FY17 Annual Readiness Report and Program Update

September 12, 2017 Planning Committee
• Strategic plan KPIs
• FY17 Annual Readiness Report
• FY18 Key Initiatives
• Update Emergency Operations Plan every two years
  – Drafted and under final review

• Conduct Emergency Operations Team exercise annually
  – Conducted fall 2016

• Draft 2-3 event specific communications plans
  – 2 plans drafted and under internal review
Business Continuity KPIs

• Update all BCPs every 2 years
  – 22 out of 22 current (100%)

• Exercises conducted annually
  – 22 out of 22 exercises completed (100%)

Credit Union did not update their plan or conduct an exercise.
FY17 Program Plans

- Updated the District-wide Alternative Work Location Plan
- Updated 11 Site Security Emergency Action Plans and developed 3 new plans
- Drafted the Board of Directors Succession Plan and Alternative Work Location Plans to be incorporated in GM BCP
- Updated the Pandemic Response Plan, AB Power Loss Response Plan, Fuel Emergency Mitigation Plan, Emergency Notification Plan
- Updated the Critical Vendors List and continued Vendor BC Questionnaire survey
<table>
<thead>
<tr>
<th>Training Program</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
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<tr>
<td>Business Continuity</td>
<td>703</td>
<td>585</td>
<td>278</td>
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<tr>
<td>Emergency Preparedness/Response</td>
<td>1,225</td>
<td>1,248</td>
<td>1,492</td>
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<tr>
<td>Ranger Training – Annual Refresher and Live Fire</td>
<td>200</td>
<td>288</td>
<td>250</td>
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<tr>
<td><strong>Total</strong></td>
<td>2,128</td>
<td>2,121</td>
<td>2,020</td>
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## Exercises Conducted

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<tr>
<th>Type</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
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<tbody>
<tr>
<td>Drills/Tests</td>
<td>12</td>
<td>15</td>
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<tr>
<td>Workshops</td>
<td>6</td>
<td>2</td>
<td>7</td>
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<tr>
<td>TTX</td>
<td>14</td>
<td>18</td>
<td>11</td>
</tr>
<tr>
<td>FX</td>
<td>9</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Full Scale Functional</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>35</strong></td>
<td><strong>43</strong></td>
<td><strong>42</strong></td>
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</tbody>
</table>
Exercise Highlights

- Emergency Operations Team (EOT) functional exercise
  - Large main break and sinkhole in Berkeley
- Alternative work location exercise for Board Meeting in Orinda
- District-wide communication system drills
  - September 2016 – 84% response
  - April 2-17 – 99% response
District Events for FY17

• 2017 Briones Aqueduct Slide Repair - District Declared Emergency

• 2017 Winter Storms – County, State and Federally Declared Disaster
Outreach and Coordination

- Emergency coordination and facility tour
  - San Pablo WTP, Summit Reservoir, and pipeline replacement
  - City of Richmond, El Cerrito, Kensington, and CCC representatives
- Emergency water distribution
  - Multiple meetings with City of Berkeley
- Earthquake preparedness
  - HayWired Earthquake Report Volume 1 released
  - Hosted workshop in April
Mitigation and Prevention

- Implemented security design standards for 9 new and upgraded facilities projects based on Physical Security Vulnerability Assessment
- Upgraded the network for upcountry facilities
- Implemented a new voicemail system linked to Outlook
- Improvements to the data backup infrastructure,
- Staged eight emergency laptop computers at the Walnut Creek Water Treatment Plant.
- Migrating the contact center phone system to a more resilient cloud based service
FY18 Key Initiatives

- Complete BOD Succession Plan
- Complete MOU with Berkeley for emergency water distribution
- Expand emergency water distribution discussion with other cities
- Conduct facility tour for East of the Hills first responders and City Managers
Semi-Annual Water Quality Update

Planning Committee

September 12, 2017
Overview

• January 1 – June 30, 2017

• KPIs
  – Comply with 100% of regulations
  – Comply with 100% of District’s water quality goals

• Water Quality Initiatives
  – Disinfection byproduct control
  – Distribution system water quality
  – Lead control efforts

• Possible regulatory changes
KPIs

- Met 100% of state and federal drinking water regulatory requirements
- Met 97% of District’s water quality goals
  - District has 122 separate water quality goals
  - Goals are set at levels substantially stricter than regulatory requirements
Trihalomethanes (THMs) and Haloacetic Acids (HAA5)

- Goals are half of the MCL
  - THMs goal is 40 ppb
  - HAA5 goal is 30 ppb
- Samples collected quarterly from 16 locations each quarter (32 total)
- THMs: 23 of 32 individual samples exceeded the goal
- HAA5: 19 of 32 individual samples exceeded the goal
THMs and HAA5

- Both are disinfection byproducts
- Both form when chlorine reacts with organic material in the water
- Higher levels of organic material in the water due to long drought followed by heavy rainfall
- Warmer temperature and longer retention times necessitate higher chlorine doses
N-Nitrosodimethylamine (NDMA)

- Not regulated
- California Notification Level (NL) is 10 ng/L
- District’s water quality goal is 3 ng/L
- 6 of 10 samples exceeded goal, average was 3.6 ng/L
- None exceeded state’s NL
- Chloramination byproduct
Filter Turbidity

- Regulatory standard is 95% of readings less than 0.3 NTU (0.2 NTU for inline plants)
- District goal is 99.9% of readings less than 0.1 NTU, never higher than 0.2 NTU
- Each plant had a few occasions scattered over the 6-month period during which turbidity exceeded the goal, generally attributed to challenging raw water quality and faulty equipment
DBP Reduction Efforts - Immediate

- Intensive monitoring efforts
- Chemical dose adjustments at treatment plants
- Evaluation of chemical injection and mixing equipment
- Laboratory/bench-scale tests
- Flushing in distribution system
- Aeration in reservoirs
- Expert Panel review
DBP Reduction Efforts – Long-term

- Planning and design of major treatment plant improvement projects
- pH adjustment facilities
- Ultraviolet light for disinfection at Orinda WTP
- Clarification processes for DBP-precursor removal
- Oxygenation system at San Pablo Reservoir
• High water age continues to be problematic
  – Temporarily remove reservoirs from service
  – Operate reservoirs at lower levels
  – Long-term: downsize reservoirs

• Periodic chlorination of individual reservoirs is necessary
Lead Control Efforts

- Lead and Copper Rule
- Inventory of service lines
- Customer voucher program
- Sampling in schools
• New MCL for 1,2,3-TCP
• Deleted MCL for hexavalent Cr
• State is reviewing perchlorate MCL
• Revisions to Lead and Copper Rule
  – More outreach to customers, health-based standard, increased transparency, point-of-use filters, and other changes
Semi-Annual Regulatory Compliance Update  
Planning Committee  
September 12, 2017
Agenda

Reporting Period: March 1, 2017 through August 31, 2017

- Enforcement actions
- Enhance Compliance Action
- Workplace health and safety
- Upcoming activities
Enforcement Review

- Strategic Plan KPI = Zero NPDES and Waste Discharge Requirement (WDR) permit Notices of Violation (NOVs) received

- FY17
  - 4 NOVs for NPDES or WDRs

- This reporting period
  - 4 NOVs for NPDES or WDRs
  - 2 NOVs for air permits
• Claremont Tunnel Discharge
  – Discharge managed by contractor
  – Permit limit = 0.0 mg/L total chlorine
  – Actual discharge = 3.17 mg/L total chlorine
  – $3,000 mandatory minimum penalty
• Three main breaks 2015/2016
  – $382,095 to State Water Pollution Cleanup and Abatement Account
  – $49,000 to Fish and Wildlife Pollution Account
  – $80,000 to National Fish and Wildlife Foundation
  – $382,095 suspended pending completion of Enhanced Compliance Action
Enhanced Compliance Action

- Goal: Protect creeks by detecting leaks before they become main breaks
- 485 pipes 12 inch and crossing or near a creek
- Install and monitor for 3 years
• Main WWTP Air Permit
  – 219,700 cubic feet of unabated digester gas released through relief valve
  – Control system cable failure
  – Future settlement with BAAQMD is expected
• Main WWTP Air Permit
  – Accepted $17,700 settlement
  – Exceeded hydrogen sulfide limit 4 times in digester gas
  – New limit changed from 340 ppm instantaneous to 200 ppm annual average
2 citations related to partial finger amputation

- General Violation related to lack of training - $935 fine.
- Accident Related Serious Violation for lack of a machine guard - $22,500 fine.

Appeal of the serious violation in progress
Upcoming Activities

- Wastewater wet weather facility corrective action plan
- Poison Lake site remediation
- Bixler fuel storage tank site closure
- Participatory team ergonomics guide
Wet Weather Program Management Update

Planning Committee

September 12, 2017
Agenda

• Overview of Wet Weather Operation of the Wastewater System
• Challenges from the 2016-2017 Wet Weather Season
• Improved Approach to Ensuring Wet Weather Readiness
• Conclusion
Wastewater Interceptor System

- **EBMUD:**
  - 29 miles of gravity interceptors
  - 8 miles of force mains
  - 15 pump stations
  - Main Wastewater Treatment Plant (MWWTP)
  - 3 Wet Weather Facilities (WWFs)
  - 5 overflow structures

- Satellites: ~1,600 miles of regional collection system
- Property Owners: ~1,600 miles of private sewer laterals
Wastewater Flow Range

- Wastewater flow from Satellites (MGD = million gallons per day)
  - Average annual flow = 50 MGD
  - Peak wet weather = 415 MGD (at MWWTP)
  - Peak wet weather = 700 MGD (system-wide)
  - Primary treatment = 320 MGD (max)
  - Secondary treatment = 168 MGD (max)
Wet Weather Facilities

Point Isabel (N. Interceptor)
Provides ~ 1 mill gallons of storage

Oakport (S. Interceptor)
Provides ~ 3 million gallons of storage

San Antonio Creek (S. Interceptor)
No storage; least utilized
2016-2017 Wet Season was Particularly Challenging
Opportunities for Continuous Improvement

- Seven incidents occurred last season that are attributable to either operator error, equipment malfunction, or system capacity issues.

- EBMUD is implementing institutional measures to improve our wet weather operations to ensure improved performance in the future.
Key Elements of Improved Wet Weather Program Management

- Enhancing training program
- Documenting and institutionalizing best practices
- Identifying and addressing single points of failure
- Implementing organizational improvements and enhancing coordination
- Investigating options for proactive flow management
Training and Exercises

- Improved the breadth and depth of our training
- Increased the hours per training session
- Added new teaching modules
- Included new troubleshooting and response plans to cover power outages, control system outages, and loss of plant air
- Added an evaluation of the operators’ retention of knowledge and demonstration of skills and abilities
Documentation of Operational Practices

- Reviewed and updated all WWF SOPs and checklists
- Developed an internal wiki webpage for posting all training materials
- Holding supervisory staff accountable for annually reviewing and updating training materials, checklists, and SOPs
Organizational Improvements

- Instituted mandatory training for all operators and supervisory staff to improve understanding of interdependencies
- Developed a Supervisory Staffing Plan
- Implementing an Incident Command System (ICS) to facilitate better coordination during wet weather events
Improve Level Monitoring Stations & Overflow Structures

- Instituted a practice to field-test the operation and calibration of equipment at level monitoring stations and overflow structures before wet weather events

- Evaluating possible reliability improvements for power supply, communication links and data storage
Identifying and Addressing Single Points of Failure

- Performing detailed evaluations of key equipment and systems at IPS and WWFs to identify:
  - single points of failure
  - consequence of failure
  - mitigation measures
Proactive Flow Management

- Strike a balance between ensuring that we have no SSOs while trying to direct as much flow as possible to the MWWTP
  - Activate the WWFs earlier
- Use models and statistical analyses to guide operational decisions
Conclusion

• EBMUD takes pride in being an effective steward of San Francisco Bay

• We have made it our highest priority to improve our performance to protect public health and San Francisco Bay

• We are using this as an opportunity to make physical, organizational, and cultural changes to ensure compliance going forward
Thank you
Main Wastewater Treatment Plant
Seismic Evaluation Update

Planning Committee
September 12, 2017
Agenda

- Background
- Past Seismic Evaluations
- MWWTP Seismic Evaluation Update Project
  - Phase 1 – Past Review
  - Phase 2 – Evaluation Update
- Next Steps
Scope
MWWTP Facilities

Property Boundary

Main Wastewater Treatment Plant Facilities to be Evaluated
Scope

MWWTP Effluent Outfall Pipeline

- 108-inch Outfall Pipe
- Dechlorination Facility
  - Control Building
  - Chemical Storage Tanks
- Transition Structure
Background

MWWTP Facilities

- Over 80 structures
  - Buildings
  - Tanks
  - Channels
  - Underground facilities

- Age of Facilities
  - Oldest from 1950s
  - Added treatment 1960s and 1970s
  - Last major expansion 1990s
  - More recent additions
Past Seismic Evaluations

• Following the 1989 Loma Prieta Earthquake
  – Three phases of evaluations
  – From 1989 to 1996
  – EQE Engineering Support

• Other Seismic Evaluations
  – 2005 Review of changes in seismic criteria
  – 2008 Seismic evaluation of storage facilities
  – 2014 Seismic evaluation of digesters
Past Seismic Evaluations

Criteria

- Maximum Earthquake: Hayward 7.5
- Probable Earthquake: Hayward 6.5
- Levels of Service
  - Life Safety
  - Hydraulic Flow Through the System
  - Disinfection
  - Full Service: Primary and Secondary Treatment

- Evaluation Guidelines (now obsolete)
  - 1987 Applied Technology Council: ATC-14
Past Seismic Evaluations
Findings and Outcomes

- Removal of three structures
- Retrofit of seven structures
  - Chlorine Unloading Platform
  - Dewatering Building
  - Operation Center
  - Surface Aeration Control Buildings (two)
  - Old Maintenance Building
  - Sed. Tank Blower Building
- System-wide equipment anchoring
- Procurement of emergency response equipment
MWWTP Seismic Evaluation Update

Evaluation Approach

- Review Past Findings
  - Phase 1 (complete)
  - Update criteria
  - Review geotechnical findings
  - Collect facility records

- Conduct Visual Inspections
  - 2013 ASCE 41 – Seismic Evaluation of Existing Buildings
  - 2006 ACI 350 – Seismic Design of Liquid-Containing Concrete Structures

- Seismic Evaluations

- Seismic Risk Assessment

- Alternative Analysis Review

- Prioritize Capital Improvements

Seismic Risk Assessment Rating

<table>
<thead>
<tr>
<th>Rating</th>
<th>Consequence</th>
<th>Likelihood</th>
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</thead>
<tbody>
<tr>
<td>0</td>
<td>Minor to None</td>
<td>Very Unlikely</td>
</tr>
<tr>
<td>1</td>
<td>Moderate – Low</td>
<td>Unlikely</td>
</tr>
<tr>
<td>2</td>
<td>Moderate – High</td>
<td>Likely</td>
</tr>
<tr>
<td>3</td>
<td>Serious</td>
<td>Highly Likely</td>
</tr>
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</table>
- Review of Past Seismic Evaluations
- Inventory of Facilities
- Inventory of Documents
- Conceptual Level Risk Assessment

### Results of Consequence of Failure Review

<table>
<thead>
<tr>
<th>Consequence of Failure Rating</th>
<th>Minor</th>
<th>Moderate</th>
<th>Serious</th>
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</thead>
<tbody>
<tr>
<td>No. Facilities Identified</td>
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### Facilities within the “Serious” Consequence Group

<table>
<thead>
<tr>
<th>Type of Facility</th>
<th>No.</th>
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<tbody>
<tr>
<td>Electrical and Gas Facilities</td>
<td>6</td>
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<tr>
<td>Liquid Process</td>
<td>4</td>
</tr>
<tr>
<td>Primary Process</td>
<td>3</td>
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<tr>
<td>Support Facilities</td>
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</tr>
<tr>
<td>Solids Process</td>
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MWWTP Seismic Evaluation Update
Phase 2 Evaluation

- Review Past Findings
- Conduct Visual Inspections
- Seismic Evaluations
- Seismic Risk Assessment
- Alternative Analysis Review
- Prioritize Capital Improvements

- Phase I (complete)
- Update criteria
- Review geotechnical findings
- Collect facility records

- Multiple levels of:
  - Investigations
  - Evaluations
  - Risk Assessments
to determine greatest seismic risks

- Alternative Analysis to support recommendations

- Specialized Consultant Support

- Develop Recommendations for Mitigating Seismic Risk
- Incorporate Projects into FY20-29 CIP
MWWTP Seismic Evaluation Update

Next Steps

• Execute consultant agreement for specialized seismic support (for Board consideration on September 12, 2017)

• Complete Seismic Evaluation Update (July 2018)

• Incorporate prioritized recommendations into FY20-29 CIP
IT Security Update

Board of Directors Planning Committee
Sept. 12, 2017
IT Security @ EBMUD

- Formed in 2006 as a separate division using staff from other ISD groups.
- Staffed with 5 people.
- Primary function is to protect the District’s information systems and data.
- A majority of staff time spent on operational work related to managing the IT Security infrastructure.
- Other responsibilities include:
  - data security consulting for projects with vendors/consultants
  - developing cyber security and data security policy and procedures
  - maintaining the ISD business continuity plan
• **Vulnerability** – A weakness or flaw in software or a system

• **Exploit** – A way to leverage a weakness in software or a system

• **Malware** – Malicious Software

• **Threat** – A hacker exploiting a vulnerability

• **Phishing** – Fake emails used to trick users into giving up sensitive information
IT Security Definitions

- **Incident** - A security event that potentially compromises the confidentiality, integrity, or availability of an information asset.

- **Breach** - An incident that results in the confirmed disclosure—not just potential exposure—of data to an unauthorized party.
Evolving Security Threats

- In 2006 and before the threats came from the skilled hacker mainly seeking notoriety or bragging rights.
- Today malware is a black market commodity
  - Minimal skills needed to attack
  - Extensive cloud based attack services readily available
Evolving Security Threats

- This results in an exponential increase in cyber threats.

- Primary motivation is money.

- Email is a primary vector with spear phishing being an emerging tactic.
Cyber Attack For Hire

How do I purchase a vDos plan?

Purchasing a booster plan is easy and only takes a few minutes. We accept the following payment methods, based on your billing country/region and the currency in which you want to pay to make it an easy, secure and a quick shopping experience for you.

Bitcoin, we believe in the huge potential of this new digital currency.

Pricing Lists

Select the best package based on your usage needs and size of business.

<table>
<thead>
<tr>
<th>Plan</th>
<th>Bronze</th>
<th>Silver</th>
<th>Gold</th>
<th>VIP</th>
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<td>/monthly</td>
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* - From krebsonsecurity.com
Ransomware

- Makes your data inaccessible and holds it for ransom
- 600% increase in 2016
- $1 Billion earned in 2016 by hackers
- $5 Billion estimated damage in 2017
WannaCry Ransomware

- WannaCry – May 12, 2017
  - Over 200,000 computers across 150 countries impacted
  - $4 - 8 Billion estimated losses
  - Leveraged EternalBlue Exploit (NSA)
  - Main defense – keeping patches current
Domestic Cyber Attacks

Equifax breach

Hackers Breached San Francisco's Transit System and Demanded a Ransom

Researchers Discover U.S. Government Site Hosting Malicious Ransomware

Wendy's credit card hack hit 1,000 restaurants
EBMUD Malware Incident

- 700 Emails sent to District
- 12 Emails made it passed email filters
- 5 emails opened
- 1 email attachment opened
Email Exploit Attempt

- william.johnson@ebmud.com
- william.johnson@ebmud.com
- william.johnson@ebmud.com
- william.johnson@ebrnud.com
- william.johnson@ebmud.com
- william.johnson@ebmud.com
- william.johnson@ebmud.com
- william.johnson@ebmud.com
- william.johnson@ebmud.com
- william.johnson@ebmud.com
Hi [Name]

We have a time sensitive payment request to a vendor today, will you have a moment to handle this today?

Regards,
What is EBMUD’s strategy

- Defense in Depth
  - External cloud based security services
  - Perimeter security
  - Internal Network Monitoring
  - Configuration Management
  - Employee Awareness
  - Incident Response / Recoverability
Next Steps

- IT Security Review planned for early 2018
  - Independent review existing priorities
  - Any new vulnerabilities
Trench Soils Removal and Sustainable Local Reuse

Planning Committee
September 12, 2017
Trench Soils Storage Sites

- Temporary storage of soil and rock generated by pipeline work
- In last 5 years, District generated 46,000 cubic yards (CY) per year
- Sites approaching full capacity
Project Purpose

- Create capacity for ongoing storage of newly generated trench soils
- Maintain environmental compliance
- Protect drinking water quality
Scope

- Characterize trench soils
- Identify facility(ies) for reuse
- Sort, load and haul
  - 200,000 CY from Briones
  - 75,000 CY from Miller Rd
  - 25,000 CY from Amador
- Implement best management practices for storm water and dust control
- $15M contract
- 2 year contract plus 2 single year options
Impacts

- Temporary increase in trucks on the road
- Notice of Exemption submitted to Alameda and Contra Costa Counties
- Coordination required for ongoing District operations
Benefits

- Capacity for ongoing District operations
- Reuse of soil at a public space - EBRPD Oyster Bay Regional Shoreline
Schedule and Next Steps

- Complete contract negotiations
- Board review on September 26
- Off-haul
  - Briones: April to October 2018
  - Amador: April to June 2019
  - Miller Road: June to September 2019
- Master Plan Update
Customer Assistance Policy

Planning Committee

September 12, 2017
Agenda

- Background
- Customer Concerns
- Low-Income Assistance Efforts
- Customer Assistance Policy Highlights
- Next Steps
District Rates (8 Ccf per month)

- Palo Alto: $892
- San Francisco: $861
- San Jose: $734
- Hayward: $717
- ACWD: $688
- Livermore: $685
- Marin MWD: $668
- DSRSD: $658
- Los Altos: $637
- EBMUD*: $632
- Contra Costa: $608
- North Marin: $584
- Pleasanton: $467

Chart does not reflect a comparison of average SFR bill for each agency. 8 Ccf/mo represents average for EBMUD. Average or typical SFR water use at the other agencies may be lower or higher than 8 Ccf/mo.
EBMUD Customer Assistance Program (CAP)

- 1987 Established Customer Assistance Program
- Modified to include wastewater charges and homeless shelters
- 50% discount water service and flow charges; 35% discount on wastewater
- Over $41 million in assistance to local community
- CAP assistance to avoid service shut-off
- Regulatory limitations
CAP Outreach Touch Points

- Start Service
- Bill Messages
- Phone/Field Contact
- Delinquent Notices
- Pipeline Newsletter
- Website
- Social Media
- Social Service Agencies
- Bus Shelters/Billboards
CAP PARTICIPATION
(December 2016)
CAP Growth (last 5 years)

*Enrollment as of July 28, 2017, expense projected for FY18*
Additional Customer Assistance

• Deposit reduction, deferral, and advanced application to avoid t/off
• Short and long term payment plans
• Deferred turn-offś with approved payment plans
• Water efficiency services
• Leak forgiveness (50%)
• Multi-family lien program
• Emergency relief (agency partnerships)
• Multi-lingual resources available
Efforts Accomplished

✓ Requested local agencies to reduce the pass-through charges collected on EBMUD bills for low-income customers

✓ Engaged social service agencies in Alameda and Contra Costa Counties to provide CAP information to EBMUD customers

✓ Changed guarantee deposit calculations to better reflect customer anticipated usage

✓ Adjusted practices to improve support for low-income customers and avoid shutoffs

✓ Extended payment plans from up to 6 months to up to 12 months
Efforts Accomplished (Cont.)

- Enhanced CAP distribution, multi-lingual application access, and outreach campaign
- Conducted water conservation audits and outfitted households with water-efficiency devices for CAP households
- Re-established guardian notification service to help seniors and disabled customers
- Provided comprehensive training to employees
- Amending EBMUD's Water Theft Penalty Ordinance
EBMUD Customer Assistance Policy Highlights

- Promote and increase CAP participation and enhance application process

- Review and consider options to enhance assistance to low income customers to maintain water service

- Provide water service to any customer who complies with a District approved payment plan and keeps account current

- Commit multi-lingual resources to assist low income customers
• Provide a range of services to assist qualifying low income customers consistent with the District’s mission, within its authority under the Municipal Utility District Act, and in accordance with applicable federal and state laws and regulations.

• Actively engage in local and state efforts to explore and, where feasible, develop other means to support affordability of water and wastewater services
Next Steps

Sept. 26 - Customer Assistance Policy - Finance/Administration Committee

Oct. 10 - Customer Assistance Policy - Board consideration and adoption

Nov. 27 - Long Term Financial Sustainability Workshop

Nov-Dec. - State LIRA White Paper

Feb. 2018 - State LIRA Program