ORANGE WATER AND SEWER AUTHORITY

A public, non-profit agency providing water, sewer and reclaimed water services to the Carrboro-Chapel Hill community.

MEMORANDUM

TO: **Community Engagement Committee**
Steve Dear (Chair)
Terri Buckner
Will Raymond
Alan Rimer (*ex officio*)

FROM: Ed Kerwin

DATE: May 21, 2014

SUBJECT: **May 29, 2014 Community Engagement Committee Meeting**

The Committee will meet on Thursday, May 29, 2014 at 5:15 PM in the OWASA Boardroom.

Agenda

1. **Discuss responses to our survey (issued through the Association of Metropolitan Water Agencies) regarding community engagement and affordability outreach** (Attachment).

   We suggest the Committee review and discuss the results of the survey. The Committee may wish to identify questions or topics for further staff research about engagement/outreach practices.

2. **Update on Affordability Outreach Pilot Program**

   Pat Davis will provide an update at the meeting.

3. **Update on work plan to complete Strategic Plan Initiatives**

   Ed Kerwin will provide an update at the meeting.

4. **Open discussion – next meeting**

Ed Kerwin
Executive Director

c: Board of Directors
Attachment – Community engagement/affordability outreach survey results

Responses to AMWA survey of metropolitan water utilities regarding community engagement and affordability outreach, April 2014

1. Utility	Basic information about utilities (Question 3, utility contact information, is below.)								
	2. What services do you provide?				4. Geographic area you serve	5. Number of accounts	6. Annual revenues	7. Annual budget	8. Population served
	water	wastewater	reclaimed water	other					
Honolulu Board of Water Supply	yes	billing only			Oahu, Hawaii	176,670	$203,518,000	$169,779,368	Island of Oahu in the State of Hawaii
San Diego County Water Authority	yes				San Diego County	24 member agencies	FY2013 - $619.8 million actuals	FY2013 - $599 million budgeted	3,100,000
Tualatin Valley Water District	yes				Unincorporated Washington County, Oregon and parts of Hillsboro, Tigard and Beaverton.	59,629	36,761,915	102,473,348	200,000
Boston Water and Sewer Commission	yes	yes			The 48 square miles that comprise the city of Boston, Massachusetts.	90,000	310,923,892	310,966,534	636,479
Palm Beach County Water Utilities	yes	yes	yes		Western portion of Palm Beach County, Florida (approximately 1,200 square miles)	238,672	153,000,000	144,000,000	569,000
Albuquerque Bernalillo County Water Utility Authority	yes	yes	yes		300 square miles	210,000	$280 million	$194 million	630,000
South Central CT Regional Water Authority	yes				Greater New Haven, CT area - 20 towns and cities	118,000	$93.1 million	$93.1 million	430,000
Detroit Water and Sewerage Department	yes	yes			40% of the State of Michigan population in the SE area of the State - Water 30% in a similar geographical area - Combined sewer	Retail approx. 248,000	Revenue Requirement for FY 14 is 934 Million	Operational budget for FY 14 is 367.3 FY 15 363.8	3,500,000
San Francisco Public Utilities Commission	yes	yes	yes	electric	San Francisco Bay Area. For the purposes of this survey, our answers are for retail customers in the city of San Francisco.	174,092 retail accounts	805,600,000	805,600,000	2,600,000
City of Topeka	yes	yes				60,000			100,000
Saint Paul Regional Water Services	yes				Upper Midwest, Northern Plains	94,000	56,000,000	56,000,000	415,000
OWASA	yes	yes	yes		Chapel Hill-Carrboro, NC	20,000	ca. $39 million	ca. $39 million	80,000
	100%	**58%**	**33%**	**8%**					

Utility	3. Utility contact information		
	Staff who replied to survey	e-mail address	telephone
Honolulu Board of Water Supply	Neil Oyama	noyama@hbws.org	(808) 748-5306
San Diego County Water Authority	Tenille Otero	totero@sdcwa.org	858-522-6711
Tualatin Valley Water District	Jim Meierotto	jimm@tvwd.org	503-848-3036
Boston Water and Sewer Commission	Jeanne Richardson	richardsonje@bwsc.org	617-989-7355
Palm Beach County Water Utilities	Craig Williams	ccwilliams@pbcwater.com	561-493-6051
Albuquerque Bernalillo County Water Utility Authority	Frank Roth	froth@abcwua.org	505-768-2511
South Central CT Regional Water Authority	Jean Dyer	jdyer@rwater.com	203-401-2665
Detroit Water and Sewerage Department	Sue McCormick	mccormick@dwsd.org	313-994-4701
San Francisco Public Utilities Commission	Deborah Chilvers	dchilvers@sfwater.org	415934-9252
City of Topeka	Pam Bradshaw	pbradshaw@cox.net	785-379-9596
Saint Paul Regional Water Services	Steve Schneider	steve.schneider@ci.stpaul.mn.us	651-266-6274
OWASA	Greg Feller	gfeller@owasa.org	919-537-4267

Utility	9. Which stakeholder groups do you seek to engage? (Please check all that apply)						
	Residential customers in conventional homes	Residents in multi-family neighborhoods who are utility accountholders	Residents in multi-family neighborhoods who are not utility accountholders	Businesses	Non-profit organizations (if yes, specify types in "other" section below)	We do not target specific stakeholder groups; we engage the overall community	Other
Honolulu Board of Water Supply	yes	yes	yes	yes	yes	yes	
San Diego County Water Authority	yes	yes	yes	yes		yes	Our 24 member agencies and all residents and businesses in San Diego County
Tualatin Valley Water District	yes	yes		yes		yes	Small and large business and critical customers that we have identified.
Boston Water and Sewer Commission						yes	Historically, BWSC has targeted ratepayers, however, recently, the Commission has moved towards engaging all Boston residents and business owners, especially related to stormwater and environmental issues.
Palm Beach County Water Utilities						yes	
Albuquerque Bernalillo County Water Utility Authority	yes			yes			
South Central CT Regional Water Authority						yes	We currently only have one Facebook account for our Recreation program.
Detroit Water and Sewerage Department	yes	yes	yes	yes	yes		All residents are checked, though we don't distinguish the residential sector to this degree. Also, since such a significant portion of our service is wholesale to communities outside the City, we have a very significant outreach/engagement program for this sector
San Francisco Public Utilities Commission	yes	yes	yes	yes	yes		
City of Topeka						yes	
Saint Paul Regional Water Services						yes	
OWASA	yes	yes	yes	yes	yes		
% yes	**58%**	**50%**	**42%**	**58%**	**33%**	**67%**	

Utility	10. Which of the following methods does your utility use?							
	Website blog	**Facebook**	**Twitter**	**Following community leaders and/or other local stakeholders on Twitter (such as people who follow your utility on Twitter)**	**YouTube**	**Instagram**	**Other social media**	**Group interviews (focus groups)**
Honolulu Board of Water Supply		yes	yes	yes	yes	yes	Nixie	
San Diego County Water Authority		yes	yes	yes	yes		LinkedIn, website, online newsletter (Constant Contact), mobile app	
Tualatin Valley Water District								
Boston Water and Sewer Commission		yes			yes			yes
Palm Beach County Water Utilities								
Albuquerque Bernalillo County Water Utility Authority		yes	yes					yes
South Central CT Regional Water Authority		yes						yes
Detroit Water and Sewerage Department							Social Media is not currently used. Majority of efforts are face to face or through Web content	
San Francisco Public Utilities Commission	yes	yes	yes	yes	yes	yes		yes
City of Topeka								
Saint Paul Regional Water Services	yes							
OWASA			yes					
% yes	**17%**	**50%**	**42%**	**25%**	**33%**	**17%**		**33%**

No utility reported using Pinterest.

Utility	11. How do you rate the cost-effectiveness of the following methods?							
	Website blog	Facebook	Twitter	Following community leaders and/or other local stakeholders on Twitter (such as people who follow your utility on Twitter)	YouTube	Instagram	Other social media: (if you listed one in question 8)	Group interviews (focus groups)
Honolulu Board of Water Supply		Good	Good	Excellent	Good	Good	Good	
San Diego County Water Authority		Fair	Fair	Fair	Fair		Fair	Excellent
Tualatin Valley Water District								
Boston Water and Sewer Commission		Excellent			Excellent			Good
Palm Beach County Water Utilities								
Albuquerque Bernalillo County Water Utility Authority		Fair	Fair					Excellent
South Central CT Regional Water Authority		Good						Good
Detroit Water and Sewerage Department								
San Francisco Public Utilities Commission	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent		Fair
City of Topeka								
Saint Paul Regional Water Services	Good							
OWASA			Good					

Utility	12. What has been your most cost-effective action to engage the community/stakeholders in dialogue?	13. What other engagement actions have been highly cost-effective?	14. What actions have been least cost-effective?
Honolulu Board of Water Supply	Social media	Establishing relationships with the community through a regular presence at Neighborhood Board meetings well before we need to engage them. This has allowed us to put a "face" to our utility and build trust with the community.	Public outreach efforts through small community events that are not well attended
San Diego County Water Authority	It's difficult to determine cost-effectiveness through online and social media. We use social media and online communications as additional methods to traditional media to reach others we may not have otherwise reached. We determine effectiveness by followers, views, interactions, engagement, etc.	community forums, Constant Contact newsletters, legislative roundtables, small business outreach events	
Tualatin Valley Water District	Use of our Water Words newsletter that is inserted with each bill.	Use of the website to distribute information. Targeted meetings with critical customers to have two way conversations.	Open houses and special mailings.
Boston Water and Sewer Commission	BWSC holds ongoing construction meetings in affected neighborhoods throughout the duration of the construction project.	BWSC makes information readily available on its website (including AMI data).	Bill inserts and promotional items targeted towards behavior change, for example, water conservation kits.
Palm Beach County Water Utilities	Meetings and presentations at home owner associations.	Mailers as a high percentage of our customers still rely on paper bills.	Electronic communications. Palm Beach County service area has many elderly residents.
Albuquerque Bernalillo County Water Utility Authority	Our focus groups. We conduct 4 per year with about 60 in attendance.	We conduct a telephone customer opinion survey, 500 residential and 100 customers, every two years.	
South Central CT Regional Water Authority	For specific questions for specific groups of customers or other constituents, focus groups are cost-effective. We only have one FB account for recreation, and it is maintained in-house and is not required to be monitored 24/7, so it too is cost-effective.		
Detroit Water and Sewerage Department	Community meetings.	Including Customer Community representation in large scale project decisions by representation on project teams.	
San Francisco Public Utilities Commission	Social media outlets and community events, presentations and online surveys.	Earned Media, digital newsletters	Focus groups, direct mailers
City of Topeka			
Saint Paul Regional Water Services			
OWASA	to be determined after further experience	to be determined after further experience	

Utility	15. What have been your most important lessons learned about your utility's stakeholder engagement efforts?	16. Other comments or information?
Honolulu Board of Water Supply	It is preferable to proactively inform and engage stakeholders early on in a project – well before it is implemented.	
San Diego County Water Authority	The more outreach we do, the more of our stakeholders we reach.	
Tualatin Valley Water District	It is hard to get interest or participation from our customers on a wide variety of messages. Generally our customers rate us with a high score on customer satisfaction, but I think in the sea of marketing and other competing messaging our customers receive every day from other organizations, I feel water messaging is not seen as important. Our customers live in a water rich area and could feel as long as their water is coming out of their tap, drinking water issues are not at the top of their list. Continuing to work on community engagement and ways to make it meaningful and engaging is our goal. One of our biggest obstacles is we are a special district and not a city, so finding our "community" is very difficult for us to define.	Community involvement is very important to us and we will continue to invest in effective outreach and communication strategies. We are currently looking at social media platforms and other ways to be more relevant.
Boston Water and Sewer Commission	BWSC has discovered that inserts and other information delivered in bills are infrequently read by ratepayers. Inserts are also only received by a small portion of residents and do not reach renters, who make up a large portion of Boston residents. In recent focus groups consisting of residents, landlords, business owners, and property managers, the Commission found that messages delivered through children at school programs were received at a higher rate than other types of communications. It was also determined that one-to-one contact with individuals, through events or meetings, is the preferred means of receiving information for most Boston residents. Most renters and business owners that rent space for their business believe that the property managers play a large role in engaging their tenants/residents and informing them about BWSC's messages.	
Palm Beach County Water Utilities	Be prompt. Be ahead of the information curve.	
Albuquerque Bernalillo County Water Utility Authority	Customer satisfaction and identifying their level of service for our asset management plans.	
South Central CT Regional Water Authority		We are in the process of considering using facebook and youtube videos as a method of communications with our customers, but no formal program has yet been adopted.
Detroit Water and Sewerage Department	People support what they create. Moving past providing information into share decision making is most beneficial in moving controversial items forward with governing board support. The process aligns the utility effort with the community values. Be clear when you are taking input for consideration and when you are in a shared decision making mode. Manage expectations. Ask, repeat what you heard, say what difference in made in what you did. Share the results of your public engagement with the public you heard from.	
San Francisco Public Utilities Commission	• Continuous engagement and education – educating our diverse stakeholder groups using traditional and new media • Promoting public participation and feedback opportunities • Conveying conditions of the system • Highlighting the successes of our Water System Improvement Program investments as we move forward with our Sewer System Investment Program • Communicating Value (pennies per gallon) • Broadening the Conversation – Utilities nationwide are experiencing the same problems • Early briefings for stakeholders to create feedback opportunities on rates proposal	
(no other responses)		

Utility	17. What are the primary topics you inform low- to moderate-income customers about in your affordability outreach program?
Honolulu Board of Water Supply	The Honolulu Board of Water Supply has a longstanding public awareness program to help customers reduce water use. This outreach effort includes a media campaign to inform customers what best practices for wise use of water are, outreach to schoolchildren and exhibiting or presenting to groups about the need for our island community to conserve our water resources. [A table of the programs is available in the complete response by this utility.]
San Diego County Water Authority	N/A. We are a wholesale supplier of water. We don't have this type of program. We inform San Diego County residents and businesses of water supply issues in the region, water supply diversification, and conservation.
Tualatin Valley Water District	Although we do not target low to moderate income customers, since 2001, TVWD has utilized the services of Care To Share (CTS) to manage the Emergency Assistance Program and allocate one-time assistance to eligible customers. Care To Share's overarching mission is to coordinate assistance to families and individuals seeking emergency food and other basic needs. Its goal is to help people through crisis situations and to connect them with other services they need. The organization is a 501(c)3 charity and is supported by local churches, community organizations, businesses, and community and private grants. CTS serves more than 20,000 families each year in the Beaverton / Aloha / Portland area. Further information on CTS is available at: http://www.caretosharehelp.org/. For TVWD in particular, CTS does the means testing and administers water and wastewater bill assistance for customers whose water service has been disconnected due to non-payment or who are in jeopardy of such disconnection. District staff members refer potential clients to CTS staff for assessment and possible assistance. To date, the assistance available to eligible clients has originated from four sources: 1. TVWD budgeted funds 2. TVWD online customer donations & miscellaneous contributions from TVWD commissioners and staff 3. Clean Water Services (CWS) employee donations 4. TVWD employee forfeited flexible spending account (FSA) money
Boston Water and Sewer Commission	BWSC offers elderly and disabled persons a discount program as well as provides full rights to service for senior citizens or those experiencing a medical hardship. BWSC also offers full rights to service to tenants in non-owner occupied properties in which the landlord is delinquent. Additionally, the Commission offers grant programs, which are not exclusive to low- to moderate-income customers, which provide financial support for water service and sewer lateral repair and replacement.
Palm Beach County Water Utilities	We do not have an affordability outreach program.
Albuquerque Bernalillo County Water Utility Authority	We just started this program but it is mostly outreach to inform low income customers regarding water and sewer bill credits.
South Central CT Regional Water Authority	We do not currently have an affordability outreach program.
Detroit Water and Sewerage Department	
San Francisco Public Utilities Commission	The value of our water (pennies per gallon for water and wastewater treatment). We talk about our essential 24/7 services, water efficiency and conservation and access to low income assistance programs for single family residential customers. We also talk about our transparent rate setting process and the opportunity to provide input into that process.
City of Topeka	In the process of developing information at this time
Saint Paul Regional Water Services	
OWASA	most effective water conservation methods

Utility	18. Have you provided information to and/or had discussions with owners of multi-family residential properties about reducing water use by low- to moderate-income renters?	19. What have been your efforts and successes in engaging the owners/managers of multi-family developments?
Honolulu Board of Water Supply	Community gardening workshops that feature xeriscape plants and gardening techniques that will help our customers to conserve water outdoors. i.e. Growing water-free plants, rain gutter collection of water, compost, aquaponics. Yes, we work with various single family and multi-family homeowners. We educate them on WaterSense Products and inform residents about Detect-A-Leak Week. We partner with WaterSense (promoting WaterSense labeled products) and Landscape Industry Council of Hawaii (LICH) (provide them brochures – discussed more in detail in question 8). http://www.hawaiiscape.com/publications/ http://www.hawaiiscape.com/buildingmanager/ Diamond Sprinkler Supply – irrigation training and efficient equipment	BWS has a long track record of speaking to public groups, especially with the 36 neighborhood boards, including owners and developers as part of its Speaker Bureau. In this way, BWS works with local developers on promoting water efficient new construction and installing water efficient landscapes. Due to the recent economic recession, BWS has not had a focus on working with new development in recent years.
San Diego County Water Authority	YES	Speakers' bureau, working through our member agencies, having a booth at outreach events
Tualatin Valley Water District	NO	Working with an intern a few years ago, we did engage three multi family developments. Our goal was to get showerheads changed out, use of toilet leak tabs and a brochure for behavior change. We got a good response from property managers and owners to install the free showerheads and use the toilet leak tabs. I think this personal approach to keep it simple, offer for free the devices and advise these actions will lower their water and sewer bill is a good way to reach multi-family developments.
Boston Water and Sewer Commission	NO	BWSC encourages ratepayers to monitor water usage online using the AMI data available on the website. The Commission also provides free water conservation kits to residents and landlords.
Palm Beach County Water Utilities	NO	None
Albuquerque Bernalillo County Water Utility Authority	NO	
South Central CT Regional Water Authority	NO	
Detroit Water and Sewerage Department		
San Francisco Public Utilities Commission	YES	Promotion of our water conservation assistance (water audits, free devices, fixture rebates and incentives) is generally done to all our customers, regardless of income, through agency newsletters, bill notices/inserts, social media, community events, web site. In addition we utilize billing information to target top water using multi-family accounts through direct mail. Our free high-efficiency toilet direct install program, launched in 2010, is the only conservation service for which marketing has been focused on low-income customers. For single family, free toilet installation services are limited to customers qualifying to participate in our low-income rate assistance program. For multi-family we target free toilet installations and water audits to San Francisco affordable housing providers managed by local government agencies or non-profit housing developers. Participating multi-family developments were identified for free replacement of old, water wasting toilet fixtures through resources lists published by local low-income housing assistance programs including the San Francisco Mayor's Office of Housing, Human Services, Former Redevelopment Agency and various state and federal housing programs such as those receiving project based section 8 mortgages. Income eligibility for participation was established by the government agencies, typically derived from the area median income for the HUD fair market rent area that contains San Francisco.
City of Topeka		
Saint Paul Regional Water Services		
OWASA		to be determined
	yes = 3/12 (25%)	

Utility	20. Are you satisfied with your program to promote affordability and water conservation for low- to moderate-income residential customers?	21. What has been your one most cost-effective action to help low- to moderate-income residential customers conserve water and reduce their water/sewer bills?	22. What other actions have been highly cost-effective?	23.What actions have been least cost-effective?
Honolulu Board of Water Supply	Yes. We are always working towards more outreach programs to educate Oahu's residents and will continue developing various water conservation measures.	Educational workshops. The most cost-effective action to help low-to moderate income residential customers conserve water and reduce their water bills would be from the Rain Barrel Education Program. **[Excerpt; full response has additional information.]**	Plant Sale and Community Events, Dye Tablets, Flapper Program, Detect A Leak Week, Large Totes for Rain barrels, WaterSense Product Marketing – used to do retrofit kits	Multi-family surveys to provide walk-throughs for tailored recommendations for multi-family buildings are labor intensive and therefore costly. While planned for this in BWS' Water Conservation Plan, this service is currently not being offered by BWS. Focus has been on education and incentive rebate programs.
San Diego County Water Authority	YES	Promoting regional rebate programs. However, water rates are still increasing due to increased rates from Metropolitan Water District of Southern California, the drought, and water supply diversification infrastructure projects to provide a safe a reliable water supply to the region.		
Tualatin Valley Water District	YES	NA. We do not separate our low to moderate income customers from our customer base.	Advertising Care to Share on our website.	
Boston Water and Sewer Commission	YES	Providing AMI data on the BWSC website, which allows ratepayers to monitor their daily consumption.		Bill inserts and other publications sent with bills.
Palm Beach County Water Utilities	NO	Investing in employees seemed risky at first but it has been extremely cost effective.	We have found that all of the low hanging fruit for utilities to save have been picked over a decade ago. Now we focus on a multitude of savings that add up to large dollar savings.	Not preparing for a change in upper management.
Albuquerque Bernalillo County Water Utility Authority	NO	We just started an outreach education program with our low-income customers who receive a credit on their bill.		
South Central CT Regional Water Authority		Providing education including conservation tips through website content, press releases and on-hold messaging.		
Detroit Water and Sewerage Department				
San Francisco Public Utilities Commission	YES	See #17, targeting multi-family buildings for direct toilet installation services	The cost of providing free toilet installations (fixture and labor) to affordable housing sites is considerably more than issuing a toilet rebate, however we were able of offset agency costs with California DWR and Bureau of Reclamation grant funds. It was cost effective to market this program to multi-family properties through existing resource lists of affordable housing sites published by government agencies. Individually identifying the sites and screening applicants for income eligibility could have been cost prohibitive.	After the initial launch, getting homes and buildings to participate has taken extensive staff time to market and follow up with customers, including the need for site visits to multi-family buildings pre-screened for participation in the free direct toilet install program.
City of Topeka				
Saint Paul Regional Water Services				
OWASA		to be determined		
	YES = 5/7 (71%)			

Utility	24. What have been your most effective partnership strategies for addressing affordability for low- to moderate-income residential customers through water conservation?	25. What have been your most important lessons learned regarding your utility's affordability and water conservation efforts for low- to moderate-income residential customers?
Honolulu Board of Water Supply	**Landscape Industry Council of Hawaii (LICH)** Partnered with LICH to develop Irrigation Conservation Best Management Practices. "Landscape Irrigation Conservation: Best Management Practices" is a publication developed by the Landscape Industry Council of Hawaii (LICH) in partnership with the State of Hawaii Commission on Water Resources Management, the City & County of Honolulu, and the Honolulu Board of Water Supply (BWS). This publication provides useful information and best management practices on installing and maintaining a landscape irrigation system. Landscape irrigation uses approximately fifty percent of total household water consumption, so installing an efficient landscape irrigation system can help to preserve precious water resources and save customers money on their water bill. **Speakers Bureau.** **Friends of Halawa** – BWS has a partnership formed with Friends of Halawa, which is a 501(c)3 non-profit organization operated by a Board of Directors. Friends of Halawa conducts plant propagation, and money generated is used to conduct classes for the public throughout the year. BWS supports this using paid staff to set up the plant sale event. Throughout the year, volunteers care for the Halawa Xeriscape Garden.	Most customers think they are more efficient than they are given the fixtures they had (2009 Market Penetration Survey) when phone survey was verified by BWS staff field surveys in the homes (single family residences). An area on Oahu (Waikiki) has many high rise condos all have common hot water service and not individually metered housing units and thus don't have a price signal to conserve. Their water bill is buried in their common HOA dues leads to less incentive to change out fixtures like showerheads and faucets and toilets. As a result, the replacement of more efficient is slower and only upon broken fixtures (can lead to free ridership on incentives as they have to replace broken equipment anyway at the national plumbing code standards).
San Diego County Water Authority	Partnering with our member agencies and Home Depot to host California-friendly Garden plant fairs.	
Tualatin Valley Water District	N/A	N/A
Boston Water and Sewer Commission		
Palm Beach County Water Utilities	Palm Beach County maintains conservation rates for all customers.	N/A
Albuquerque Bernalillo County Water Utility Authority	We recently partnered with the Storehouse, a local non-profit. Therefore, we do not have any information to provide at this time.	
South Central CT Regional Water Authority	We have not participated in any partnerships to address affordability through water conservation.	
Detroit Water and Sewerage Department		
San Francisco Public Utilities Commission	Partnering with government agencies that provide operating subsidies/funding to affordable housing developments has been vital to the success of our free high-efficiency toilet direct install program. Through their networks they helped encourage property managers to participate and shared contacts with water conservation staff for direct follow-up.	Providing water conservation services that help increase affordability of water utility costs to low-income households in multi-family properties is challenging because often these customers live in properties on a master meter and do not directly pay a water bill. Focusing our multi-family direct toilet install program to affordable housing sites managed by government agencies allowed us to target properties that dedicate 100% of rental units to low-income residents and they were encouraged to reinvesting utility savings into onsite treatment services or other living condition improvements for residents. These agencies also had the responsibility to prequalify residents for low-income eligibility – which would have been extremely time-consuming for water conservation staff. Sharing case studies of water/cost savings achieved by other apartment buildings was important to help motivate multi-family properties to participate. There is also low response to direct mail from managers of affordable housing sites – it was important to invest time into site visits to introduce the agency and our conservation programs.
No other responses to 16 and 17		

Utility	26. What performance indicators do you track to measure the success of your affordability and water conservation outreach efforts for low- to moderate-income residential customers?	27. Other comments or information?
Honolulu Board of Water Supply	BWS tracks attendance and activity level in programs (i.e., by rain barrels distributed). However, demographic information, like household income, is not tracked with each incentive or activity. Due to the time for implementation to track this detail, it is not common practice among all water utilities unless required by a grant or need for reporting.	
San Diego County Water Authority	Budgeted amount for rebate programs is being used by residents.	
Tualatin Valley Water District	Although we do not separate low to moderate income customers, we do use a tracking sheet based in excel to track our overall conservation programs. This lets us set goals and costs and gallons saved per measure, and update monthly to track actual participation. We also have used ConEast, a cost benefit calculator for each measure. We currently use the AWE Water Conservation Tracking Tool.	
Boston Water and Sewer Commission		The Commission is an independent public instrumentality which was created by an act of the state legislature (the Enabling Act). The Commission must impose the same charges for services, irrespective of customer income. The only permitted discounts to these charges are imbedded in the Enabling Act and are limited to properties owned and occupied by elderly or disabled individuals. Hereto, these discounts are made available irrespective of income. However, the Commission regularly partners with agencies which provide assistance targeted at low and moderate income customers and allows the use of Commission grant programs to be leveraged as a match toward other assistance. In pre-recession times, the Commission worked with agencies that distributed water and sewer financial assistance to pre-qualified customers and assumed the responsibility of applying this assistance to customer balances.
Palm Beach County Water Utilities	N/A	
Albuquerque Bernalillo County Water Utility Authority	I would like to learn more about these performance indicators that utilities use to measure their success.	
South Central CT Regional Water Authority		
Detroit Water and Sewerage Department		
San Francisco Public Utilities Commission	Since 2010, have reached and served most of the single family customers eligible for free toilet installations and are also winding down on eligible multi-family buildings that are willing to participate. From the pool of affordable housing sites provided to us by local government agencies we have been successful in performing water audits and inspecting toilets for eligibility in the majority of sites built prior to 1994. To date, the program has installed more than 8,500 toilets in single-family and multi-family properties.	
No other responses to questions 26 and 27.		