

HEARING EXHIBIT PWD - 3

MAY 15, 2018

**Before the
Philadelphia Water, Sewer, and Storm Water Rate Board**

In the Matter of the Philadelphia Water Department's Proposed Change in Water, Wastewater and Stormwater Rates and Related Charges

Fiscal Years 2019-2021

Exhibit

of

Black & Veatch Management Consulting, LLC

on behalf of

The Philadelphia Water Department



Illustration of PWD Financial Plan Cash Flow Analysis

