



DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY

Board of Directors

DC Retail Water and Sewer Rates Committee

*Tuesday, October 20, 2020
9:30 a.m.*

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Conference ID: 891 713 138#

1. **Call to Order** Rachna Bhatt, Chairperson
2. **Roll Call** Linda Manley
3. **Proposal to Amend Customer Assistance Program (Attachment A)** Carolyn MacKool
Regulations to Establish “DC Water Cares”, an Emergency Residential Relief Program for Low-Income Residential (CAP and CAP2) Customers
4. **Action Item (Attachment B)** Carolyn MacKool
 - **Proposal to Amend Customer Assistance Program Regulations to Establish “DC Water Cares”, an Emergency Residential Relief Program for Low-Income Residential (CAP and CAP2) Customers (Action Item1)**
5. **CAP Update (Attachment C)** Matthew Brown
6. **Customer Feedback Strategic Priority Update (Attachment D)** Armon Curd
7. **DC Retail Water and Sewer Rates Committee Workplan** Matthew Brown
 - **FY 2020 Completed DC Retail Rates Committee Workplan (Attachment E)**
 - **FY 2021 Proposed DC Retail Rates Committee Workplan (Attachment F)**
8. **Agenda for November 17, 2020 Committee Meeting (Attachment G)** ... Rachna Bhatt, Chairperson
9. **Other Business** Matthew Brown
10. **Executive Session***
11. **Adjournment**

*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: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); contract negotiations under D.C. Official Code § 2-575(b)(2); legal, confidential or privileged matters under D.C. Official Code § 2-575(b)(4)(A); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security 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); proprietary matters under D.C. Official Code § 2-575(b)(11); train and develop members of a public body and staff under D.C. Official Codes § 2-575(b)(12); decision in an adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14), and other matters provided in the Act.



Residential Emergency Assistance Program

Presentation to Retail Rates Committee

October 20, 2020

District of Columbia Water and Sewer Authority
Presented by Carolyn MacKool



Purpose

- Request the Committee's recommendation to the Board to adopt and approve the publication of the Notice of Emergent and Proposed Rulemaking, amending Section 4102, Customer Assistance Programs, to create regulations for the "DC Water Cares Program" the residential emergency assistance approved in DC Water Board Resolution 20-65

Content

Share the proposed implementation plan for new residential emergency assistance program, "DC Water Cares" with the DC Retail Water and Sewer Rates Committee.

Topics will cover:

- 💧 Background
- 💧 Eligibility Requirements & Application Process
- 💧 Enrollment Process & Benefit Calculation
- 💧 Customer Bill Messaging on Approved Recipients
- 💧 Comparison to Existing District Emergency Program
- 💧 Timeline for Implementation

Background

- 💧 DC Water Board Resolution 20-65* approved \$3 million in residential emergency funding for households impacted by COVID in FY 2021 and an additional \$5 million in customer assistance in FY2022.
- 💧 DC Water recognized that “Water is Life”, especially in a pandemic. This resulted in DC Water quickly responding to the public health emergency by restoring services to disconnected customers, suspending nonpayment disconnects, halting assessment of late fees, partnering with the Mayor & DOEE on development of an emergency program, and allowing customers extended payment arrangements without down payment.
- 💧 Use of assistance has increased with a 93% increase in number assisted (enrollment) and a 98% increase in assistance dollars from 2019 to 2020.
 - 💧 Number assisted: 2020= 6,673 2019= 3,557
 - 💧 Assistance Dollars: 2020= \$2,668,896 2019= \$1,347,723
- 💧 The new District residential emergency program that started in May 2020 assisted 2,098 customer and provided \$884,388 in assistance.
- 💧 Despite the increase in assistance provided residential accounts receivable continues to grow since the start of COVID with over 90 days 63%, over 60 days 66%, and over 30 days 48%.

Category	Month	Over 90 Days # Accounts	Over 90 Days \$ Amount	Over 60 Days # Accounts	Over 60 Days \$ Amount	Over 30 Days # Accounts	Over 30 Days \$ Amount
Residential	9/30/2020	11,245	6,639,584.09	14,721	8,042,906.13	21,899	10,142,444.37
	2/28/2020	7,793	4,074,035.82	11,296	4,834,444.43	20,375	6,878,553.42
	9/30/2019	7,086	3,756,655.34	11,307	4,571,344.23	20,289	6,387,771.22

Eligibility Requirements & Application Process

Eligibility Requirements

- Customer has an active DC Water account and is responsible for paying for the water and sewer bill with a past due balance
- The location is identified as a single-family or individually-metered low-income residential customer
- The household income is equal to or below eighty percent (80%) of the Area Median Income (AMI) for the District of Columbia, not capped by the United States median low-income limit. This is equal to the CAP and CAP2 programs offered by DC Water but does not include CAP3, currently covered by the District program.

Application Process

- Customer would continue with the current DOEE application process which provide an online, email or mail option to customers. The application requires proof of income, photo identification, a DC Water bill, and signed application.
- DC Water provides DOEE with a daily file of all premises and residential past due balance within the DC Water service territory
- DOEE reviews the customer information to determine if they meet the income guidelines and submits approved recipient to DC Water on a daily basis.

Enrollment Process & Benefit Calculation

Enrollment Process

- DOEE provides a daily file of approved customer to DC Water for processing
- DC Water will validate that account and premise numbers are a valid combination and no change of ownership has occurred.
 - Enrollments that fail this validation will be sent back to DOEE for investigation and reprocessing utilizing existing exception processes.

Benefit Calculation

- Upon receipt of the initial valid enrollment apply a credit of the past due water and sewer balance on the account, not to exceed \$2,000
- On a regular basis for the remainder of the fiscal year, DC Water will review the previously approved accounts to determine if the account remains in good standing. If the account reaches a balance that could result in collection action DC Water will apply an additional credit up to yearly \$2,000 max.
- If the customer has received two assistance payments and continues to be past due, the household will be contacted by the Collection team to discuss the circumstance and determine whether application of additional assistance is prudent and develop a payment plan or share info about potential household usage problems (i.e. leaks,) going forward

Customer Bill Messaging on Approved Recipients

- Like DC Water CAP programs & District Emergency program the customer will receive a bill message and a line item credit; updated to replace the reference from the District to DC Water
- We are also proposing that the new emergency program be called "DC Water Cares"

BILL SUMMARY

Bill Date	9/4/20
Previous Balance	\$769.44
Payments as of 9/4/20	\$0.00
Outstanding Amount Due	\$769.44
Other Charges and Credits	\$769.44 cr
Current Charges	\$104.99
Total Amount Due by 9/29/20	\$104.99

IMPORTANT MESSAGES

This account qualified for payment assistance for DC Water Cares emergency funds. The available amount has been applied to your account balance and detailed in the Other Charges and Credits section of this bill.

CURRENT CHARGES - RESIDENTIAL

Metering Fee 3/4"	\$4.00
Water System Replacement Fee 3/4"	\$7.29
CAP Water System Replacement Fee 3/4"	\$0.24 cr
Water Services 4.00 CCF X \$3.06	\$12.24
Water Services 2.16 CCF X \$4.10	\$8.86
Sewer Services 6.16 CCF X \$8.89	\$54.77
Clean Rivers IAC 0.59 ERU X \$20.94	\$12.39
CAP Clean Rivers IAC 0.01 ERU X \$20.94	\$0.21 cr

DC GOVERNMENT FEES

DC Government PILOT Fee 6.16 CCF X \$0.51	\$3.14
DC Government ROW Fee 6.16 CCF X \$0.19	\$1.17
DC Govt Stormwater Fee 0.59 ERU X \$2.67	\$1.58

Total Current Charges \$104.99

OTHER CHARGES AND CREDITS


Bill(s) corrected 08/2020 to 08/2020	\$105.78 cr
DC Water Cares Assistance	\$663.66 cr
Total Other Charges and Credits	\$769.44 cr
TOTAL CURRENT BILL	\$664.45 cr

Comparison to Existing District Emergency Program

	District Funding	DC Water Program
Program start date	Created May 2020	Upon use of District fund & approval
Funding	District Funding	DC Water
Income Eligibility (Households of four persons)	Up 100% AMI (CAP, CAP2, CAP3)	Up 80% AMI (CAP, CAP2)
Emergency Assistance Amount	One time equal to past due, up to \$2k	Max of \$2k per account in FY
Timing of assistance availability	10/1/20 to Public Health Emergency + 105 days (4/15/21 if not extended)	FY2021 dependent on COVID impact
Frequency of assistance	One time only	Multiple Capped at \$2k Max Payout
Funds available	Est. \$1.3 million	\$3 million*

* This program can continue in 2022 using all or a portion of the \$5 million of emergency funds allocated if authorized by the DC Water Board. However, they must reapply.

Recommendation

-  **Recommendation to adopt and approve the publication of the Notice of Emergent and Proposed Rulemaking, amending Section 4102, Customer Assistance Programs, to create regulations for the “DC Water Cares Program” the residential emergency assistance approved in DC Water Board Resolution 20-65 to read as follows:**

4102.9 DC WATER CARES EMERGENCY RELIEF PROGRAM FOR LOW-INCOME RESIDENTIAL CUSTOMERS

- (a) Participation in the DC Water Cares Emergency Relief Program (DC Water Cares) shall be limited to a single-family or individually metered low-income Residential Customer that meets the following eligibility requirements:
- (1) The applicant maintains an active DC Water account and is responsible for paying for water and sewer services; and
 - (2) DOEE has determined that the applicant’s annual household income is equal to or below eighty percent (80%) of the Area Median Income (AMI) for the District of Columbia, not capped by the United States median low-income limit
- (b) An approved customer shall receive the following benefits:
- (1) Credit of one hundred percent (100%) off of the past due water and sewer bill balance; and
 - (2) The total amount of credits provides shall not exceed Two Thousand dollars during Fiscal Year 2021;
- (c) Upon DC Water’s receipt of notice from DOEE that the applicant meets the financial eligibility requirements, DC Water shall provide the credits to the customer’s account from the date that DOEE accepts a completed application and for future qualifying events that may lead to collection activity to the end of the fiscal year in which the application was submitted.

Recommendation (continued)

4102.9 DC WATER CARES EMERGENCY RELIEF PROGRAM FOR LOW-INCOME RESIDENTIAL CUSTOMERS

- d) The DC Water Cares program shall continue in Fiscal Year 2022 if authorized by the DC Water Board.
- e) To continue receiving DC Water Cares benefits in Fiscal Year 2022 without interruptions, the customer must submit a renewal CAP or CAP2 application to DOEE in accordance with the Utility Discount Program renewal deadline. A customer that submits their renewal CAP or CAP2 application after this period, and is subsequently approved by DOEE, will receive benefits as of the date of the application.
- f) If DC Water determines that the remaining budgeted funds are insufficient to provide DC Water Cares benefits, DC Water may:
 - 1) Suspend the process for accepting DC Water Cares applicants; or
 - 2) Suspend or adjust providing DC Water Cares benefits to eligible recipients.

Timeline Scenario

Residential Emergency Implementation

- 09/03/20 – Board approved one-time transfer from Rate Stabilization Fund (RSF) in FY 2021
- 10/20/20 – **RRC** to update and recommend proposed “DC Water Cares” regulations
- 11/05/20 – **Board approval** of Notice of Emergent and Proposed rulemaking for regulations
- 11/05/20 – **Go- Live of program**
- 11/20/20 – Publish Notice of Emergent and Proposed rulemaking (NOEPR) for “DC Water Cares” regulations
- 11/20/20 – Publish Notice of Public Hearing (NOPH) for “DC Water Cares” regulations
- 11/20/20 – Public Comment Period
- 01/5/21 – End of Public Comment Period
- 01/13/21 – **Public Hearing**
- 01/18/21 – **Public Comment Closes**
- 01/26/21 – **RRC** approvals final proposal for “DC Water Cares”
- 02/4/21 – **Board approval** of final “DC Water Cares” regulations
- 02/19/21 – Publish Notice of Final Rulemaking (NOFR) for “DC Water Cares” regulations
- 02/19/21 – Continue Implementation under final rulemaking for “DC Water Cares”

Appendix

Resolution 20-65 Approval to Direct

NOW THEREFORE BE IT RESOLVED THAT:

1. The Board approves directing \$15.0 Million from the Authority's projected net cash surplus for FY 2020 to the Customer Assistance Program low-income customers: 1) \$3 million to continue the Emergency Residential Relief Program in FY 2021 to provide one-time assistance to customers impacted by COVID; Assistance up to \$2,000 per residential customer 2) \$7 million for a new program to provide one-time assistance to multi-family buildings where occupants have been negatively impacted by COVID and payment plans are established and adhered to; assistance amount to be determined and provided per affordable unit, and will be on a matching basis; 3) \$5 million held for FY 2022 targeted assistance for customers in need.
2. The Board approves the transfer of the remaining balance of approximately \$4.894 Million to the Rate Stabilization Fund to provide operational flexibility to address any contingencies in FY 2021. This transfer, plus the transfer of the \$10,313,312 ROCIP billing, will bring the total balance in the Rate Stabilization Fund to \$90.256 Million.
3. The Board directs the General Manager to allocate the funds as approved in 1. and 2. no later than September 30, 2020 and propose rules to implement these Customer Assistance Programs.
4. This resolution is effective immediately.


Secretary to the Board of Directors

Income Limits for Customer Programs

Persons	CAP Income Limit	CAP 2 Income Limit	CAP 3 Income Limit
	60% of SMI	80% of AMI	100% AMI
1	\$37,575	\$70,600	\$88,200
2	\$49,137	\$80,650	\$100,800
3	\$60,698	\$90,750	\$113,400
4	\$72,260	\$100,800	\$126,000*
5	\$83,822	\$110,900	\$126,000*
6	\$95,383	\$121,000	\$126,000*
7	\$97,551	\$126,000 *	\$126,000*
8	\$99,719	\$126,000*	\$126,000*

Attachment B

DC Retail Water and Sewer Rates Committee

Action Item

1. Proposal to Amend Customer Assistance Program Regulations to Establish “DC Water Cares”, an Emergency Residential Relief Program for Low-Income Residential (CAP and CAP2) Customers (Action Item1)

Action Item 1

Amend Customer Assistance Program Regulations to Establish “DC Water Cares”, an Emergency Residential Relief Program for Low-Income Residential (CAP and CAP2) Customers

Proposal to revise the regulations to add 21 DCMR § 4102.9 as follows:

4102 CUSTOMER ASSISTANCE PROGRAMS

4102.9 DC WATER CARES EMERGENCY RELIEF PROGRAM FOR LOW-INCOME RESIDENTIAL CUSTOMERS

- (a) Participation in the DC Water Cares Emergency Relief Program (DC Water Cares) shall be limited to a single-family or individually metered low-income Residential Customer that meets the following eligibility requirements:
 - (1) The applicant maintains an active DC Water account and is responsible for paying for water and sewer services; and
 - (2) DOEE has determined that the applicant’s annual household income is equal to or below eighty percent (80%) of the Area Median Income (AMI) for the District of Columbia, not capped by the United States median low-income limit.
- (b) An approved customer shall receive the following benefits:
 - (1) Credit of one hundred percent (100%) off of the past due water and sewer bill balance; and
 - (2) The total amount of credits provides shall not exceed Two Thousand dollars during Fiscal Year 2021;
- (c) Upon DC Water’s receipt of notice from DOEE that the applicant meets the financial eligibility requirements, DC Water shall provide the credits to the customer’s account from the date that DOEE accepts a completed application and for future qualifying events that may lead to collection activity to the end of the fiscal year in which the application was submitted.

- (d) The DC Water Cares program shall continue in Fiscal Year 2022 if authorized by the DC Water Board.
- (e) To continue receiving DC Water Cares benefits in Fiscal Year 2022 without interruptions, the customer must submit a renewal CAP or CAP2 application to DOEE in accordance with the Utility Discount Program renewal deadline. A customer that submits their renewal CAP or CAP2 application after this period, and is subsequently approved by DOEE, will receive benefits as of the date of the application.
- (f) If DC Water determines that the remaining budgeted funds are insufficient to provide DC Water Cares benefits, DC Water may:
 - (1) Suspend the process for accepting DC Water Cares applicants; or
 - (2) Suspend or adjust providing DC Water Cares benefits to eligible recipients.



CAP Update
Presentation to Retail Rates Committee
October 20, 2020
District of Columbia Water and Sewer Authority



Blue Plains Advanced Wastewater Treatment Plant



Customer Assistance

💧 CAP

- Provides a discount on the first 400 cubic feet (3,000 gallons) of water, sewer, PILOT and ROW services used each month. Eligible households will receive a 75 percent reduction in the monthly CRIAC fee and a Water Service Replacement Fee waiver. The monthly discount is approximately \$77 a month

💧 CAP 2

- Provides a discount on the first 300 cubic feet (2,250 gallons) of water and sewer services used each month (with the exception of PILOT and ROW fees) and a 50 percent reduction in the monthly CRIAC fee. The monthly discount is approximately \$50 a month

💧 CAP 3

- Provides a discount of 75 percent off of the monthly CRIAC. The monthly discount is approximately \$15 a month.

💧 Emergency Residential Relief Program

- Eligible households may receive bill assistance up to \$2,000 as a one-time emergency benefit

💧 Nonprofit Relief Program

- Assists eligible organizations with Clean Rivers Impervious Area Charge (CRIAC). Participants can receive credits of up to 90 percent of the CRIAC portion of their water bill



Customer Assistance

Customer Assistance Programs (FY 2017 to FY 2020)

<i>Fiscal Year</i>	<i>Total</i>			<i>Total</i>				<i>Grand Total</i>
	<i>CAP</i>	<i>CAP2</i>	<i>CAP & CAP2</i>	<i>CAP3</i>	<i>Non-Profit</i>	<i>CRIAC-ERRP</i>	<i>CAP3, Non Profit and CRIAC-ERRP</i>	
FY 2017	\$ 1,135,297.25	\$ -	\$ 1,135,297.25	\$ -	\$ -	\$ -	\$ -	\$ 1,135,297.25
FY 2018	\$ 1,188,574.48	\$ -	\$ 1,188,574.48	\$ -	\$ -	\$ -	\$ -	\$ 1,188,574.48
FY 2019	\$ 1,290,797.25	\$ 47,490.48	\$ 1,338,287.73	\$ 9,435.75	\$ 1,360,561.41	\$ -	\$ 1,369,997.16	\$ 2,708,284.89
FY 2020	\$ 1,584,808.37	\$ 173,836.70	\$ 1,758,645.07	\$ 25,862.96	\$ 1,028,752.63	\$ 884,388.18	\$ 1,939,003.77	\$ 3,697,648.84

Number of Accounts (FY 2017 to FY 2020)

<i>Fiscal Year</i>	<i>Number of Accounts - Processed</i>					<i>Number of Accounts - Enrolled</i>				
	<i>CAP</i>	<i>CAP2</i>	<i>CAP3</i>	<i>Non-Profit</i>	<i>CRIAC-ERRP</i>	<i>CAP</i>	<i>CAP2</i>	<i>CAP3</i>	<i>Non-Profit</i>	<i>CRIAC-ERRP</i>
FY 2017	4,244	0	0	0	0	3,136	0	0	0	0
FY 2018	4,324	0	0	0	0	3,519	0	0	0	0
FY 2019	4,436	191	48	175	0	3,249	260	48	175	0
FY 2020	4,818	681	133	189	2,098	3,818	624	133	189	2,098



Customer Feedback Strategic Priority Update

Presentation to the DC Retail Water and Sewer Rates Committee

October 20, 2020

District of Columbia Water and Sewer Authority



Blue Plains Advanced Wastewater Treatment Plant



Strategic Overview

Strategic Program

- To deliver an exceptional customer experience and communications plan that enhances the value of our services by listening to and engaging with our customers.

Initiative

- Create a customer centric organization by leveraging customer feedback to improve satisfaction and the overall perception of DC Water among the communities we serve.

Project Goal

- Implement Qualtrics software to capture customer feedback across various touch-points and stages of the customer journey.
- Gain a holistic understanding of the customers' experience and identify gaps and opportunities in experiences.
- Turn customer feedback into actionable insights that drive organization improvements.

Qualtrics Software

- Acquired September 2019
- Sophisticated experience management software that collects and measures feedback & experience data

Advantages

- Trigger customer surveys from various touch-points
- Capture high-quality, insightful data with every customer survey
- Uncover trends and key drivers of customer feedback
- Centrally managed secure software

Methodology

- Qualtrics tool will be used to survey in a consistent methodology
- Customer Service will manage the Qualtrics software
- All surveys will be distributed and completed electronically
- Surveys will be in a questionnaire format



Specifications

- Realtime or scheduled surveying capacity
- Multiple distribution channels (Web, Email, SMS QR code, Offline, Social Media)
- 100+ question types, and pre-built survey templates
- 100,000 responses capacity per year
- Embed DCW customer directory & operational data
- Reporting and analytics capabilities with custom dashboards
- Closed-loop follow-up tools
- 3 Year license
- Implementation support



Survey Outline

Focus

- Year 1 of Surveying will focus on establishing baselines & identifying experience gaps

Survey Types

<i>Brand Survey</i>	<i>Transactional Survey</i>	<i>Ad-hoc Surveys</i>	<i>Survey Outputs</i>
The customer's perception (sum of feelings, attitudes & experiences) of the DCW brand to obtain an overall satisfaction score	The quality of interactions across various touch-points to identify drivers of satisfaction & improvement opportunities.	Targeted surveys measuring satisfaction & experience aspects of specific programs & projects (e.g. Lead Replacement Project)	<ul style="list-style-type: none"> Satisfaction Metrics Metrics Drivers Experience Expectations & Preferences Customer Journey & Perception Maps Engagement Data
Key Metric: <i>Customer Satisfaction Score</i>	<i>Customer Effort Score & Satisfaction Score</i>	<i>Customer Satisfaction Score. Other metrics will vary by survey</i>	<i>Baseline: IMPAQ Survey</i>

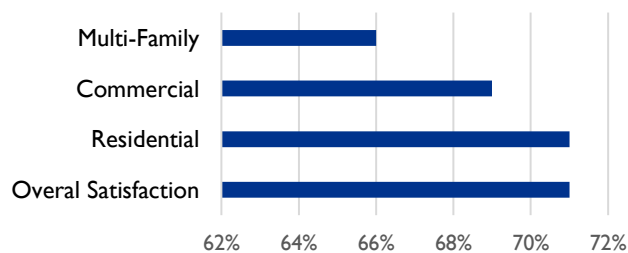


Brand Survey

IMPAQ Survey (2015-16)

- Baseline Survey
- Random sample stratified by customer type (RES, COM, MF)
- Multi-mode questionnaire survey process: online, phone & website
- 13,559 customers were randomly selected
- Focus groups (11 members)
- Evenly distributed across the city's 8 ward
- Survey Elements: Quality, Value, Billing, Service, Staffing, and Communication, Water Quality, Perception

Satisfaction with DC Water Overall, by Account Type



Qualtrics Survey

- Build a survey comparable to the baseline survey
- Consistency in survey methods (question types, scales, metrics)
- Surveying the same population
- Use similar survey elements
- Benefit: Leverage baseline survey results

Survey Ownership

- Elements will be owned by a specific department
- Elements and each question will be tied to performance indicators
- Element owners will be responsible for tactical and strategic planning and improvements
- E.g. Question: How satisfied or dissatisfied with timeliness of bill, promptness in correcting billing error?
 - Survey Element: Accuracy & convenience of billing procedures
 - Owner: Customer Service.
 - KPIs: # of Bills Issue, % of Bills issued on time, # of High Bill Complaint, # of Bill investigations



Transactional Survey

Survey Ownership

- Short surveys triggered after customer interactions
- Provide immediate insight into the customer's experience and the ease with which customers interact with DC Water.
- Identify pain points and gaps in interactions and the customer journey

Key Interactions

- Payments
- Billing inquiry/dispute
- Collection activity- payment agreements & assistance programs
- Start or stop service
- Emergency service response
- Permits applications
- HUNA notices
- Lead Service project

Survey Elements

- Key metric: satisfaction and ease of use by touchpoint and interaction
- Random sample stratified by population and touchpoint
- Leverage the following baseline results: Mode of contact, Contact Reason

Survey Ownership

- Touch-points and process will be owned by a specific department (some processes will have multiple owners)
- Element owners will be responsible for tactical and strategic planning and improvements



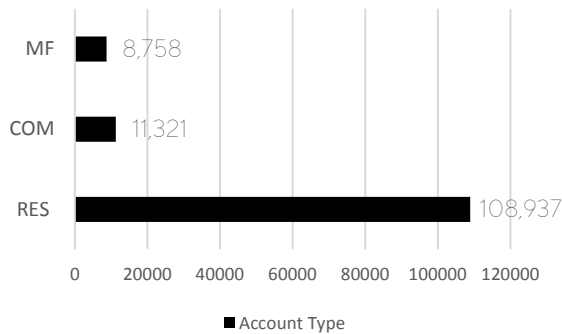
Survey Population

Target

- Collect data across the three main customer types: Commercial, Residential, and Multi-Family to accurately reflect the opinions of the entire Mass Market population

Eligible Population

- In total 129,016 (97%) of DCW Customers are eligible to be surveyed
- Only Active accounts will be eligible



Sample

Survey population will yield results with confidence level of 95% & 2% margin of error





Survey Outcomes

💧 Integrated Analysis and Reporting

- Survey Metrics
- Baseline results & KPIs
- Embedded Data - I.e. bill class, contact history
- Engagement Data - I.e. completion/opt-out rates
- User specific dashboards that highlight key findings, action insights
- In-depth understanding of the customer journey

💧 Improvement Strategy

- Combine survey results (experience data) with operational, embedded data and KPIs for actionable insights
- Use insights to drive improvement strategies
- Identify lagging and leading indicators
- Continuously measure improvements via KPIs and on-going feedback data
- Improve survey experience





Project Timeline



⚡ Risks I

- Touchpoint Integrations- Impact: High Likelihood: Medium
- Integration development resources bottleneck
- Integrations are not delivered on time

⚡ Risk Response

- Move Transactional survey delivery timeline
- Issue scheduled survey

Risks 2

- Survey Engagement -Impact: Medium Likelihood: Low
- Survey completion rates are below expected

⚡ Risk Response

- Increase sample population
- Include survey incentives

Attachment E

FY 2020 Completed RRC Committee Workplan			
Objective/Activities/Task	Date of Activity	Completed	Responsible Department
1. Propose and Establish Retail Rates for FY 2021 & FY 2022			
a. <i>Present FY 21 & FY 22 Budget to Board</i>	January 2, 2020	√	EVP F&P
b. <i>Present FY 21 & FY 22 Proposed Rates, Charges & Fees to RRC</i>	January 28, 2020	√	Rates and Revenue
c. <i>RRC recommendation on Proposed FY 21 & FY 22 Rates, etc.</i>	February 25, 2020	√	Rates and Revenue
d. <i>Board approves Notice of Proposed Rulemaking (NOPR) for Proposed FY 21 & FY 22 Rates, etc.</i>	March 5, 2020	√	Board of Directors
e. <i>Publish NOPR in D.C. Register for Proposed Rates, etc.</i>	March 20, 2020	√	Legal Affairs
f. <i>Outreach and Public Comment Period</i>	March 20 - August 10, 2020	√	Marketing & Comm.
g. <i>RRC recommendation to extend public comment period to 8/10/20 and change Public Hearing date to 8/05/20</i>	April 28, 2020	√	Rates and Revenue
h. <i>Board approves extension of public comment period to 8/10/20 and changing Public Hearing date to 8/5/20</i>	May 7, 2020	√	Board of Directors
i. <i>Publish Notice extending public comment period and Notice of Public Hearing changing date to 8/5/20</i>	May 22, 2020	√	Legal Affairs
j. <i>Public Hearing</i>	August 5, 2020	√	Board of Directors
k. <i>Public Hearing Record Closes</i>	August 10, 2020	√	Board Secretary
l. <i>Present final FY 21 & FY 22 Rates, etc. to RRC for recommendation to Board</i>	August 25, 2020	√	Rates and Revenue
m. <i>Board approves Notice of Final Rulemaking (NOFR) for FY 21 & FY 22 Rates, Charges & Fees</i>	September 3, 2020	√	Board of Directors
n. <i>Publish NOFR in D.C. Register for Amended Rates, etc.</i>	September 18, 2020	√	Legal Affairs
o. <i>Amended Rates, etc. Go-Live</i>	October 1, 2020 (FY 2021) October 1, 2021 (FY 2022)	√	Rates and Revenue
2. 2021 Cost of Service Study (COS) for Water, Sewer and CRIAC			
a. <i>Present COS to RRC</i>	November 19, 2019	√	Rates and Revenue
b. <i>Post final COS on DC Water's website</i>	March 5, 2020	√	

Attachment E

FY 2020 Completed RRC Committee Workplan

Objective/Activities/Task	Date of Activity	Completed	Responsible Department
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3. Independent Review of Rate Structure and Customer Assistance Programs (CAP)			
a. Presentation to RRC on Independent Review of Rate Structure and Customer Assistance Programs (CAP)	November 19, 2019	√	Rates and Revenue
b. Post final Independent Review of Rate Structure and Customer Assistance Programs (CAP) on DC Water's website	March 5, 2020	√	

4. Amend Regulations for Engineering Review and Miscellaneous Fees			
a. Present COS Update and Recommendation on Proposed Amendment to Miscellaneous Fees & Charges to RRC	October 22, 2019	√	Rates & Revenue
b. Board Approval of Notice of Proposed Rulemaking (NOPR) to Amend Regulations for Engineering Review and Miscellaneous Fees	November 7, 2019	√	
c. Publish NOPR in D.C. Register	November 22, 2019	√	Legal Affairs
d. Public Comment Period	November 23 – December 23, 2019	√	Board Secretary
e. RRC Final Recommendation to Approve Amendment of Regulations for Engineering Review and Miscellaneous Fees	January 28, 2020	√	Rates & Revenue
f. Board Approval of Notice of Final Rulemaking (NOFR)	February 6, 2020	√	
g. Publish NOFR in D.C. Register	February 21, 2020	√	Legal Affairs
h. Amend Regulations for Engineering Review and Miscellaneous Go-Live	March 2, 2020	√	Rates and Revenue

5. CAP2 Outreach Plan Update			
a. CAP2 Outreach Plan Update	Monthly, as needed		Office of Marketing and Communications (OMAC)

6. Delinquent Accounts			
a. Soldiers Home Negotiations	Monthly, as needed		Legal Affairs

Attachment E

FY 2020 Completed RRC Committee Workplan			
Objective/ <i>Activities</i> /Task	Date of Activity	Completed	Responsible Department

7. Rate Stabilization Fund			
a. Rate Stabilization Fund	Monthly, as needed		Rates & Revenue

8. Amend Bill Dispute Rules			
a. Present proposed revisions to regulations for customers challenging their bills to RRC	April 28, 2020	√	Customer Service
b. Board Approval to Publish Notice of Proposed Rulemaking (NOPR) to Amend Bill Dispute Rules	May 7, 2020	√	
c. Publish NOPR in DC Register	May 22, 2020	√	Legal Affairs
d. Outreach and Public Comment Period	May 22 – June 22, 2020	√	OMAC & Board Secretary
e. Present Comments and Final Proposed Rule to RRC for Final Recommendation to Approve Amendment of Regulations for Bill Disputes	June 23, 2020	√	Customer Service
f. Board Approval of Notice of Final Rulemaking (NOFR) to Amend Bill Dispute Rules	July 2, 2020	√	
g. Publish NOFR in DC Register	July 17, 2020	√	Legal Affairs
h. Bill Dispute Rules and Billing System – Go Live	July 17, 2020	√	Customer Service

* Dates subject to change

Attachment F

FY 2021 Proposed RRC Committee Workplan			
Objective/Activities/Task	Date of Activity	Completed	Responsible Department
1. Fire Protection Service Fee for FY 2022, FY 2023, and FY 2024			
a. <i>RRC recommend proposal for Fire Protection Service Fee</i>	March 23, 2021		Rates and Revenue
b. <i>Board approval of Notice of Proposed Rulemaking (NOPR)</i>	April 1, 2021		
c. <i>Publish NOPR in D.C Register</i>	April 23, 2021		DGLA
d. <i>Public Comment and Outreach</i>	April 23 – May 24, 2021		Marketing & Comm.
e. <i>RRC approval of final proposed Fire Protection Service Fee</i>	May 25, 2021		Rates and Revenue
f. <i>Board approval of Notice of Final Rulemaking (NOFR)</i>	June 3, 2021		
g. <i>Publish NOFR in D.C. Register</i>	June 18, 2021		DGLA
h. <i>Fire Protection Service Fee go-live</i>	October 1, 2021 (FY 2022)		Rates & Revenue
2. Proposal to Amend Customer Assistance Program Regulations to Establish “DC Water Cares”, and Emergency Residential Relief Program for Low-Income Residential (CAP and CAP2) Customers			
a. <i>Presentation to RRC on proposal to amend Customer Assistance Program (CAP) regulations for Residential Emergency Relief Program</i>	October 20, 2020		Customer Service
b. <i>RRC recommend approval of proposal to amend the CAP regulations for residential emergency relief program in FY2021</i>	October 20, 2020		Customer Service
c. <i>Board approval to publish Notice of Emergenct and Proposed Rulemaking (NOERP) to amend the CAP regulations for residential emergency relief program – Go-Live</i>	November 5, 2020		Board of Directors
d. <i>Publish NOEPR and Notice of Public Hearing in D.C. Register</i>	November 20, 2020		DGLA
e. <i>Public Comment Period</i>	November 20, 2020 - January 5, 2021		Marketing & Comm.
f. <i>Public Hearing*</i>	January 13, 2021*		RRC
g. <i>Public Comment Closes</i>	January 18, 2021		Board Secretary
h. <i>RRC approves final proposal to amend CAP regulations for residential emergency relief program</i>	January 26, 2021		Customer Service
i. <i>Board approval to publish Notice of Final Rulemaking to Approval of Notice of Final Rulemaking (NOFR)</i>	February 4, 2021		Board of Directors
j. <i>Publish NOFR in D.C. Register</i>	February 19, 2021		DGLA
k. <i>Continue implementation under Final Emergency Relief Program Rules</i>	February 19, 2021		Customer Service

* Date subject to change

Attachment F

FY 2021 Proposed RRC Committee Workplan			
Objective/Activities/Task	Date of Activity	Completed	Responsible Department
<p>3. New Program to Provide Assistance to Tenants in Multi-Family Buildings where Occupants have been Negatively Impacted by COVID and Payment Plans are Established and Adhered to; Assistance Amount to be Determined and Provided per Affordable Unit, and will be on a Matching Basis</p>			
<p>a. Presentation to RRC on update to amend Customer Assistance Program (CAP) regulations for Multi-Family Emergency Relief Program</p>	November 17, 2020		Customer Service
<p>b. RRC recommend approval of proposal to amend the CAP regulations for multi-family emergency relief program</p>	December 15, 2020		Customer Service
<p>c. Board approval to publish Notice of Emergency and Proposed Rulemaking (NOERP) to amend the CAP regulations for Multi-Family Emergency Relief Program</p>	January 7, 2021		Board of Director
<p>d. Publish NOERP and Notice of Public Hearing in D.C. Register</p>	January 22, 2021		DGLA
<p>e. Public Comment Period</p>	January 22 - March 15, 2021		Marketing & Comm.
<p>f. Public Hearing*</p>	March 10, 2021*		RRC
<p>g. Public Comment Closes</p>	March 15, 2021		Board Secretary
<p>h. RRC approves final proposal to amend CAP regulations for Multi-Family Emergency Relief Program</p>	March 23, 2021		Customer Service
<p>i. Board approval to publish Notice of Final Rulemaking to Approval of Notice of Final Rulemaking (NOFR)</p>	April 1, 2021		Board of Directors
<p>j. Publish NOFR in D.C. Register</p>	April 23, 2021		DGLA
<p>k. Continue Implementation under Final Multi-Family Emergency Relief Program</p>	April 23, 2021		Customer Service

* Date subject to change

Attachment F

FY 2021 Proposed RRC Committee Workplan			
Objective/ <i>Activities</i> /Task	Date of Activity	Completed	Responsible Department
4. Delinquent Accounts			
a. <i>Soldiers Home Negotiations</i>	Monthly, as needed		DGLA
5. Rate Stabilization Fund			
a. Rate Stabilization Fund	Monthly, as needed		Rates & Revenue

* Date subject to change



Attachment G

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

**Tuesday, November 17, 2020; 9:30 a.m.
AGENDA**

Call to Order	Committee Chairman
Monthly Updates	Chief Financial Officer
Committee Workplan	Chief Financial Officer
Agenda for December 15, 2020 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