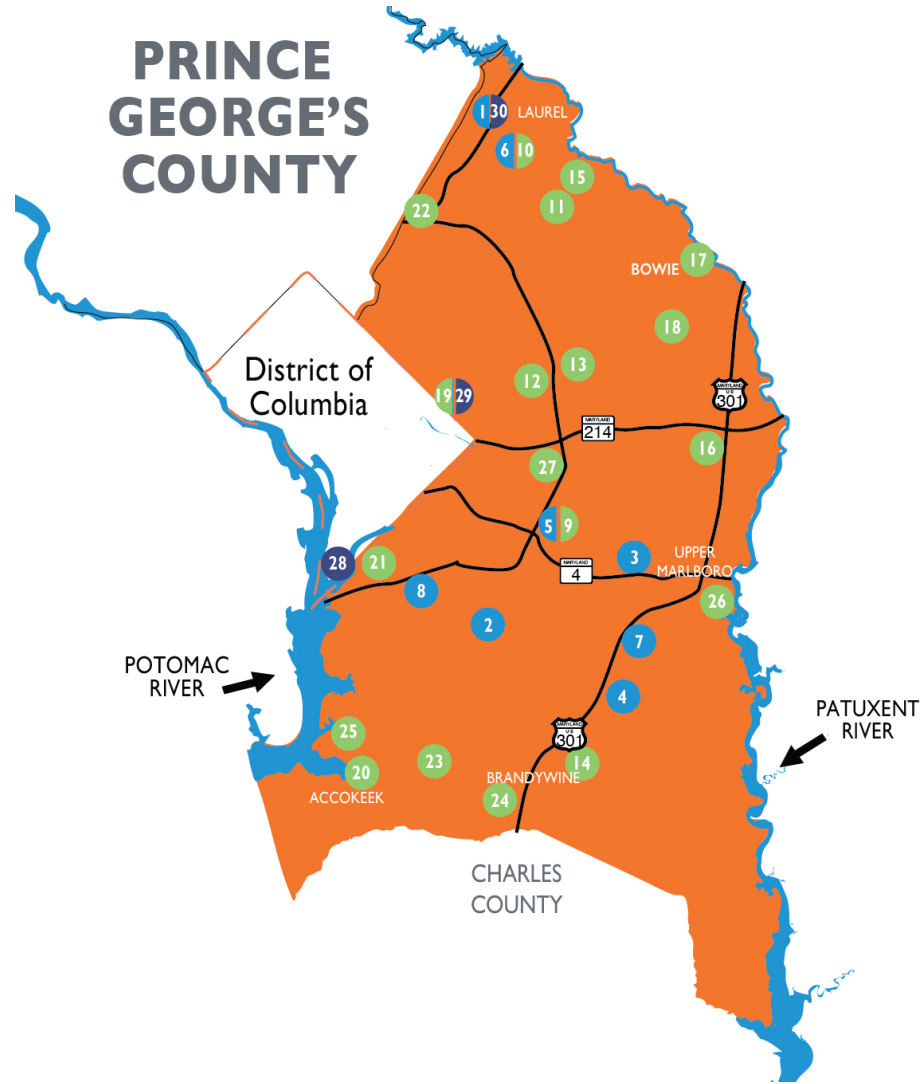
Our system is significantly older than Fairfax Water's system

Capital Budget Affordability

A fiscally responsible CIP results in:

- Maintaining our AAA credit rating
 - Adhering to financial metrics and guidelines
- An affordable CIP
 - Fits within rate increases as proposed
 - Aligns anticipated bond issuance limits over the six-year program
 - Keeps project funding in line with what is affordable
- Increased importance on prioritization of projects for inclusion, elimination, scale-down, or deferral
- Increased use of PAYGO to lower debt service expense and improve metric results - especially with rate risk

FY 2023 CIP Overview and Highlights



WATER

- 1 Prince George's County HG415 Zone Water Main (W-12.02)
Patuxent Raw Water Pipeline (W-172.07)
- 2 Old Branch Avenue Water Main (W-34.02)
Branch Avenue Water Transmission Improvements (W- 34.04)
- 3 Marlboro Zone Reinforcement Main (W-34.05)
- 4 Rosaryville Water Storage Facility (W-62.06)
- 5 Smith Home Farms Water Main (W-84.03)
Westphalia Town Center Water Main (W-84.04)
Prince George's County 450A Zone Water Main (W-84.05)
- 6 Konterra Town Center East Water Main (W-93.01)
- 7 Marlton Section 18 Water Main, Lake Marlton Avenue (W-105.01)
- 8 South Potomac Supply Improvement, Phase 2 (W-137.03)

SEWER

- 9 Westphalia Town Center Sewer Main (S-27.08)
- 10 Konterra Town Center East Sewer (S-28.18)
- 11 Pumpkin Hill WWPS & FM (S-28.20)
- 12 Landover Mall Redevelopment (S-68.01)
- 13 Carsondale WWPS & FM (S-68.02)
- 14 Brandywine Woods WWPS & FM (S-75.23)
- 15 Parkway WRRF Facility & Electrical Upgrades (S-77.21)
- 16 Southlake Subdivision Sewer (S-86.19)
- 17 Horsepen WWPS & FM (S-87.19)
- 18 Freeway Airport WWPS & FM (S-87.20)
- 19 Anacostia #2 WWPS Upgrades (S-89.24)
Colmar Manor WWPS & FM (S-89.26)
- 20 Piscataway WRRF Facility Upgrades (S-96.14)
Piscataway Bioenergy (S-103.02)
- 21 Forest Heights WWPS & FM (S-113.13)
- 22 Viva White Oak Sewer Augmentation (S-118.10)
- 23 Pleasant Valley Sewer Main, Part 2 (S-131.05)
Pleasant Valley Sewer Main, Part 1 (S-131.07)
- 24 Calm Retreat Sewer Main (S-131.11)

SEWER

- 25 Swan Creek WWPS & FM (S-131.12)
- 26 Western Branch WRRF Process Train Improvements (S-157.02)
- 27 D'Arcy Park North Relief Sewer (S-300.01)

OTHER

Shown on Map

- 28 Blue Plains WWTP: Liquid Train Projects, Part 2 (S-22.06)
Blue Plains WWTP: Biosolids Management, Part 2 (S-22.07)
Blue Plains WWTP: Plant-Wide Projects (S-22.09)
Blue Plains: Pipelines & Appurtenances (S-22.11)
- 29 Anacostia Depot Reconfiguration (A-100.01)
- 30 RGH Building Upgrades (A-101.06)

OTHER

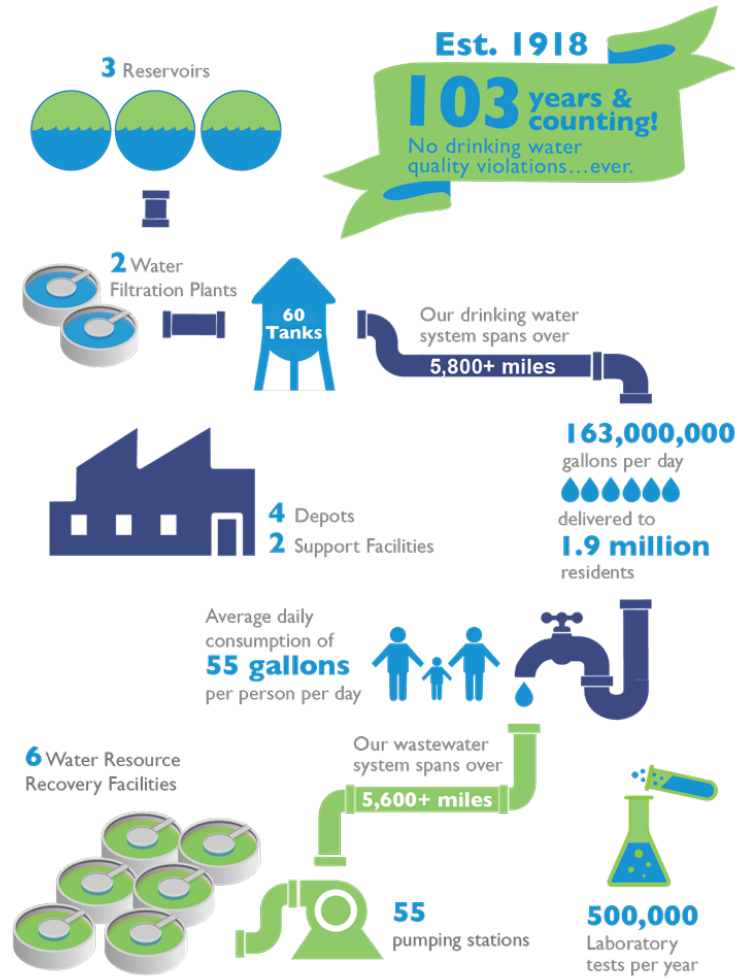
Not Shown on Map

- 31 Water Reconstruction Program (W-1.00)
- 32 Water Storage Facility Rehabilitation Program (W-105.00)
- 33 Specialty Valve Vault Rehabilitation Program (W-107.00)
- 34 Large Diameter Water Pipe & Large Valve Rehabilitation Program (W-161.01)
- 35 I-495/I-270 Traffic Relief Plan Pipeline Relocations (W-161.02)
- 36 Land & Rights-of-Way Acquisition – Bi-County Water (W-202.00)
- 37 Sewer Reconstruction Program (S-1.01)
- 38 Mattawoman WWTP Upgrades (S-75.21)
- 39 Septage Discharge Facility Planning & Implementation (S-170.08)
- 40 Trunk Sewer Reconstruction Program (S-170.09)
- 41 Land & Rights-of-Way Acquisition – Bi-County Sewer (S-203.00)
- 42 Engineering Support Program (A-102.00)
- 43 Energy Performance Program (A-103.00)
- 44 Other Capital Programs (A-110.00)

FY 2023 CIP Overview and Highlights

- A mid-cycle update that reduces FY 2023 capital spending by \$110.5 million was transmitted to the Counties on February 17th.
 - Needed in order to respond to the concerns raised by the rating agencies.
 - The reductions are not without risks and may cause service interruptions.
- The mid-cycle update defers 11 projects for one year and makes permanent cuts in FY 2023 to 4 ongoing programs.
 - In Prince George's County, 5 out of 12 projects (42%) that are considered as eligible for deferral were deferred, representing \$37.7 million (57% of the FY 2023 total for the 12 projects).
 - In Montgomery County, 4 out of 5 eligible projects (80%) were deferred, representing \$1.3 million (66% of the FY 2023 total for the 5 projects).
 - For Bi-County and Information Only projects, 5 out of 13 eligible projects (38%) were deferred or reduced, representing \$66.3 million (28% of the FY 2023 total for the 13 projects).
 - One addition Bi-County/Information Only project that was not on the eligible for deferral list was reduced by \$5.2 million.

FY 2023 CIP Overview and Highlights



System	Total 6-Year Program Cost (\$ in thousands)	Share
Reservoirs/Source Water Protection	\$ 17,784	0.4%
Water Filtration Plants	292,697	7.0%
Water Tanks	36,000	0.9%
Water Pipes	1,919,123	46.0%
Sewer Pipes	933,385	22.4%
Wastewater Pumping Stations/Force Mains	152,664	3.7%
Water Resource Recovery Facilities	672,541	16.1%
Support Facilities	127,781	3.1%
Lab	19,630	0.5%
Total	\$ 4,171,605	100.0%

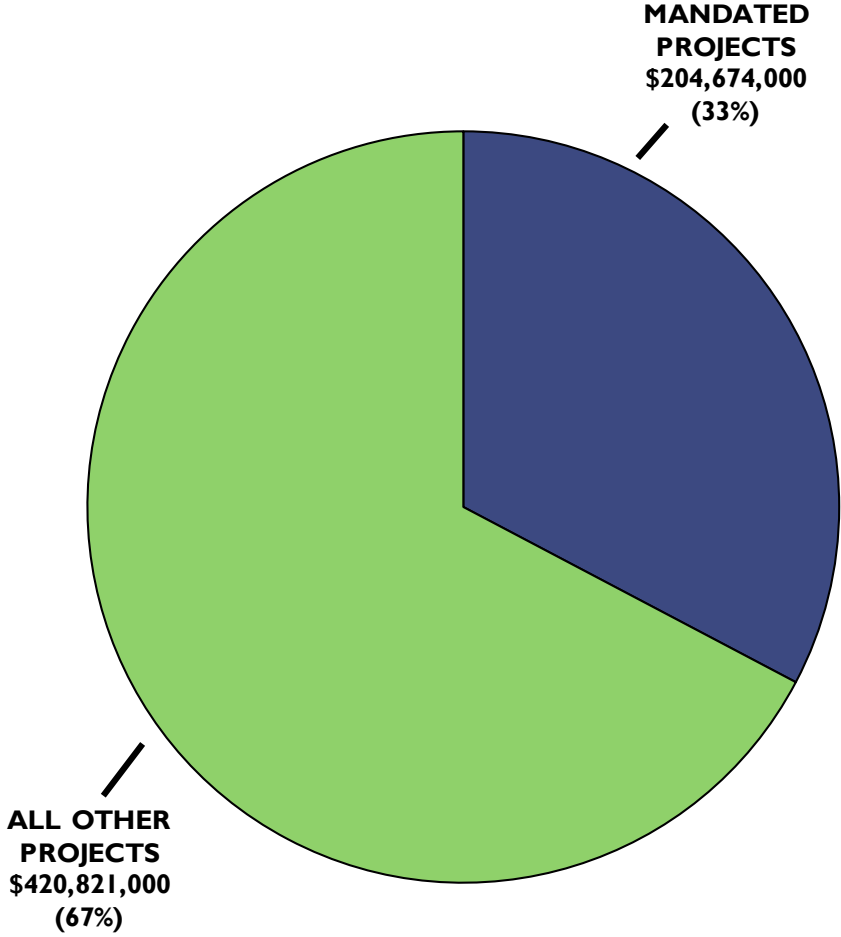
FY 2023 CIP Overview and Highlights

FY 2023 – FY 2028 CIP

- Six-year program cost of \$4.17 billion
 - Bond funded \$3.21 billion (plus PAYGO of \$400.0 million)
 - Mandated projects \$1.29 billion (31.0%)
 - Blue Plains \$542.6 million
 - Consent Decree \$736.0 million
 - Other Regulatory & Agreement \$14.9 million
- FY 23 budget year cost of \$625.5 million
 - Bond funded \$500.9 million (plus PAYGO of \$31.0 million)
 - Mandated projects \$204.7 million (32.7%)



FY 2023 CIP Overview and Highlights

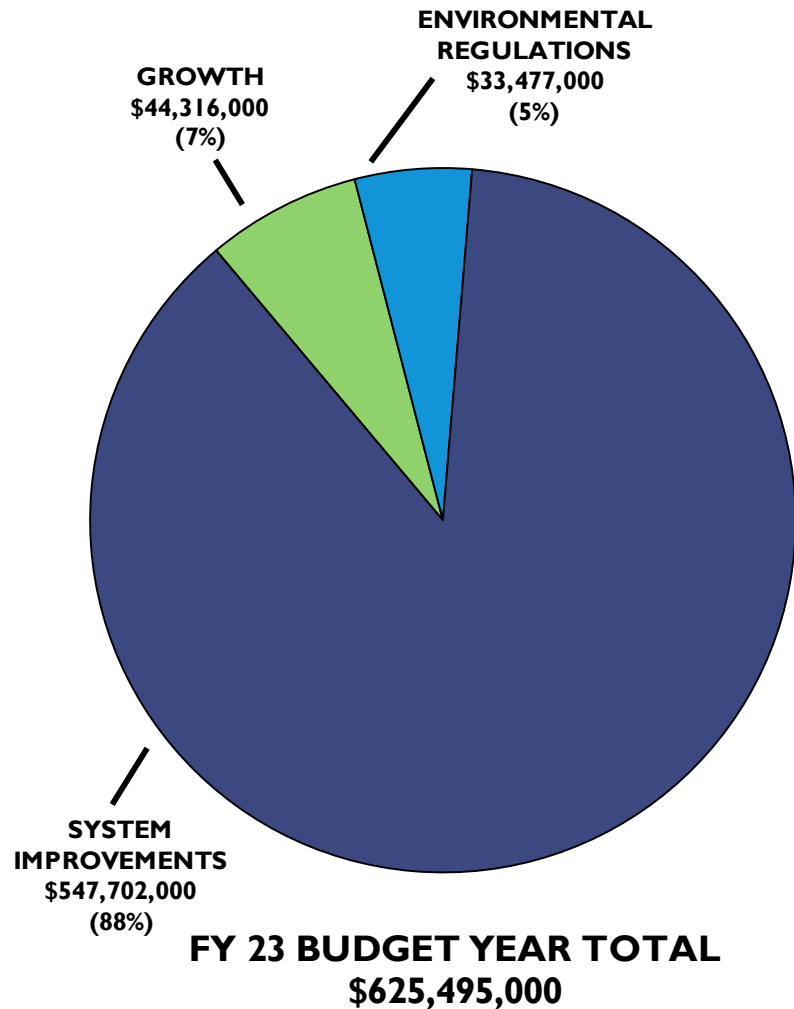


FY 23 BUDGET YEAR TOTAL
\$625,495,000

33%
of the planned spending in the FY 23 combined program is mandated by existing multi-jurisdictional agreements or by consent decrees

Mandated Projects	FY 23 Amount
Consent Decrees	132,631,000
Blue Plains	68,490,000
Other Agreements	3,553,000
Total	204,674,000

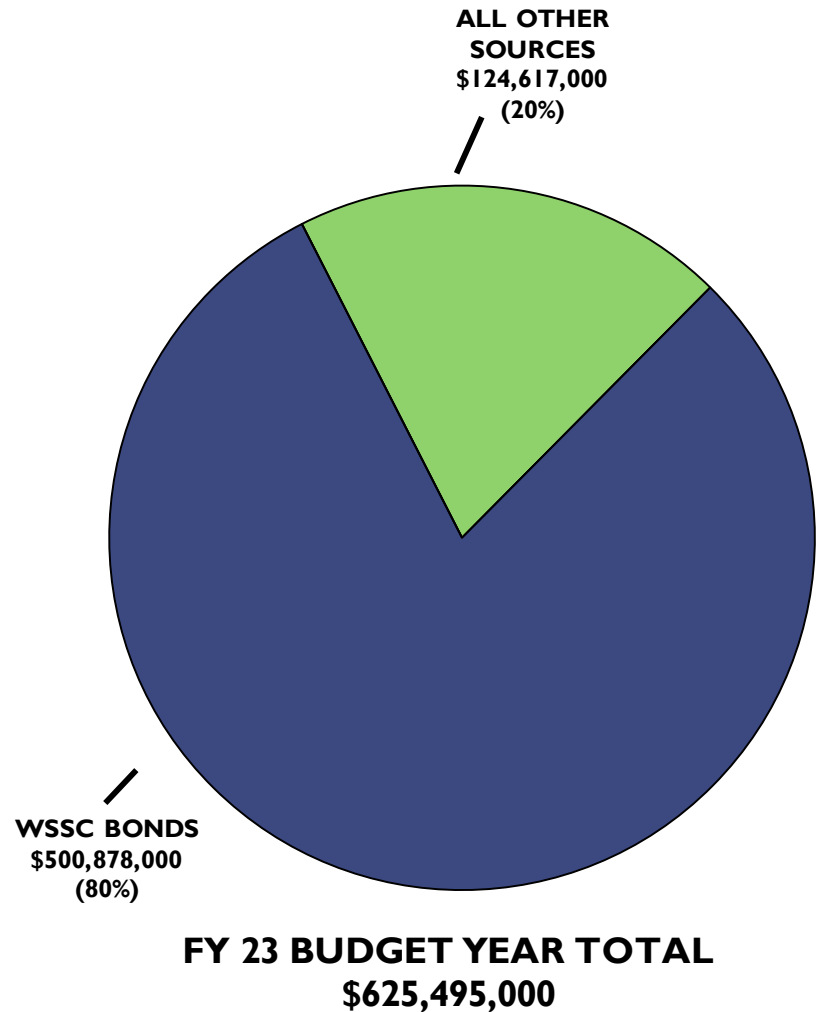
FY 2023 CIP Overview and Highlights



88%
of the FY 23 combined program is for reinvestment in our system infrastructure

Major Category	FY 23 Amount
Growth	44,316,000
System Improvements	547,702,000
Environmental Regulations	33,477,000
Total	625,495,000

FY 2023 CIP Overview and Highlights



80%

of the FY 23 combined program is funded through long-term debt

Funding Source	FY 23 Amount
WSSC Bonds	500,878,000
PAYGO	31,016,000
SDC & Others	44,316,000
Federal & State	43,799,000
Local Government Contributions	5,486,000
Total	625,495,000

FY 2023 CIP Overview and Highlights

Water Reconstruction Programs

- WSSC Water maintains over 5,800 miles of water mains ranging from 4" to 96" in diameter
- Rehabilitated on average more than 50 miles per year over the past 10 years
- Continuing investments in new technology to develop a more efficient and effective program
- Over 100 miles of Pre-stressed Concrete Cylinder Pipe (PCCP) inspected and monitored 24/7; avoided 45 imminent pipe failures
- FY 23 program: 25 miles of distribution (<16") mains and 5 miles of transmission (\geq 16") mains
- FY 23 budget: \$117.3 million



FY 2023 CIP Overview and Highlights

Sewer Reconstruction Programs

- WSSC Water maintains more than 5,600 miles of sewer mains
- Includes replacement of pipe, relining of pipe, pipeline protections, and rehabilitation of manholes and force mains
- Sanitary Sewer Overflow (SSO) Consent Decree Phase I work completed by February 2022 deadline
- Phase 2 SSO Consent Decree work and reporting continue
- Funding via Maryland Department of the Environment (MDE) low-interest loans and Bay grants
- FY 23 program: 41.6 miles of sewer rehabilitation
- FY 23 budget: \$107.4 million



FY 2023 CIP Overview and Highlights

Water Filtration Plants (WFPs)

- WSSC Water owns and operates two WFPs, the Potomac WFP and the Patuxent WFP
- The two plants produced an average of 162.8 million gallons of water per day (MGD) in FY 21

Potomac WFP Consent Decree Program

- The design based on the Long-term Upgrade Plan approved by MDE is complete
- Total cost estimate: \$182.3 million
- FY 23 budget: \$25.2 million

Patuxent Raw Water Pipeline

- New raw water pipeline to plant to increase capacity up to 110 MGD
- Project is in construction
- FY 23 budget: \$8.1 million



FY 2023 CIP Overview and Highlights

Water Resource Recovery Facilities (WRRFs)

- WSSC Water owns and operates six WRRFs that treated an average of 77.4 MGD of sewage in FY 21

Piscataway Bioenergy

- Innovative project that will transform sewage into renewable energy
- Recover 2-3 megawatts of renewable energy
- Treat biosolids from 5 WRRFs
- Reduce greenhouse gas emissions
- Protect the Chesapeake Bay
- Projected economic benefit of \$3.7 million per year
- Phase I completed in December 2020; Phase 2 started in June 2020
- FY 23 budget is \$74.7 million



FY 2023 Budget Summary Highlights

- Controlling for non-discretionary items, the Proposed Operating Budget increase is only 1.1%
- 4.2% of the 7.0% rate increase addresses revenue declines
- Proposed Budget required \$133 million in reductions to meet 7.0%.
- An additional \$3.9 million in reductions required to meet 6.5%
- Past due amounts decreased 10.7% since the beginning of FY22
- Expanded affordability programs and budgeted amount is proposed at \$3.5 million
- Consent decree projects on time and on budget
- Capital Improvements Program provides for critical infrastructure investment

Questions?

