# MEMORANDUM

Date: December 16, 2015

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

Re: **Sewer Outreach Subsidy (SOS) Program Outreach Efforts – Update Report**

Attached is a December 10, 2015 memorandum from Jackson Jenkins, Director of the Regional Wastewater Reclamation Department (RWRD), regarding the implementation of an SOS outreach work plan that the Board of Supervisors directed be prepared during the April 2015 discussion of RWRD finances. The Board particularly noted the economic conditions in the Pima County region that placed additional stress on low or limited-income families in attempting to address basic utility costs. The increased emphasis on SOS outreach efforts is intended to increase public awareness of the program and the participation in this subsidy program.

The following results are described in the report:

1. Renewal of the eligibility of participants every three years instead of every year;
2. Increased enrollment by 17 percent;
3. Information distribution about the program through partnerships with social service organizations and through bill inserts;
4. Distribution of bilingual posters and brochures; and
5. Increased participant savings from Fiscal Year (FY) 2014/15 level to projected FY 2015/16 level of approximately $21,000.

RWRD continues to emphasize customer service improvements by concentrating on reducing the response time for eligibility appointments.

The Board will be provided with update reports as further progress is made in implementing and administering this program.

CHH/lab

Attachment

c: John Bernal, Deputy County Administrator for Public Works
Jackson Jenkins, Director, Regional Wastewater Reclamation

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December 10, 2015

**TO:** C.H. Huckelberry, County Administrator, Pima County

**THRU:** John Bernal, Deputy County Administrator, Public Works

**FROM:** Jackson Jenkins, Director, Wastewater Reclamation

**SUBJECT:** **Progress Report: Sewer Outreach Subsidy Program Outreach Work Plan**

On April 14, 2015, the Pima County Board of Supervisors requested an Outreach Work Plan in an effort to increase exposure and participation in the Pima County Sewer Outreach Subsidy (SOS) Program. In response to this request, we developed and submitted a comprehensive Work Plan to the Board, which was reviewed at the May 5, 2015 board meeting.

The purpose of this memorandum is to transmit a Progress Report outlining the activities we have completed since April 2015 and how they have impacted the SOS Program. I could appreciate you sharing this report with the members of the Board of Supervisors.

Continuous SOS Program improvement is a priority for RWRD as we continue to develop new methodologies for conducting targeted outreach to populations that would benefit from the Program, effectively address Program challenges, and work with our partners to ensure the Program is accessible to all constituents.

cc: Jennifer C. Coyle, Special Assistant to the Director, Wastewater Reclamation
Richard Wascher, Community Relations Program Coordinator, Wastewater Reclamation
Charles Casey, Director, Community Services, Employment & Training
Rosemary Cora-Cruz, Community Action Agency Program Coordinator, Community Services Employment & Training

# SEWER OUTREACH SUBSIDY PROGRAM

## Outreach Work Plan Progress Report

### APRIL 2015 to NOVEMBER 2015

PIMA COUNTY

WASTEWATER RECLAMATION

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# EXECUTIVE SUMMARY

On April 14, 2015, the Pima County Board of Supervisors (BOS) requested an Outreach Work Plan for the Sewer Outreach Subsidy (SOS) Program. In response to this request, the Pima County Regional Wastewater Reclamation Department (RWRD) developed and submitted a comprehensive Work Plan, which was reviewed at the May 5, 2015 BOS meeting (Attachment A, *Work Plan for Sewer Outreach Subsidy Program*). The goal of the Work Plan is to guide efforts to increase Program outreach and maximize Program participation, and the Plan utilizes a number of key strategies to increase awareness of the SOS Program throughout metropolitan Pima County. This Progress Report provides an update on those strategies.

## Highlights

- **Reduced Stress for Fixed Income Participants.** The Pima County Code was updated to reflect a direct request from the Board of Supervisors, enabling SOS Program participants to enroll into the Program once every three years. This has not only greatly reduced the volume of calls into the SOS Program, it also benefits participants who are homebound (non-ambulatory), lack transportation, or face other mobility-related issues by reducing the number of times they would be required to travel to Pima County Community Action Agency (PCCAA) headquarters to recertify for the Program.
- **Enrollment has Increased 17%.** While Program phone calls have reduced from 2014 to 2015, the enrollment ratio has increased significantly. In 2014, a total of 39% of callers were enrolled into the Program; in 2015, a total of 47% of callers were enrolled. This is an overall Program participation increase of 17%.
- **Those Needing Assistance Most are Receiving it.** Tier 1[1], those customers at 100% of the Federal Poverty Level, is the highest funded category, making up more than double the other two categories combined. This is reflective of RWRD's dedication to providing support to constituents who have the highest need for this type of economic assistance.
- **Successful Partnerships with over 20 Organizations.** Informational materials have been distributed to over 20 partner organizations.
- **Bill Inserts Reach over 250,000 Customers.** Two bill inserts have been sent, each reaching more than 250,000 homes and businesses.
- **197 Bilingual Posters and 1,820 Brochures Distributed.** 54 bilingual posters and 505 bilingual brochures have been distributed to 27 libraries throughout Pima County. 80 bilingual brochures and 16 bilingual posters have been distributed to the Pima County Community Centers and 200 bilingual brochures and 28 bilingual posters to the City of Tucson Recreation Centers. 1035 brochures and 99 posters have been provided to community partners for placement in public areas throughout Pima County.
- **Social Media on the Rise.** On November 20, 2015, RWRD officially launched its Facebook page, which will be an additional vehicle for disseminating information regarding the SOS Program.

[1] Tier 1 = Constituents at 100% of the poverty level; Tier 2 = Constituents at 125% of the poverty level; Tier 3 = Constituents at 150% of the poverty level.

- **Participants Are Saving More.** In Fiscal Year 2014/15, participants saved $1,100,883, with an average quarterly savings of $275,221.

**Fiscal Year 2014/15 Total Customer Savings**

| | | |
|---|---|---|
| Total Saved | at 75% Discount | **$896,431** |
| Total Saved | at 50% Discount | **$157,674** |
| Total Saved | at 25% Discount | **$46,778** |
| Total Customer Savings | | **$1,100,883** |

For the first quarter of, customer savings were $280,439. Therefore, projected customer savings for Fiscal Year 2015/16 is $1,121,756. This is a $20,873 increase from Fiscal Year 2014/15

**Fiscal Year 2015/16 First Quarter Participant Savings**

| | | |
|---|---|---|
| Total Saved | at 75% Discount | **$227,011** |
| Total Saved | at 50% Discount | **$41,806** |
| Total Saved | at 25% Discount | **$11,622** |
| Total Customer Savings | | **$280,439** |

As the enrollment ratio continues to increase, and as RWRD continues to promote the SOS Program, ongoing increases in customer savings can be expected.

- **Wait Times Continue to be Long.** Currently, the wait time between the initial call and an actual eligibility appointment is between six to eight weeks. RWRD is working with PCCAA to address this significant challenge. RWRD will be conducting a thorough needs assessment and gap analysis of the organization to identify challenges to the Program and provide resources and support needed to improve efficiency of the enrollment process, including:
    - Current staffing of the project;
    - Hours required to carry out program objectives vs. actual hours;
    - Potential staff training; and
    - Additional resource requirements.

This analysis will enable RWRD to identify challenges to the Program and provide resources and support needed to improve efficiency of the enrollment process.

# WORK PLAN OBJECTIVES PROGRESS REPORT

## Objective 1: Increased partnerships with private non-profit agencies

**Activity 1.1: Expand messaging of SOS Program to existing private nonprofit community partners and forge associations with other private nonprofit agencies that could refer their clients and/or assist with intake activities**

Progress: Completed/Ongoing

Status: PCCAA collaborates with several organizations throughout Pima County to more effectively implement all program activities, including promotion of services and recruitment of program participants. PCCAA actively promotes the benefits of the Program at weekly and monthly meetings with partners such as Gospel Rescue Mission, the American Legion and the Community Action Agency Advisory Board. These organizations and groups, in turn, promote the SOS Program to their program partners and to the target populations they serve. Table 1 illustrates the over 20 partners with whom PCCAA collaborates in order to more effectively market the SOS Program to a broader and more diverse audience throughout Pima County.

**Table 1. Community Partners**

| | | | |
|---|---|---|---|
| 1. | Arivaca Action Council | 13. | Interfaith Community Services |
| 2. | Arivaca Coordinating Council | 14. | International Sonoran Desert Alliance |
| 3. | Arizona Housing & Prevention Services | 15. | Pima County Ajo Community Services |
| 4. | Catholic Social Services of Southern Arizona | 16. | Pima County Community Action Agency |
| 5. | Catholic Community Services | 17. | Primavera |
| 6. | CCS/Friends of Robles Junction Food Bank | 18. | Project PPEP (Portable, Practical Educational Program) |
| 7. | Chicanos Por La Causa | 19. | Salvation Army |
| 8. | Community Food Bank- Ajo | 20. | San Ignacio Yaqui Council |
| 9. | Community Food Bank- Amado | 21. | Sahuarita Food Bank/Good Shepard United Church of Christ |
| 10. | Community Home Repair Projects | 22. | Tucson Indian Center |
| 11. | El Rio Santa Cruz Neighborhood Health Center | 23. | Tucson Urban League |
| 12. | Greater Littletown Human Resource Group | | |

## Objective 2: Development and distribution of informational materials April 2015 through June 2016

**Activity 2.1: Create four bill inserts providing information about the SOS Program**

Progress: Completed/Ongoing

Status: During this reporting period, RWRD created and disseminated two bill inserts, May 2015 and September 2015, containing information regarding the SOS Program. A third bill insert is currently in production and slated to go out in the December water bill (Attachment B, *Bill Inserts*). These inserts were included in the Tucson Water bills, which reach approximately 250,000 customers. In addition to Tucson Water, RWRD has intergovernmental agreements with Metro Water, Marana Water, and Oro Valley Water, which grant the Department the ability to insert sewer utility-related information into the monthly customer billings.

RWRD is currently coordinating with Metro Water, Marana Water and Oro Valley Water to disseminate information regarding the SOS Program in bill inserts outside of the Tucson Water service area. PCCAA is working on integrating a strategy for tracking how applicants learned about the SOS Program via the enrollment process.

**Activity 2.2: Draft bilingual informational brochure**

Progress: Completed

Status: RWRD developed a bilingual brochure (English and Spanish) containing information regarding the SOS Program (Attachment C, *Bilingual SOS Brochure*). RWRD Community Relations Office (CRO) staff disseminated 27 brochures to constituents at two community outreach events in April 2015:

- Earth Day, Reid Park – Saturday, April 18, 2015
- Cyclovia, Santa Rita Park – Sunday, April 19, 2015

Additionally, CRO distributed a total of 505 brochures among all 27 libraries in the Pima County Library system. Table 3 illustrates the quantity of brochures provided at each site.

**Table 3. Number of Brochures Disseminated Among Libraries**

| | LIBRARY | QUANTITY | | LIBRARY | QUANTITY |
|---|---|---|---|---|---|
| 1. | Caviglia-Arivaca Library | 5 | 15. | Mission Library | 25 |
| 2. | Dewhirst-Catalina Library | 10 | 16. | Murphy-Wilmot Library | 25 |
| 3. | Dusenberry-River Library | 10 | 17. | Nanini Library | 20 |
| 4. | Eckstrom-Columbus Library | 10 | 18. | Oro Valley Public Library | 20 |
| 5. | El Pueblo Library | 5 | 19. | Quincie Douglas Library | 20 |
| 6. | El Rio Library | 5 | 20. | Sahuarita Library | 0 |
| 7. | Flowing Wells Library | 10 | 21. | Salazar-Ajo Library | 5 |
| 8. | Geasa-Marana Library | 10 | 22. | Sam Lena-South Tucson Library | 10 |
| 9. | Himmel Park Library | 30 | 23. | Santa Rosa Library | 10 |
| 10. | Joel D Valdez Main Library | 100 | 24. | Southwest Library | 5 |
| 11. | Joyner-Green Valley Library | 40 | 25. | Valencia Library | 30 |
| 12. | Kirk-Bear Canyon Library | 10 | 26. | Wheeler Taft Abbett Sr Library | 50 |
| 13. | Martha Cooper Library | 10 | 27. | Woods Memorial Library | 20 |
| 14. | Miller-Golf Links Library | 10 | **TOTAL** | | **505** |

## Objective 3: Outreach to community organizations and agencies that represent or serve people on low income

**Activity 3.1: Provide Informational brochures to private non-profit agencies/community centers/public libraries**

Progress: Completed/Ongoing

Status: PCCAA promotes the SOS Program to community partners at weekly and monthly meetings. These partners, whose services are specifically geared toward low income residents, promote the SOS Program to their respective target populations and to organizations with whom they collaborate. In October 2015, RWRD provided PCCAA with a total of 50 SOS Program posters (25 in English and 25 in Spanish) and 250 bilingual brochures, which will be provided to program partners for ongoing promotion of the Program.

In addition to disseminating brochures throughout the Pima County Library system, RWRD is partnering with the Pima County Community Center Programs (PCCCP) and City of Tucson Recreation Centers (COTRC), who will assist RWRD in placing SOS Program literature at all community and recreation center sites that provide programs to the public. RWRD provided PCCCP with a total of 80 brochures and 16 posters (eight in English and eight in Spanish), and COTRC received a total of 200 brochures.

**Table 4. Pima County Community Centers**

| | | | |
|---|---|---|---|
| 1. | Ajo Community Center | 5. | Ellie Towne Flowing Wells Community Center |
| 2. | Arivaca Community Center | 6. | Littletown Community Center |
| 3. | Catalina Community Center | 7. | Picture Rocks Community Center |
| 4. | Drexel Heights Community Center | 8. | Robles Ranch Community Center |

**Table 5. City of Tucson Recreation Centers**

| | | | |
|---|---|---|---|
| 1. | Armory Park Center | 9. | Marty Birdman Recreation Center |
| 2. | Cherry Avenue Recreation Center | 10. | Morris K. Udall Regional Center |
| 3. | Donna R. Liggins Recreation Center | 11. | Oury Recreation Center |
| 4. | Edith Ball Adaptive Recreation Center | 12. | Quincie Douglas Neighborhood Center |
| 5. | El Pueblo Regional Center | 13. | Randolph Recreation Center |
| 6. | El Rio Neighborhood Center | 14. | Santa Rosa Neighborhood Center |
| 7. | Fred Archer Neighborhood Center | 15. | Therapeutic Recreation Center |
| 8. | Freedom Recreation Center | 16. | William M. Clements Recreation Center |

**Table 6. Materials Dissemination List**

| Site | # of Brochures | # of Posters |
|---|---|---|
| Pima County Public Library | 505 | 33 |
| PCCAA | 250 | 50 |
| City of Tucson Recreation Centers | 200 | 0 |
| Pima County Community Centers | 80 | 16 |
| **TOTAL** | **1035** | **99** |

RWRD and PCCAA continue to brainstorm further avenues for collaboration and marketing opportunities to ensure more Pima County residents become aware of this invaluable program.

## Objective 4: Marketing campaign

**Activity 4.1: Create a comprehensive list of outreach events and approximate attendee count**

Progress: Completed/Ongoing

Status: RWRD participates in a number of community outreach events every year, providing materials to a number of diverse audiences on topics such as drought and water conservation; proper disposal of Fat, Oils and Grease to keep them out of the sewer; treatment of sewage and environmental implications; and other environmental topics. Table 7 illustrates a number of events at which CRO has participated. This list remains fluid as invitations to additional events could happen at a moment's notice.

**Table 7. Event Participant Count**

| Event | | # of Attendees |
|---|---|---|
| 1. | Cyclovia and Earth Day Merger | 20,000 |
| 2. | Ted Walker Day | 10,000 |
| 3. | Be Safe Saturday at Tucson Medical Center | 8,500 |
| 4. | Stand for Children | 6,800 |
| 5. | Homeowner's Association Day Workshop | 2,000 |
| 6. | Earth Day/Intuit | 1,500 |
| 7. | Raytheon Employee Fair | 1,500 |
| 8. | Career Day Craycroft Elementary School | 757 |
| 9. | Career Day Quail Run Elementary School | 550 |
| 10. | Earth Day/Robbins Elementary School | 550 |
| 11. | Earth and Science Day at Pima Community College Northwest | 500 |
| 12. | Career Day Saints Peter and Paul | 404 |
| 13. | Grease Collection Event | 134 |

Additionally, RWRD is planning to attend other events in the future, including the 24th Annual Hope Fest in 2016. This event draws approximately 24,000 participants, providing a great resource for RWRD to interface with members of the community who may potentially be eligible for the Program.

**Activity 4.2 Use poster boards at outreach event booths that read "Do you think you or someone you know might qualify for a low-income-based reduction on a monthly sewer bill? Ask us about the Sewer Outreach Subsidy Program."**

Progress: Completed/Ongoing

Status: Community Relations staff created signage (in English and Spanish), which is placed on a table and displayed in plain view of event participants (Attachment D, *SOS Program Poster Boards*). RWRD participates in a number of community outreach events each year, providing materials to diverse groups, from children to adults. Staff set up an information table and disseminate materials related to RWRD's primary educational campaigns targeting our customers. When community members approach the table, CRO staff explains the SOS Program's eligibility requirements and benefits. Brochures are provided for interested individuals to keep and/or to pass out to acquaintances who they feel may be eligible for the Program.

**Activity 4.3 Contact and request brochure placement in local libraries, community centers, other public locations.**

Progress: Completed

Status: Brochures have been placed at all Pima County Public Library sites, Pima County Community Centers and the City of Tucson Recreation Centers (see Table 3 – Table 5). RWRD also provided 250 brochures to PCCAA, which will be given to local nonprofits for dissemination among their clients.

**Activity 4.4 Host a table at local events geared toward low-income individuals and families. Provide information about the SOS Program.**

Progress: Completed/Ongoing

Status: PCCAA distributes flyers at meetings to a vast number of partners (see Table 1. Community Partners) who serve low-income populations. These agencies are asked to display the materials at their respective locations and to provide these materials to their constituents and partners. The RWRD Community Relations team conducts the vast majority of community outreach activities, hosting tables at a number of events throughout the year (See Table 7). PCCAA does not regularly participate in community events due to their current workload.

**Activity 4.5 Placement of posters at libraries and community organizations serving low income populations**

Progress: Completed

Status: According to the American Library Association, people experiencing poverty or homelessness make up a significant portion of users in many libraries today[2]. Another report released by the Bill and Melinda Gates Foundation says that 44% of those living below the poverty level access e-mail and internet services through their local library[3]. Knowing the library system is a significant resource for low income individuals and families, RWRD has strategically developed a relationship with the Pima County Public Library to disseminate information regarding the SOS Program.

A total of 505 brochures and 54 posters (two posters at all 27 sites throughout Pima County, one in English/one in Spanish) have been provided to all public libraries, and RWRD is also in the process of coordinating with City Recreation Centers and County Community Centers. Although the

[2] http://www.ala.org/advocacy/diversity/outreachtounderservedpopulations/servicespoor, American Library Association

[3] Becker, Samantha, Michael D. Crandall, Karen E. Fisher, Bo Kinney, Carol Landry, and Anita Rocha. (2010). Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries. (IMLS-2010-RES-01). Institute of Museum and Library Services. Washington, D.C.

recreation/community centers do not specifically target low income families, several facilities are located in predominantly low income neighborhoods. In addition, PCCAA continues to provide literature to partners who serve low income families and individuals – including posters, brochures and flyers.

**Activity 4.6: Place notices in County newsletters, blogs, and websites**
Progress: Complete/Ongoing
Status: As of September 30, 2015, RWRD has been working alongside the Pima County Communications Office to develop a comprehensive marketing plan. The primary goal of this marketing plan is to take a proactive approach to disseminate positive messages regarding the Department to the community, including the SOS Program and its benefits. RWRD's comprehensive plan entails a variety of marketing strategies including, but no limited to:

1. The inclusion of Social Media (e.g., Facebook, YouTube, etc.)
2. Television appearances on local TV stations
3. Media releases on print and visual media (also available on Pima County website)
4. Collaboration with large institutions as an avenue for conveying RWRD-related message to their constituents/stakeholders
5. Stories on local publications such as "Arizona Bilingual Magazine"
6. Continuing placement of updates in water bill inserts with an emphasis on positive accomplishments
7. Continuing the use of RWRD website to more strategically place and disseminate positive messages

Monthly meetings are currently being held with Pima County Communications Office staff in a continuing effort to roll out the plan. RWRD officially launched its Facebook page on Friday, November 20, 2015. Messages regarding the SOS Program have been developed and disseminated via Facebook and will be disseminated via additional sources beginning January 2016.

**Activity 4.7: Referral and information sharing via social media**
Progress: Completed/Ongoing
Status: The RWRD Facebook page was officially launched on November 20, 2015.

## Objective 5: Expand use of technology

**Activity 5.1: Update website to highlight SOS Program**
Progress: Completed
Status: SOS Program information on the RWRD website is posted and up-to-date and is available in English and in Spanish.

**Activity 5.2: Coordinate with Pima County Communications**
Progress: Completed

Status: The RWRD Community Relations Office collaborated with the Pima County Communications Office to develop a comprehensive marketing plan. The plan was completed in October of 2015 and is currently being implemented.

**Activity 5.3: Quarterly Pima County Facebook Page updates throughout FY 15/16**

Progress: Completed/Ongoing

Status: Following the launch of our official Facebook page on November 20, 2015, RWRD has continuously posted information – in English and Spanish – regarding the SOS Program.

**Activity 5.4: Provide analysis of social media efforts**

Progress: Ongoing

Status: As of November 20, 2015, the RWRD Facebook page has gathered 47 likes – an average of almost 4 likes a day. RWRD continues to work with the Communications Office to develop strategies to increase its visibility and build a bigger following.

**Activity 5.5: Quarterly reports from Information Technology Department on webpage analysis and visits**

Progress: Ongoing

Status: RWRD received the data illustrating website traffic between the months of April 2105 through September 2015. Chart 1 illustrates SOS Program website pageviews during this time period.

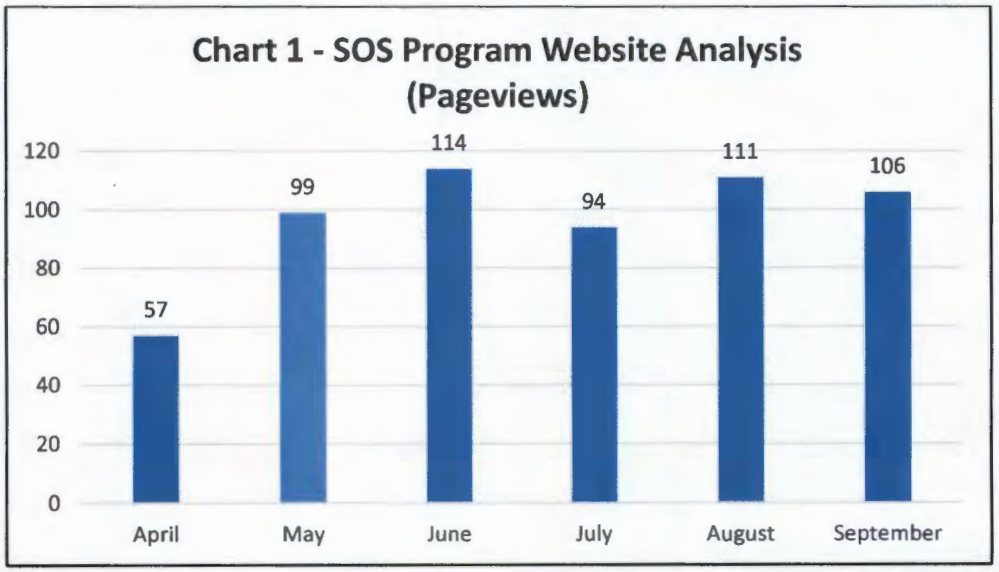
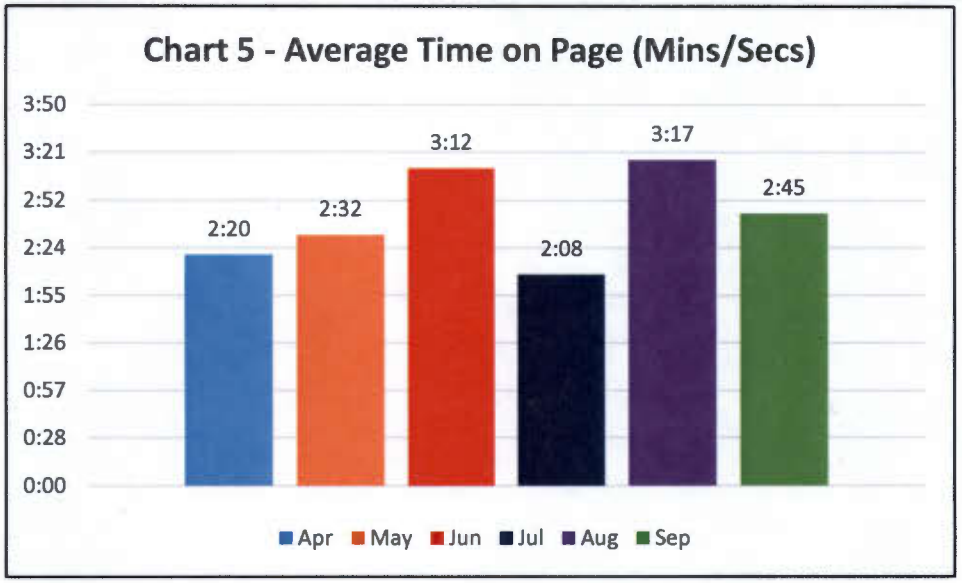


Chart 2 shows the amount of time people spent viewing the SOS Program web page.




Both charts illustrate an increase in views and traffic between June and August, which is most likely correlated with the beginning of the new billing cycle in July. This is also the period in which PCCAA experiences an increase in calls.

**Activity 5.6: Replace hold music for RWRD and Finance & Risk Management Customer Service with Department announcements highlighting the SOS program**

Progress: Ongoing

Status: RWRD staff has met with ITD to discuss the steps necessary to post announcements regarding the SOS program. Production will begin on December 8, 2015 and should be completed and ready for implementation by early January 2016. The production of the SOS Program announcement will be free of cost to the Department.

## Objective 6: Evaluate complexity of application and enrollment process

**Activity 6.1: Outreach to private non-profit organizations that may qualify to complete SOS applications on behalf of Pima County**

Progress: Ongoing

Status: According to PCCAA, this needs to be explored further to determine the feasibility of this approach. PCCAA needs to research organizations around the County that have the capacity (staff, time and resources) to carry out this activity. In addition, grant-funded programs that are not already involved in this kind of activity would find it difficult to blend this in with their existing services because: 1) Deliverables from other programs take precedence and must be met in order to be in compliance with contractual obligations; and 2) Agencies selected to provide this support would need to be compensated for staff time involved in the enrollment process. The implication of point number two requires that a funding source be provided to those agencies who are not able to provide this support pro bono.

**Activity 6.2: Determine wait times between call to SOS automated line, and staff contact with constituent**

Progress: Ongoing

Status: Currently, the wait time is between six to eight weeks. RWRD updated its program policy to reflect a direct request from the Board of Supervisors, enabling SOS Program participants to enroll into the program once every three years. This not only greatly reduces the volume of calls into the SOS Program number, it also benefits participants who are homebound (non-ambulatory), lack transportation or face other mobility-related issues by reducing the number of times they would be required to travel to Pima County Community Action Agency (PCCAA) headquarters to recertify for the Program.

Additionally, representatives from the City of Tucson, PCCAA and RWRD have been meeting to discuss ways of mitigating the bottleneck that often occurs via the SOS Program phone lines. Possible solutions that have been visited (but not yet solidified) include providing additional resources to hire additional staff who would focus solely on the intake process.

# Attachment A, Work Plan for Sewer Outreach Subsidy Program

# Work Plan for Sewer Outreach Subsidy (SOS) Program

**Work Plan Period: April 2015 through June 2016**

**Goal: Increase program outreach and maximize program participation during the work plan period**

**Objective 1: Increased partnerships with private non-profit agencies**

| ACTIVITY | TIMELINE | EXPECTED OUTCOME | STAFF RESPONSIBLE | MEASURE OF EFFECTIVENESS | STATUS/COMMENTS |
|---|---|---|---|---|---|
| Expand messaging of SOS Program to existing private nonprofit community partners<br>Forge associations with other private nonprofit agencies that could refer their clients and/or assist with intake activities | Ongoing | Old and new partnership will lead to increased knowledge of the SOS Program in communities that would be well-served by it | PCCAA Staff | • Track<br>o Calls Received<br>o Applications Received<br>o Individuals enrolled through this strategy<br>o How applicants heard about the program<br>• Maintain a list of agencies working with PCCAA | |

**Objective 2: Development and Distribution of Informational Materials April2015 through June 2016**

| ACTIVITY | TIMELINE | EXPECTED OUTCOME | STAFF RESPONSIBLE | MEASURE OF EFFECTIVENESS | STATUS/COMMENTS |
|---|---|---|---|---|---|
| Create four bill inserts providing information about the SOS Program | Ensure quarterly placement of SOS materials in bill inserts in FY 2015/2016 | Ratepayers will learn about the SOS Program and will contact PCCM | Laura Fairbanks | Track how applicants learned about the SOS program (See Objective 1-page 1) | |
| Draft bilingual informational brochure | April 2015 | Distribution of brochure at community events, neighborhood meetings, etc. | Laura Fairbanks | Track materials distributed | |

**Objective 3: Outreach to Community Organizations and Agencies that Represent or Serve People with low Incomes**

| ACTIVITY | TIMELINE | EXPECTED OUTCOME | STAFF RESPONSIBLE | MEASURE OF EFFECTIVENESS | STATUS/COMMENTS |
|---|---|---|---|---|---|
| Provide Informational brochures to private non-profit agencies/community centers/public libraries | Ongoing | Increased knowledge about the SOS Program in the community | PCCAA and RWRD Community Relations | Track number and locations of brochures distributed | |

**Objective 4: Marketing Campaign**

| ACTIVITY | TIMELINE | EXPECTED OUTCOME | STAFF RESPONSIBLE | MEASURE OF EFFECTIVENESS | STATUS/COMMENTS |
|---|---|---|---|---|---|
| Create a comprehensive list of outreach events and approximate attendee count | Ongoing | Documentation of events | RWRD Community Relations staff | Track:<br>• Attendance and number of people exposed to the SOS message | |
| Use poster boards at outreach event booths that read "Do you think you or someone you know might qualify for a low-income-based reduction on a monthly sewer bill? Ask us about the Sewer Outreach Subsidy Program." | Ongoing | SOS-eligible residents or their family members/friends/neighbors would learn about the program | RWRD Community Relations staff | Track:<br>• Number of brochures distributed | |
| Contact and request brochure placement in local libraries, community centers, other public locations, etc. | Ongoing | Build partnerships with organizations. People will learn about SOS Program and contact PCCAA | RWRD Community Relations staff | Track:<br>• Number of brochures distributed<br>• How SOS participants learned about the program during the intake process | |

| | | | | | |
|---|---|---|---|---|---|
| Host a table at local events geared toward low-income individuals and families. Provide information about the SOS Program | Ongoing | Provide information to potentially eligible individuals and families | PCCAA staff | Track:<br>• Number of events held, participants at event, and materials distributed at the event<br>• How SOS participants learned about the program during the intake process | |
| Placement of posters at libraries and community organizations serving low income populations | Ongoing | SOS-eligible residents or their family members would learn about the program | PCCAA and RWRD Community Relations staff | Track:<br>• Number of posters distributed<br>• How SOS participants learned about the program during the intake process | |
| Place notices in County newsletters, blogs, and websites | Ongoing | Broader distribution of information | Laura Fairbanks<br>Jeff Nordensson | Track number of notices posted | |
| Referral and information sharing via social media | Ongoing | Broader distribution of information | Laura Fairbanks<br>Jeff Nordensson | Track social media "hits" | |

**Objective 5: Expand Use of Technology**

| ACTIVITY | TIMELINE | EXPECTED OUTCOME | STAFF RESPONSIBLE | MEASURE OF EFFECTIVENESS | STATUS/COMMENTS |
|---|---|---|---|---|---|
| Update website to highlight SOS Program | Completed | Easier to find SOS info on RWRD website | Laura Fairbanks<br>ITD staff | Measure number of "hits" of SOS Program tab | |
| Coordinate with Pima County Communications | Ongoing | Greater use of social media to spread the word about the SOS Program | Laura Fairbanks | Increase collaboration and partnership with the Communications Department | |
| Quarterly Pima County Facebook Page updates throughout FY 15/16 | Quarterly during 15/16 | Broader distribution of information about the SOS Program | Communications Staff/RWRD Community Relations staff | Presence of the SOS Program on County's Facebook page | |
| Provide analysis of social media efforts | Ongoing | Analysis of social media presence | Communications Department RWRD Community Relations staff | Ability to modify social media efforts to better reach our target audience | |
| Quarterly reports from Information Technology Department on webpage analysis and visits | Quarterly during 15/16 | Understanding of how many people use RWRD website to learn about the SOS program | ITD staff | Generation of data | |
| Replace hold music for RWRD and Finance & Risk Management Customer Service with Department announcements highlighting the SOS program | July 1, 2015 | Broader distribution of information about the SOS Program | Bob Meredith - ITD | Questions to staff about the SOS Program from those who were on hold | |

**Objective 6: Evaluate complexity of application and enrollment process**

| ACTIVITY | TIMELINE | EXPECTED OUTCOME | STAFF RESPONSIBLE | MEASURE OF EFFECTIVENESS | STATUS/COMMENTS |
|---|---|---|---|---|---|
| Outreach to private non-profit organizations that may qualify to complete SOS applications on behalf of Pima County | Ongoing | Timely completion of applications | PCCAA | Increased numbers of completed applications | This needs to be explored further to determine the feasibility of this approach |
| Determine wait times between call to SOS automated line, and staff contact with constituent | FY 2015/2016 | Reduction of wait times as streamlining methods are instituted | PCCAA | Reduction In numbers of people waiting for intake interviews | Improved response time will be largely based on potential changes to recertification requirements |

# Attachment B, Bill Inserts

ENVIRONMENTAL SERVICES **YOUR UTILITIES** WASTEWATER

## CITY OF TUCSON ENVIRONMENTAL SERVICES

# Recycle as You Garden

Warmer temperatures can mean more time outside to garden, plant, trim and care for landscaping. Consider recycling these items in your Blue Barrel:

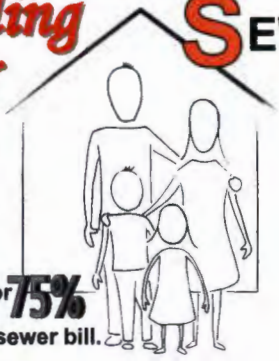
- **Plastic plant pots.** Just give them a quick rinse before recycling.
- **Plastic containers for chemicals** that are used outside: plant food, pesticides, and herbicides. (If the containers aren't empty, you can recycle through the Household Hazardous Waste Program.)
- Cracked or broken **plastic patio furniture.**

Plus, check out the 2015 Brush and Bulky info and schedule at tucsonaz.gov/es/brush-and-bulky. Note that B & B pick up may include tree trunks, brush, branches and other green waste (up to 5' long and 24" in diameter) and cacti (up to 25 lbs. inside a container).

Items that always go in the trash include garden hoses, film plastic packaging, and any type of rocks, gravel, or pavers.

## PIMA COUNTY WASTEWATER RECLAMATION

***Depending on your income,*** *you may be eligible for a reduction of* **25%, 50% or 75%** **off your monthly sewer bill.**



# SEWER OUTREACH SUBSIDY PROGRAM

**To be eligible you must meet the following:**

- **Be a residential sewer customer**
- **Have a water/sewer bill in your name**
- **Meet combined household income requirements based on Federal Poverty Guidelines**

**Call the Pima County Community Action Agency to schedule an eligibility appointment at (520)724-3794**

For additional information on the program, visit:
***www.pima.gov/government/wastewaterreclamation***

PIMA COUNTY
WASTEWATER RECLAMATION

**Your utilities services statement includes fees for your water, environmental services, and wastewater.**

**Environmental Services (ES)** (520) 791-3171 or visit tucsonaz.gov/esd
**Pima County Regional Wastewater Reclamation Department (PCRWRD)** (520) 724-6500 or visit www.pima.gov/government/wastewaterreclamation

ENVIRONMENTAL SERVICES **YOUR UTILITIES** WASTEWATER

## CITY OF TUCSON ENVIRONMENTAL SERVICES

# Recycle Clothing & Textiles

Please don't throw your unwanted clothing, towels, sheets, fabric scraps, footwear, and other textiles in your trash bin or your Blue Barrel.

In the U.S., 13 million tons of textiles are discarded each year – with 85% of it ending up in our landfills. Here are some ways to recycle textiles and clothing and keep them out of our landfill:

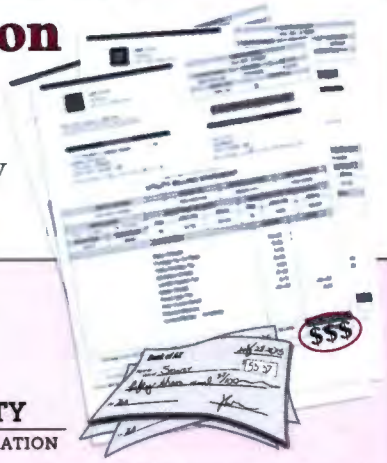
- Download the My Waste app at **www.my-waste.mobi/AZ-Tucson** to learn how to recycle and dispose of textiles and more.
- Click on the Recycling Directory at **www.tucsonaz.gov/es/know-where-to-throw** and search on clothing. You'll find a list of 70+ resale stores, thrift stores, nonprofits and faith-based organizations with donation info.
- Recycle items among family or friends.
- Drop off items at conveniently-located collection bins.
- Repurpose and reuse in new, creative ways.
- Sell items at yard sales or online, or take them to consignment shops.

According to *Goodwill Industries of Southern Arizona*, none of your donated textiles – even fabric scraps or what you may deem not reusable – will end up in a landfill. Most Arizona thrift shops and charities send unwanted textiles to special recycling facilities where they can become transformed into eco-friendly insulation, cleaning rags, carpet padding or rubberized playgrounds.

## PIMA COUNTY WASTEWATER RECLAMATION

# Do You Qualify for a Reduction in Your Sewer Bill?

You may be eligible for the Sewer Outreach Subsidy program if you meet specific income requirements.




Call the Pima County Community Action Agency to schedule an eligibility appointment.

**(520) 724-3794**

PIMA COUNTY
WASTEWATER RECLAMATION

Please provide requested information to the automated system and you will receive a return phone call to schedule an eligibility appointment.

**Your utilities services statement includes fees for your water, environmental services, and wastewater.**

**Environmental Services (ES)** (520) 791-3171 or visit tucsonaz.gov/environmental-services
**Pima County Regional Wastewater Reclamation Department (PCRWRD)** (520) 724-6500 or visit www.pima.gov/wastewaterreclamation

Attachment C, Bilingual SOS Brochure

The Sewer Outreach Subsidy (SOS) Program is a program approved by the Pima County Board of Supervisors to lower sewer bills for low income residential customers. To qualify for the SOS Program you must be a residential sewer customer, have a water bill in your name, and meet federal poverty income guidelines.

Depending on your income you may be eligible for a 75%, 50%, or 25% reduction in your sewer bill. Income determination is based on the combined income of all household members. Sources of income include (but are not limited to):

- Salary
- Child Support
- Alimony
- Interest Earnings
- Rental Income
- Supplement Security Income
- Social Security
- Veterans Disability Payments
- Retirement Benefits

## FEDERAL POVERTY GUIDELINES

### 100% Poverty Level = 75% Reduction

| Persons In Household | Annual Income | Monthly Income |
|---|---|---|
| 1 | $11,770 | $981 |
| 2 | $15,930 | $1,328 |
| 3 | $20,090 | $1,674 |
| 4 | $24,250 | $2,021 |
| 5 | $28,410 | $2,368 |
| 6 | $32,570 | $2,714 |
| 7 | $36,730 | $3,061 |
| 8 | $40,890 | $3,408 |

Add $4,160 to annual income for each additional person over 8



### 125% Poverty Level = 50% Reduction

| Persons In Household | Annual Income | Monthly Income |
|---|---|---|
| 1 | $14,713 | $1,226 |
| 2 | $19,913 | $1,659 |
| 3 | $25,113 | $2,093 |
| 4 | $30,313 | $2,526 |
| 5 | $35,513 | $2,959 |
| 6 | $40,713 | $3,393 |
| 7 | $45,913 | $3,826 |
| 8 | $51,113 | $4,259 |

Add $5,200 to annual income for each additional person over 8

### 150% Poverty Level = 25% Reduction

| Persons In Household | Annual Income | Monthly Income |
|---|---|---|
| 1 | $17,655 | $1,471 |
| 2 | $23,895 | $1,991 |
| 3 | $30,135 | $2,511 |
| 4 | $36,375 | $3,031 |
| 5 | $42,615 | $3,551 |
| 6 | $48,855 | $4,071 |
| 7 | $55,095 | $4,591 |
| 8 | $61,335 | $5,111 |

Add $6,240 to annual income for each additional person over 8



If you think you or someone you know qualifies for this program, call (520) 724-3794. You will be connected to an automatic phone messaging system. Please provide all of the information requested, and you will receive a return phone call to schedule an eligibility appointment. At that eligibility appointment you will be required to present the following documents:

- Picture ID
- Proof of income for the last 30 days
- Your wastewater utility bill

Call **(520) 724-3794** to learn more or to schedule an appointment.

PIMA COUNTY
WASTEWATER RECLAMATION
201 N. Stone Ave., 8th Flr.
Tucson, AZ 85701
**(520) 724-6500**
**www.pima.gov/wastewaterreclamation**

07/15



# Sewer Outreach Subsidy Program

Over the past decade, residents in Pima County have seen substantial increases in their monthly bills. In Fiscal Year 2005/2006, the average monthly residential sewer bill was $16.34. These rates were not enough to operate and maintain a system of multiple wastewater treatment facilities and more than 3,000 miles of sewer lines. In the following years, substantial rate increases were approved.

Today's average residential sewer bill is $40.81. There are a variety of reasons for the increases in sewer bills, but the biggest reasons include:

- The decline in connection fees for new construction
- State and federal mandates for costly upgrades to our wastewater treatment facilities
- The ongoing need to maintain and repair 3,400 miles of our growing public sanitary sewer system

The Pima County Board of Supervisors recognized that steadily increasing sewer rates posed a hardship for many of our customers, especially our low-income customers.

# Sewer Outreach Subsidy Program

## Programa de Asistencia Económica

Durante la última década, residentes del Condado de Pima han visto aumentos considerables en sus tarifas mensuales de servicio de drenaje. En el año fiscal 2005/2006, el promedio mensual para tarifas residenciales era $16.34. Sin embargo, no dio abasto para operar y mantener un sistema de múltiples instalaciones de tratamiento de aguas residuales y más de 3,000 millas (4,800 kilómetros) de líneas de drenaje. En los siguientes años, se aprobaron más aumentos considerables.

Actualmente, la tarifa de servicio de drenaje residencial es un promedio de $40.81. Existen una variedad de razones por los aumentos en las tarifas de servicio de drenaje, pero las principales incluyen:

- La reducción en tarifas de conexión al sistema de drenaje para nuevas construcciones
- Mandatos estatales y federales que requieren actualizaciones costosas a nuestras instalaciones de tratamiento de aguas residuales
- La necesidad constante de mantener y reparar 3,400 millas (5,440 kilómetros) de nuestro sistema de drenaje sanitario público, el cual sigue aumentando



El Consejo de Supervisores del Condado de Pima reconoció que el aumento constante en las tarifas de servicio de drenaje crearía dificultades para muchos de nuestros usuarios, especialmente nuestros usuarios de bajo ingreso.

El programa de asistencia económica llamado "Sewer Outreach Subsidy (SOS) Program" fue aprobado por el Consejo de Supervisores del Condado de Pima para reducir las tarifas de los usuarios residenciales de bajo ingreso. Para calificar para el programa "SOS" uno debe ser usuario residencial de servicio de drenaje, tener un recibo a su nombre, y cumplir con los requisitos de ingreso según las Guías Federales de la Pobreza.

Dependiendo en su ingreso, puede ser elegible por un descuento de 75%, 50% o 25% en su recibo. La determinación de ingresos está basada en la combinación de los ingresos de todos los miembros del hogar. Fuentes de ingresos incluyen, entre otros:

- Salarios/Honorarios
- Manutención de Hijos
- Pensión Compensatoria por Divorcio/ Separación (Pensión Alimenticia)
- Intereses Devengados
- Rentas
- Seguridad de Ingresos Suplementarios
- Seguro Social
- Beneficios para Veteranos
- Pensiones de Jubilación



## GUIAS FEDERALES DE LA POBREZA

**100% Nivel de Pobreza = Reducción de 75%**

| Personas en el Hogar | Ingreso Anual | Ingreso Mensual |
|---|---|---|
| 1 | $11,770 | $981 |
| 2 | $15,930 | $1,328 |
| 3 | $20,090 | $1,674 |
| 4 | $24,250 | $2,021 |
| 5 | $28,410 | $2,368 |
| 6 | $32,570 | $2,714 |
| 7 | $36,730 | $3,061 |
| 8 | $40,890 | $3,408 |

Por cada persona adicional, añada $4,160

**125% Nivel de Pobreza = Reducción de 50%**

| Personas en el Hogar | Ingreso Anual | Ingreso Mensual |
|---|---|---|
| 1 | $14,713 | $1,226 |
| 2 | $19,913 | $1,659 |
| 3 | $25,113 | $2,093 |
| 4 | $30,313 | $2,526 |
| 5 | $35,513 | $2,959 |
| 6 | $40,713 | $3,393 |
| 7 | $45,913 | $3,826 |
| 8 | $51,113 | $4,259 |

Por cada persona adicional, añada $5,200



**150% Nivel de Pobreza = Reducción de 25%**

| Personas en el Hogar | Ingreso Anual | Ingreso Mensual |
|---|---|---|
| 1 | $17,655 | $1,471 |
| 2 | $23,895 | $1,991 |
| 3 | $30,135 | $2,511 |
| 4 | $36,375 | $3,031 |
| 5 | $42,615 | $3,551 |
| 6 | $48,855 | $4,071 |
| 7 | $55,095 | $4,591 |
| 8 | $61,335 | $5,111 |

Por cada persona adicional, añada $6,240

Si cree que usted o alguien conocido cumplen los requisitos para participar en este programa, llame al (520) 724-3794. Se conectará a un sistema automático de buzón de voz. Favor de proveer todos los datos que se le pide, y recibirá una llamada telefónica para programar una cita para determinar si es elegible. Todos los solicitantes deben traer los siguientes documentos a su cita:

- Identificación con foto
- Prueba de ingresos de los últimos 30 días
- Su recibo de servicios de drenaje

**Llame al (520) 724-3794 para obtener más información o para hacer una cita.**

# Attachment D, SOS Program Poster Boards

# Do You Think You or Someone You Know Might Qualify for a Sewer Bill Reduction?

## Ask Me About It!

Sewer Outreach Subsidy Program

PIMA COUNTY
COMMUNITY SERVICES

PIMA COUNTY
WASTEWATER RECLAMATION

# ¿Cree que **Usted** o **Alguien** que conoce, califica para un descuento en su cuenta de servicio de drenaje?

## ¡Infórmese aquí!

Sewer Outreach Subsidy Program

PIMA COUNTY
COMMUNITY SERVICES

PIMA COUNTY
WASTEWATER RECLAMATION