



UNITED WATER NEW YORK PUBLIC INFORMATION IMPROVEMENT PLAN

PURSUANT TO NEW YORK STATE PUBLIC SERVICE
COMMISSION ORDER CASE 13-W-0295

Submitted December 26, 2014



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OUTREACH & EDUCATION/COMPANY OFFICIALS

Dates Covered by Plan: From: January 1, 2015 To: December 31, 2015

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SITUATIONAL ANALYSIS

On July 23, 2014, New York State's Public Service Commission (PSC) issued a Rate Order (Case 13-W-0295) establishing rates for United Water New York. As part of the Order, the PSC ordered United Water New York (UWNY) to develop a Public Information Improvement Plan (PIIP) to enhance its external communications programs with customers and municipal officials. The PIIP must identify key stakeholders and explain three underlying causes of rate increases:

- Cost drivers
- Actions UWNY is taking to control costs
- Impact of factors not in UWNY's control on its revenue requirement

The PIIP will outline the specific communications vehicles to be used and a timeline for execution. In addition, the PIIP will build upon UWNY's broader management plan, also referenced in the Rate Order. The management plan, which will review operational efficiencies and cost control strategies, will be submitted to the PSC by April 23, 2015. The PIIP may be updated to reflect those findings.

The PIIP will also build upon UWNY's current Outreach and Education Program submitted to the PSC on February 13, 2014. (See Appendix A for UWNY's 2014 Outreach & Education Plan submitted to the PSC's Office of Consumer Policy.)

As a component in developing this PIIP, and upon the recommendation of the PSC, Rich Henning, United Water senior vice president of communications, and Deborah Rizzi, UWNY director of communications, met with Tom Brizzolara, the director of public affairs for Orange & Rockland Utilities on Tuesday, Oct. 4. Brizzolara outlined O&R's successful outreach efforts in Rockland and Orange counties, and some of those concepts have been adapted for use in the PIIP.

Rockland County Task Force on Water Resources Management

United Water CEO Bertrand Camus, SVP Rich Henning and VP Matt Mahoney met in September with Rockland County Legislator Harriet Cornell, who is also chairwoman of the Rockland County Task Force on Water Resources Management.

UWNY is taking an active role in the Rockland County Task Force on Water Resources Management whose mission is to develop a comprehensive county water policy. The 19-member Task Force, which includes representatives from business, education and environmental groups, will focus on reducing demand through conservation and green infrastructure, using outreach, education and incentive programs.

David Stanton, the president of United Water's Regulated Segment, is a member of the Task Force. UWNY also has representatives advising the Task Force and its five sub committees on specific technical matters.



Conservation

On November 17, 2014, in Order 13-W-0303, the PSC ordered UWNY to conduct a conservation study in collaboration with the Rockland County Task Force on Water Resource Management. Therefore, in addition to the aforementioned directives contained in Order 13-W-0295, UWNY will also focus on further developing its conservation education program based upon completion of the study.

The conservation outreach will build upon UWNY's ongoing robust conservation education program. UWNY's multi-faceted water conservation program is targeted to reach all customers. Here are the key components of the ongoing program:

- Annual Conservation Guide published on the company website and distributed at community events.
- ET (EvapoTranspiration) lawn watering program that uses scientific weather information to determine how much water a lawn needs on a given day. The ET number is published daily on the company website and promoted through its social media channels.
- Information on water-efficient irrigation products such as rain sensors, rain barrels and drip irrigation systems. This information is available in the Annual Conservation Guide and on the company's website.
- Encourage the use of water-efficient appliances and plumbing fixtures with the EPA WaterSense label. United Water is a partner in this EPA program which is referenced in the company's Annual Conservation Guide and on its website.
- Educate customers about summer-winter rates that are designed to encourage conservation. This is accomplished through newspaper advertising, social media, website posting and bill message.
- Educate customers about the need to use water wisely, especially in summer months. This is accomplished through bill inserts, press releases, social media and cable TV spots (videos are available on our website www.unitedwater.com).
- Outreach to local schools in order to promote conservation in classroom settings.



KEY STAKEHOLDERS

Customers

Total number of:

Residential accounts: 68,467

Commercial accounts: 5,827

Estimated or known total population in the service territory:

- 317,000

Please identify the source of this statistic:

- US Census estimate 2013

Names of counties served in whole or in part:

- Rockland and Orange

Elected Officials

Elected officials representing UWNY's service territories in Rockland and Orange counties on the state, county, town and village levels. (See Appendix B for a list of all current elected officials.)

Community Leaders

Leaders of key civic and business groups including:

- Rotaries and other community service groups
- Environmental advocacy groups
- Chambers of commerce
- Business/economic development organizations
- Senior citizen groups
- Non-profit organizations



KEY MESSAGES

As mandated by the PSC Order, the PIIP will develop tools and channels to explain how customer rates are determined.

Cost drivers: The following factors play the largest roles in increasing the costs of doing business for UWNY:

- Investments in capital improvements to improve water quality, service, reliability and protect the environment
- Increases in property and other taxes
- Increases in employee labor and health care benefits
- Extensive permitting costs in New York State's regulatory process
- The high cost of electricity, critical to UWNY's business operations
- Unfunded government mandates placed on water systems

Actions UWNY is taking to control costs: UWNY, as part of a larger national company, has been able to leverage its company size and volumes to negotiate better unit prices for chemicals, energy, contractor fees and transportation costs, among others. Although prices have risen significantly, these increases would have been greater if not for UWNY's ability to leverage its purchasing power. The resulting savings in both operating expenses and capital are passed onto customers through lower operating expense needs.

Examples of cost controls include:

- Chemicals have been bid on an aggregate basis to leverage the buying volume from all of United Water's regulated and non-regulated businesses.
- UWNY's performance management tools are effectively managing chemicals and energy on a short interval control basis to further optimize usage.
- Regular management performance reviews are conducted weekly to monitor and respond to key performance indicators.
- Infrastructure maintenance and installations are bid on a frequent basis to test market conditions and ensure that UWNY has the best possible pricing for goods and contractors.
- All invoices are paid to maximize vendor discounts.
- An increased effort in educating customers about theft of service, the illegal use of fire hydrants and its impact on rates.
- Filing for tax relief through the Economic Obsolescence process.

Note: A Management Study, due on April 23, 2015, is being conducted as per Order 13-W-0295. Cost controls identified by this study will be included in updates to the PIIP.

Impact of factors not in UWNY's control on its revenue requirement: The following factors are not in UWNY's control but have a significant impact on increasing its revenue requirement:

- Property and other taxes
- Health care expenses for employees
- Labor costs
- Other utility expenses (electric and gas)



OUTREACH & EDUCATION

Customers

Community Dialogue: The company will develop and sustain a proactive community relations dialogue through a variety of programs in Rockland and Orange counties.

Stakeholder Listening Sessions

UWNY will organize quarterly “Stakeholder Listening Sessions” designed to allow its customers to contribute to its ongoing efforts to improve the Public Information Plan. The participants will include a broad cross section of the customer base including representatives from the business, civic, government and environmental fields.

UWNY will seek to conduct the Stakeholder Listening Sessions during two outside meetings – the Rockland Business Association board of directors meeting and the Rockland County Task Force on Water Management meeting. At these meetings, United Water will solicit ideas on how to improve its external communications.

Additionally, UWNY will organize two other meetings each composed of 12 community representatives.

Customer Advisory Panel

UWNY’s Customer Advisory Panel (CAP) meets quarterly and provides feedback on a wide variety of issues. In 2015, UWNY will solicit recommendations from the panel on how to communicate the key messages associated with rates and other ways of improving relationships with stakeholders.

School Education Program

UWNY will seek to build upon its partnerships with Rockland County school districts and increase the number of water-related classroom visits. Lesson plans, which are coordinated with Project WET, include an explanation of the water cycle and age appropriate activities which include a focus on conservation. UWNY will also develop a tool to formalize feedback from educators.

Tools and Channels

UWNY will convey key messages outlined in this PIIP using a variety of tools and channels:

- UWNY bill inserts: Convey key messaging in bill inserts to customers
- UWNY blog: Launch a monthly blog that focuses on key messages
- Paid Media: Mix print and online spots with special focus on The Journal News and its LoHud.com site
- Radio: Schedule 30-second spots and 30-minute segments on WRCR Radio (1300 AM) that explain the underlying causes of rate increases and actions the company is taking to control costs
- Social Media: Use Facebook and Twitter to communicate UWNY’s key messages
- Free Media: Continue to distribute news releases that convey UWNY’s activities and announcements



Elected Officials

Elected Officials Dialogue: The company has hired a director of external affairs to establish consistent communications and strengthen relationships with elected officials. The company will establish regular mechanisms for ongoing dialogue with elected officials in addition to continuing its regular communications related to operational and customer service issues.

Update Meetings

Establish regular, recurring “update” meetings to inform county and top officials about UWNY activities and programs. The schedule would feature:

- Request for quarterly meetings with the five town supervisors at their regular meetings
- Request for quarterly appearances at the Environmental Committee of the Rockland County Legislature
- Request for bi-annual meetings with the County Executive and the county’s state delegation
- Request to host quarterly workshops for elected officials

Stakeholder Listening Sessions

As noted in the Customer Outreach and Education section, UWNY will organize quarterly “Stakeholder Listening Sessions” designed to allow its customers to contribute to the refinement of the PIIP. The participants will include a broad cross section of elected officials from Rockland who will be invited to participate in the listening sessions.

Rockland County Task Force on Water Resources Management

As noted earlier, United Water will collaborate with the Rockland County Task Force on Water Resources Management as they work to develop a comprehensive county water policy.

Tools and Channels

UWNY will launch two new initiatives designed to communicate key messages to elected officials:

- Create a quarterly newsletter designed specifically for municipal officials
- Host quarterly workshops for elected and other municipal officials that outline topics such as operational highlights, customer service initiatives, how rates are determined, etc.



TIMELINE

The following schedule reflects the timeline designed to achieve the objectives of the Order:

1st Quarter

- United Water bill insert
- Launch monthly blog
- Develop social media (Facebook/Twitter) messaging
- Conduct CAP session
- Continue class room visits
- Launch municipal newsletter

2nd Quarter

- United Water bill insert
- Continue monthly blog
- Continue social media (Facebook/Twitter) messaging
- Launch radio series
- Conduct stakeholder listening session
- Conduct CAP session
- Continue classroom visits
- Continue municipal newsletter
- Attend quarterly Supervisors meeting
- Host quarterly workshop for elected and municipal officials
- Attend Environmental Committee meeting
- Meet with County Executive
- Meet with county's state delegation

3rd Quarter

- United Water bill insert
- Continue monthly blog
- Continue social media (Facebook/Twitter) messaging
- Continue radio series
- Conduct stakeholder listening session
- Conduct CAP session



Continue classroom visits

Continue municipal newsletter

Attend quarterly Supervisors meeting

Attend Environmental Committee meeting

Host quarterly workshop for elected and municipal officials

4th Quarter

United Water bill insert

Continue monthly blog

Continue social media (Facebook/Twitter) messaging

Continue radio series

Conduct stakeholder listening session

Conduct CAP session

Continue classroom visits

Continue municipal newsletter

Attend quarterly Supervisors meeting

Attend Environmental Committee meeting

Meet with County Executive

Meet with county's state delegation

Host quarterly workshop for elected and municipal officials



APPENDIX A

UNITED WATER NEW YORK OUTREACH AND EDUCATION PLAN 2014

**Submitted by Deborah Rizzi
on February 13, 2014
to Susan B. Katz, DPS Office of Consumer Policy**



United Water New York OUTREACH AND EDUCATION PLAN 2014

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United Water New York

OUTREACH & EDUCATION AND COMPANY OFFICIALS

Dates Covered by Plan: From: January 1, 2014 To: December 31, 2014

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BUDGET

JANUARY 1, 2014 – DECEMBER 31, 2014

2014 Estimated Outreach & Education Expenses *

Total \$ 263,850

2013 Actual Expenses for Outreach & Education*

Total \$ 222,248

*Please note that the Outreach and Education plan and budget includes items relative to ongoing operations such as water quality, conservation, emergency notification. It does not include outreach and education items or budget relative to infrastructure and capital investments. (Examples: The Haverstraw Water Supply Project and the Lake DeForest Dam bascule gate replacement project.)



TERRITORY PROFILES

- Total number of:
 - Residential accounts: 68,467
 - Commercial accounts: 5,827
- Estimated or known total population in the service territory: 317,000
Please identify the source of this statistic: U.S. Census estimate 2013
- Names of counties served in whole or in part: Rockland and Orange
- Total number of customers who participate in online billing: 12,900 eBilling customers per quarter on average.

Special Needs Customers

- Total number of accounts coded 62 or over: Not available
- Total number of accounts coded Elderly/Blind/Disabled: Not available
- Total number of accounts coded as medical emergency: Not available
- Total number of customers estimated to be low income and/or eligible for the Home Energy Assistance Program (HEAP): NA
- Total number of customers estimated as receiving HEAP during the last heating season:
 - regular: NA
 - emergency grants: 92 UW Cares grants in 2013
- Total number of customers receiving bills and brochures in Braille: 0
- Total number of customers receiving large-print bills: 0



2014 Outreach & Education Plans with 2013 Results

CUSTOMER RIGHTS & RESPONSIBILITIES

Long Range Goal:

To inform customers of their rights under the Home Energy Fair Practices Act (HEFPA), complaint procedures and their rights put forth by the Public Service Commission.

How Priority Was Set:

This is mandated by the Home Energy Fair Practices Act (HEFPA).

What material is provided to new customers, when, and in what format?

This information is contained in the annual Customer Information Guide which is mailed to all customers each Spring. In addition, this information is also included in a quarterly bill insert which is sent to customers in their bills or embedded as a link in an e-bill. It is not provided separately to new customers.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

Continue to send “Rights and Responsibilities” information to all customers annually. Distribute a welcome letter to new customers which contains key company phone numbers, information about their rights and other helpful information.

Examples of Outreach & Education include but are not limited to

Mail customers annual Customer Information Guide and include in bill inserts. Distribute copies at community events.

New/Continuing Program:

This is a continuing program.

2013 Results (evaluation and feedback):

Customers received information about their rights in the annual Customer Information Guide, which was also distributed at community events, and in a bill insert. Feedback from customers via letters, email, phone calls and the customer advisory panel help the company evaluate the effectiveness of these communications and provide suggestions for improvement. Periodic customer surveys also provide additional insight.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

Bill Insert---Our 4th quarter bill insert, Waterways, contained an article on customer rights and responsibilities. Bill inserts are embedded in a link for e-billing customers.

Brochure—The annual Customer Information Guide (mailed) contains information on customer rights and responsibilities.

Website—The annual Customer Information Guide is posted on the website.



Please provide the following information regarding the distribution of the Customer Rights and Responsibilities in 2014:

Notification Sent (Y/N): No

Date Sent: Anticipated mailing of Customer Info Guide: May 2014, Anticipated mailing of bill insert: 3Q, 2014.

Format of Notification (i.e. bill insert, email): Customer Information Guide, bill insert.



2014 Outreach & Education Plans with 2013 Results

BILLING SERVICES AND FINANCIAL HARDSHIP ASSISTANCE

Long Range Goal:

To provide assistance to customers who may have difficulty paying their water bill through continued referrals to UW Cares or the Rockland Department of Social Services.

How Priority Was Set:

This is a company initiative.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

This program is designed to assist customers who may need assistance paying their water bill. Continue to make information available to customers who may have a financial hardship. Include information on UW Cares in quarterly bill insert and customer information guide. Meet with local social services agencies to make information more widely available to targeted customers.

Examples of Outreach & Education include but are not limited to:

Information on UW Cares and financial assistance is included in the annual Customer Information Guide which is mailed to customers and distributed at community events. It is also included on the company's website as well as on a dedicated website, www.uwcares.org. Customer Service Representatives are trained to refer customers who need financial hardship assistance to the appropriate agencies.

How does the utility identify these customers?

Customers who need financial assistance are self-identified when they report difficulty paying their bill.

How does the utility encourage these customers to identify themselves?

Customers who have difficulty paying their bills are advised about payment plans, UW Cares and other forms of financial assistance by Customer Service Representatives. This information is included in the annual Customer Information Guide and posted on the company's website as well as a dedicated website, www.uwcares.org.

Do customer service representatives discuss Special Needs Programs with customers who call to apply for service?

This information is not discussed unless the customer advises that he or she has special needs.



How is educational material provided to eBill customers?

All customers receive a copy of the Customer Information Guide which is mailed annually. Bill inserts are embedded in a link for e-billing customers.

New/Continuing Program:

This is a continuing program.

2013 Results (evaluation and feedback):

United Water funded the UW Cares program which is administered locally by the Salvation Army on the company's behalf. This ensures a fair and impartial review of the customer's financial needs. In addition, the Customer Service Department also refers customers to the Rockland County Department of Social Services for assistance.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

Bill Insert —Our 3rd quarter bill insert, Waterways, contained information on billing services and financial hardship assistance. Bill inserts are embedded in a link for e-billing customers.

Brochure—The annual Customer Information Guide (mailed) contains information on billing services and financial hardship assistance.

Website—The annual Customer Information Guide is posted on the website. In addition, a separate page on the website contains information about the UW Cares Program. There is also a dedicated website www.uwcares.org for customers who may need financial assistance.



2014 Outreach & Education Plans with 2013 Results SPECIAL NEEDS

CUSTOMERS WHO ARE LOW-INCOME, ELDERLY AND/OR DISABLED, ON LIFE SUPPORT, AND/OR ARE NON- ENGLISH SPEAKING

Long Range Goal:

To inform customers about special services/protections offered by the company, such as Braille billing, third party notifications, and language line translation services, etc.

How Priority Was Set:

This is a combination of company initiative, customer recommendation and PSC Order.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

This program is designed to assist customers who may have special needs related to age, disability or language difficulties. Continue to disseminate information about special services/protections through the annual Customer Information Guide and bill inserts, which are also available on the company website. Meet with local social services agencies to make information more widely available to targeted customers. Continue to make translation services available to non-English speaking customers. Develop a special needs page on the company website.

Examples of Outreach & Education include but are not limited to:

Information on special needs is included in the annual Customer Information Guide which is mailed to customers, included on the company's website and made available at community events. The company also includes this information in a quarterly bill insert.

How does the utility identify these customers?

The company gathers data from special protection forms returned by customers.

How does the utility encourage these customers to identify themselves?

Customers are encouraged to complete and return a special protections form included in the annual Customer Information Guide. They are also made aware of this information in our quarterly bill insert.

Do customer service representatives discuss Special Needs Programs with customers who call to apply for service?

This information is not discussed unless the customer advises that he or she has special needs.



New/Continuing Program:

This is a continuing program.

2013 Results (evaluation and feedback):

Feedback from customers via letters, email, phone calls and the customer advisory panel help the company evaluate the effectiveness of these communications and provide suggestions for improvement. Periodic customer surveys also provide additional insight.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

Bill Insert —This information was addressed in our 3rd quarter bill insert. Bill inserts are embedded in a link for e-billing customers.

Brochure—The annual Customer Information Guide (mailed) contains information on Special Needs.

Website—The annual Customer Information Guide is posted on the website. In addition, a separate page on the website contains information about the UW Cares Program. There is also a dedicated website www.uwcares.org for customers who may need financial assistance.



2014 Outreach & Education Plans with 2013 Results WATER QUALITY

Long Range Goal:

To provide customers with comprehensive information about their drinking water quality.

How Priority Was Set:

The US Environmental Protection Agency has issued a mandate for an Annual Water Quality Report (Consumer Confidence Report) to be made available to all customers.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

This is targeted to all customers as required by the EPA. The company will continue to produce the Annual Water Quality Report, make a good faith effort to reach non-bill paying consumers and utilize the electronic delivery method recently outlined by the EPA.

New/Continuing Program:

This is a continuing program.

2013 Results (evaluation and feedback):

The company mailed postcards to all customers advising that the Annual Water Quality Report was available electronically or that they could call to have a hard copy mailed. A press release and newspaper ad were used to reach out to non-bill paying consumers as part of the required “good faith effort.” Feedback from customers via letters, email, phone calls and the customer advisory panel help the company evaluate the effectiveness of these communications and provide suggestions for improvement. Periodic customer surveys also provide additional insight.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

Annual Water Quality Report—The company mailed postcards to all customers advising that the Annual Water Quality Report was available electronically or that they could call to have a hard copy mailed.

Print—An ad was placed in local papers as part of the required “good faith” effort to reach consumers who are not bill paying customers.

Press Release—This was issued as part of the required “good faith” effort to reach consumers who are not bill paying customers.

Website—The Annual Water Quality Report was posted on www.unitedwater.com/uwny.



2014 Outreach & Education Plans with 2013 Results

WATER CONSERVATION

Long Range Goal:

To encourage customers to conserve water and understand the important role they play in conserving a precious natural resource.

How Priority Was Set:

This is a company objective to assist in managing water demand and to encourage the wise use of water.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

The multi-faceted water conservation program is targeted at all customers because everyone can play an important role in using water wisely.

- Publish and distribute the Annual Conservation Guide in Journal News, on the company website and distribute at community events.
- Encourage participation in the ET (Evapotranspiration) lawn watering program which uses scientific weather information to determine how much water a lawn needs on a given day. The ET number is published daily on the company website (www.unitedwater.com/et) and recorded on the ET Hotline (845-620-3355) during the gardening season. General information is offered in a quarterly bill insert.
- Encourage Xeriscape gardening which uses native plants and waterwise landscaping techniques. This information is available on the company website (www.unitedwater.com), in the Annual Conservation Guide and in the quarterly bill insert.
- Promote the use of water-efficient irrigation products such as rain sensors, rain barrels and drip irrigation systems. This information is available in the Annual Conservation Guide and on the company's dedicated conservation website (www.uwconserve.com).
- Encourage the use of conservation devices offered at discounted prices. This information is available in the Annual Conservation Guide and through the company's dedicated conservation website, (www.uwconserve.com).
- Encourage the use of water efficient appliances and plumbing fixtures with the EPA WaterSense label. United Water is a partner in this EPA program which is referenced in the company's Annual Conservation Guide and on its dedicated conservation website, (www.uwconserve.com).
- Encourage customers to properly dispose of unused medication to help protect our drinking water supplies. This program is a partnership with the National Association of Community Pharmacies. Information is available on the company website (www.unitedwater.com) and in bill inserts.
- Educate customer about summer-winter rates which are designed to encourage conservation. This is accomplished through newspaper advertising, website posting and bill message.
- Educate customers about the need to use water wisely, especially in summer months. This is accomplished through bill inserts, press releases, cable TV spots (videos are available on our website www.unitedwater.com).



- Educate customers about non-revenue water (theft of service, illegal use of fire hydrants, etc.) and how these actions impact water availability and rates.
- Reach out to local schools in order to promote conservation in classroom settings.

New/Continuing Program:

This is a continuing program.

2013 Results (evaluation and feedback):

United Water made conservation information available on its website, through bill inserts, press releases, Annual Water Conservation Guide and at community events. This information was also made available through cable TV spots. Feedback from customers via letters, email, phone calls and the customer advisory panel help the company evaluate the effectiveness of these communications and provide suggestions for improvement. Periodic customer surveys also provide additional insight.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

Annual Conservation Guide—This is distributed annually in the Journal News and made available at community events. It is also posted on the company's website.

Bill Inserts—Indoor and outdoor conservation tips are distributed with the bill or as an embedded link in the e-bill.

Brochures—ET Lawn Watering information is distributed at community events.

Cable TV Advertising—Conservation Kits and ET Lawn Watering spots ran on local cable stations. They are also posted on the company website.

Press Releases—Issued for the ET Lawn Watering Program and the Annual Conservation Guide.

Print Ad—Summer-winter rates ran in local newspapers.

Website—The website contains information on indoor and outdoor conservation methods, as well information about purchasing conservation kits and devices at discounted prices.



2014 Outreach & Education Plans with 2013 Results

OTHER OUTREACH (School Programs)

Long Range Goal:

To educate students about the importance of water, conservation and protecting our natural resources.

How Priority Was Set:

This is a company initiative. Educating school-aged children achieves the dual purpose of sharing conservation measures with the next generation of Rockland residents and helping influence parental choices and behaviors to use water wisely.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

Reach out to local schools and youth organizations and offer grade appropriate programs using a water curriculum that covers the water cycle, water treatment, conservation and environmental protection.

New/Continuing Program:

This is a continuing program.

2013 Results (evaluation and feedback):

United Water has formed water education partnerships with Rockland County school districts and has conducted water-related classes primarily geared towards children in Grades K-8. In 2013, the company reviewed the existing program, materials and tour guidelines. Lesson plans include an explanation of the water cycle and age appropriate activities which include a focus on conservation. Feedback from educators helps to provide direction on any need improvements to the curriculum. During the past six years, the company's education program reached nearly 8,000 students in Rockland County.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

The company contacts school districts and posts information about its programs on the Outreach and Education page of the company website.

Lesson Plans—Lesson plans have been developed for three age groups.



2014 Outreach & Education Plans with 2013 Results

COMMUNICATIONS ENHANCEMENTS

Long Range Goal:

Involve customers in the company's decision-making process and enable customers to have a voice in outreach and education efforts through a Customer Advisory Panel.

How Priority Was Set:

This is an effort to enhance customer involvement and to gain customer feedback into the planning and evaluation processes for various programs that impact customers.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

This program is targeted to residential customers. Continue quarterly meetings and maintain a regular dialogue with approximately 12 customers from throughout the service area who make up the Customer Advisory Panel. Maintain an atmosphere which allows panel members to speak up on issues of concern to them and their neighbors. Continue with an independent moderator who guides the meetings and encourages panel members to contribute their observations regarding such topics as water quality, conservation, rates, outreach and education and other water-related matters. Recruit new members to replace panel members who complete their three year term.

Examples of Outreach & Education include but are not limited to, tap water quality, service quality, and system improvements

Engage customers in providing feedback on a variety of water and service related matters through a customer advisory panel which represents the customer base.

New/Continuing Program:

This is a continuing program

2013 Results (evaluation and feedback):

Quarterly meetings were held throughout 2013 and customers provided insight into how the company can educate its customers on a variety of programs. Topics included subjects such as meter replacements, major infrastructure initiatives, annual water quality report, rates, billing frequency, etc. Panelists complete a short survey at the end of the year which is used to evaluate the program and make improvements in subsequent years.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

Annual Water Quality Brochure—This document provides information about the Customer Advisory Panel.

Bill Insert—An article on CAP was included in the 4th Quarter bill insert or as an embedded link in the e-bill.

Brochures—The Customer Information Guide contains information about the Customer Advisory Panel.

Website—The website contains information about the Customer Advisory Panel.



2014 Outreach & Education Plans with 2013 Results

COMMUNICATIONS ENHANCEMENTS

Long Range Goal:

To give customers required information as well as helpful hints and safety tips regarding their water service through Waterways, the company's quarterly bill insert.

How Priority Was Set:

This is an ongoing company initiative to provide customers with regular communications updates.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.) Disseminate required information and helpful tips to all customers through a quarterly bill insert. Topics may include emergency preparedness, value of water, proper disposal of medication, conservation, speakers bureau, rates, financial assistance, etc. The company makes this information available via an embedded email link for eBilling customers and posts on its website.

Examples of Outreach & Education include but are not limited to, tap water quality, service quality, and system improvements

Utilize the quarterly bill insert to provide customers with information on a variety of water and service related matters.

New/Continuing Program:

This is a continuing program.

2013 Results (evaluation and feedback):

The company distributed its bill insert, Waterways, on a quarterly basis. Topics included customer rights, emergency preparedness, conservation, value of water, preventing frozen pipes and the customer advisory panel. The company makes this information available via an embedded email link for eBilling customers. Feedback from customers via letters, email, phone calls and the customer advisory panel help the company evaluate the effectiveness of these communications and provide suggestions for improvement. Periodic customer surveys also provide additional insight.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

Bill Inserts—Bill inserts are delivered quarterly with the bill or through an embedded email link for eBilling customers.

Website—Bill inserts are posted on the company's website.



2014 Outreach & Education Plans with 2013 Results

COMMUNICATIONS ENHANCEMENTS

Long Range Goal:

To improve the customer experience by providing an Interactive Voice Response system which enables them make self-service options at their convenience.

How Priority Was Set:

This is a company initiative.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)
Continue to make a variety of self service options available to residential customers via the telephone. On a 24 hour a day basis, customers can enter their account number and pay a bill via Western Union, find their balance or schedule a meter change out.

Examples of Outreach & Education include but are not limited to, tap water quality, service quality, and system improvements

Provide an additional way for customers to communicate with the company regarding their accounts.

New/Continuing Program:

This program was launched in late 2012.

2013 Results (evaluation and feedback):

This information is available in the Customer Information Guide and posted on the company website. Feedback from customers via letters, email, phone calls and the customer advisory panel help the company evaluate the effectiveness of these communications and provide suggestions for improvement. Periodic customer surveys also provide additional insight.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

Brochure—The annual Customer Information Guide (mailed) contains information on options for contacting the company.

Website—The annual Customer Information Guide is posted on the website.



2014 Outreach & Education Plans with 2013 Results

COMMUNICATIONS ENHANCEMENTS

Long Range Goal:

To improve the customer experience by administering periodic surveys to a representative sample of residential customers to determine their satisfaction and gather their impressions about the company and its services.

How Priority Was Set:

This is a company initiative.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)
Analyze the data from the 2013 survey to evaluate satisfaction with the company and to determine how to use the findings to improve service to customers.

Examples of Outreach & Education include but are not limited to, tap water quality, service quality, and system improvements

Engage customers in providing feedback on a variety of water and service related matters through a period survey.

New/Continuing Program:

This is a continuing program.

2013 Results (evaluation and feedback):

Conducted a survey to ascertain satisfaction with the company, to evaluate performance with specific transactions and gauge interest in new initiatives.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

There are no materials distributed.



2014 Outreach & Education Plans with 2013 Results

COMMUNICATIONS ENHANCEMENTS

Long Range Goal:

To fulfill our company's mission to improve the quality of life in the communities that we serve by being a good corporate neighbor and citizen.

How Priority Was Set:

This is a company initiative.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

To give back to the communities we serve by providing leadership and supporting community and nonprofit organizations, particularly those that focus on the environment, education and humanitarian services.

Examples of Outreach & Education include but are not limited to, tap water quality, service quality, and system improvements

Participate in community organizations in order to give back to the community and gain insight into their concerns about a variety of water and service related matters.

New/Continuing Program:

This is a continuing program.

2013 Results (evaluation and feedback):

United Water maintains board memberships on community-based organizations in Rockland County including People to People, St. Dominic's Home and Dominican College, among others.

United Water's philanthropic support helps local non-profit organizations provide important community services. These include Homes for Heroes, Dominican College, St. Dominic's Home, United Way, Meals on Wheels, United Hospice of Rockland, and the Rockland County Fire Training Center, among others.

The company is also active in business organizations that help support the local economy. United Water holds memberships in the Rockland Business Association, North Rockland Business Alliance, Greater Haverstraw Chamber of Commerce, Orange Chamber of Commerce and Tuxedo Chamber of Commerce, among others.

United Water has a presence on Rockland County Police Chiefs Association, the Rockland County Water Quality Committee, Rockland County Environmental Management Council, among others.

In recognition of its leadership role in promoting conservation, the company was honored with the Rockland County Business Association Green Award.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

There are no materials distributed.



2014 Outreach & Education Plans with 2013 Results

CUSTOMER EDUCATION (e.g., the environment)

Long Range Goal:

To provide customers with an opportunity to enjoy fishing, hiking and birding and to learn about the importance of watershed protection through the Watershed Recreation Program offered at United Water reservoirs.

How Priority Was Set:

This is an ongoing program which enables customers to appreciate the significance of watershed property and its role in protecting the drinking water supply.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

This program is available to all customers. The objective is to provide customers with an opportunity to enjoy the Watershed Recreation Program and to learn about the importance of protecting our drinking water supplies. Continue to make this information available through a press release, company website and mailing to customers who participated in previous years.

Examples of Outreach & Education include but are not limited to, tap water quality, service quality, and system improvements

Educate the public about the importance of protecting the environment through participation in programs such as the Watershed Recreation Program.

New/Continuing Program:

This is a continuing program.

2013 Results (evaluation and feedback):

Information about the Watershed Recreation Program was mailed to customers who previously participated in the program and a press release was issued. An application for a watershed recreation permit was also posted on the company website along with a brochure which provides information about designated fishing areas, wheel chair access, fishing licenses, comfort stations, etc. These materials are also made available at community events.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

Brochure—The Watershed Recreation brochure provides information about the program and the Customer Information Guide provide information about the program.

Website—Information about the program, the application and the brochure, are posted on the company's website.



OUTREACH & EDUCATION REQUIRED BY COMMISSION ORDER – (PART I)

As part of various types of Cases before the Commission, this body has, at times, included Outreach & Education requirements. These are generally specific to the matter of the Case. We would like you to complete the form found on the following page for each Case specific to your company that included stipulations for O&E, and for which the reporting time is still active.

PLEASE FILL OUT

We have 1 Case at this time.

On the next page/s, we, the utility, have completed the form/forms for each active case/s (repeat the form for every Case).



OUTREACH & EDUCATION REQUIRED BY COMMISSION ORDER (PART II)

Case No.09-W-0731

Required by Order, Joint Petition, Settlement, Other:
Order

Date the Order was Issued and Effective:
July 20, 2010 to August 31, 2013

Summary of O&E requirements:

During the three year rate plan, United Water will continue to provide outreach and education to customers to increase their awareness and understanding of such water service matters as service quality, system improvements, water conservation and customer rights. The Company will provide its outreach and education plan to Department of Public Service Staff for annual review. The plan will include a detailed budget, specified outreach campaigns and program goals. Criteria for measuring the Company's achievements will also be provided.

Intervals for which the O&E Report/s Are Required to Be Submitted (e.g., quarterly annually):
Annually

Confirm that past reports have been properly submitted: IT IS IMPORTANT TO NOTE THAT THE REPORTS MUST BE SENT TO THE SECRETARY'S OFFICE. SIMULTANEOUSLY YOU MAY SEND A COPY TO DOUG ELFNER, DIRECTOR OF THE OFFICE OF CONSUMER POLICY.

Please indicate to which office your O&E Reports were submitted and specify the date/s:

- Secretary's Office Date:
- Office of Consumer Policy Date: April 17, 2013
- Other: Susan B Katz Date: April 17, 2013
(Name of DPS contact person)

Date Reporting May Cease: NA



2014 Outreach & Education Plans with 2013 Results

PROVIDING QUALITY CUSTOMER SERVICE AND UTILITY EMPLOYEE EDUCATION

Long Range Goal:

To continuously improve the customer experience through interaction with a well-trained and informed team of employees. Establish United Water as a “best in class” customer service provider with an educated, responsive and courteous staff focused on delivering customer solutions in a timely and courteous manner.

How Priority Was Set:

This is part of our mission to provide excellent customer service and value.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)
Involve employees in the process to continuously improve the customer experience. Improve customer service by benchmarking Key Performance Indicators (KPIs). Enhance customer service through regular interdepartmental meetings. Enhance employee knowledge through ongoing training which focuses on customer service and communications skills. Continue to emphasize a commitment to the environment, compliance, health and safety, and all regulations which enable the team to provide our customers with safe drinking water and reliable service. Share information with local community organizations (firefighters, OEM, etc.) which enables us to better serve the community we serve.

2013 Results (evaluation and feedback):

KPI monitoring enabled the staff to make adjustments and focus on specific improvements in a timely manner. Regular meetings helped improve communications between various departments and address customer issues in more timely, effective manner.

New/Continuing Program:

This is a continuing program

Provide a List and Two Copies of All Material Distributed and Method of Distribution:

There were no materials distributed.



2014 Outreach & Education Plans with 2013 Results

WEBSITE, E-MAIL, SOCIAL MEDIA, & MOBILE APPLICATIONS

Please describe how your utility uses its Website, E-mail, Social Media, and Mobile Applications as part of its O&E plan.

The company's website contains comprehensive information designed to educate customers about a broad range of topics. These include information about water supply sources, water quality, sustainable development and conservation, among others. The website also offers details about customer billing and payment, community sponsorships, grants and educational resources. In addition, the company uses its website to post alerts about service interruptions, water quality issues, storm preparations. etc.

The company's recently launched social media channels are another way to provide timely information to customers about emergencies or water quality information that affects their daily routines. Additionally, the channels share conservation and water use tips and information from other local organizations.

Please describe whether the utility follows a schedule to check whether web links or videos, etc., remain accurate.

Web links are tested regularly at the local level and monthly by the corporate webmaster.

Long Range Goals

To continue to provide customers with a website where they can learn about their water quality, water service, conservation, rates, billing and other water-related topics.

To overhaul the current website and launch a new one that serves as an online customer transaction portal and education resource.

To expand our following on social media and become a go-to resource for customer water education.

How Priority Was Set:

This is a company initiative

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

Continue to develop a more robust website by populating information which will help customers gain a better understanding about their water quality, service, payment options, conservation, etc.

While maintaining the current site, a new customer-facing website will be built which will help customers more easily gain a better understanding about their water quality, service, payment options, conservation, etc.



New/Continuing Program:

This website is a continuing program. The social media presence is a new avenue.

2013 Results (evaluation and feedback):

Feedback from customers via letters, email, phone calls and the customer advisory panel help the company evaluate the effectiveness of these communications and provide suggestions for improvement. Periodic customer surveys also provide additional insight.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

The company's website is promoted on all print and electronic media.



2014 Outreach & Education Plans with 2013 Results

OTHER OUTREACH (Emergency Plans)

Long Range Goal:

To inform customers about emergency plans including how United Water prepares for emergencies, responds to emergencies and notifies customers during emergencies.

How Priority Was Set:

This is a PSC Order.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

Continue to provide customers with information about emergency plans including how the company communicates during a hazardous condition, how the company prepares for emergencies and how customers can develop personal plans to prepare for emergencies. Continue to use multiple tools and channels (press releases, website, phone calls, etc.) to keep customers apprised. Continue to work with associated agencies (Office of Emergency Management, Department of Health) to provide accurate and timely information related to emergencies. Continue to work with these agencies to prepare for emergencies as part of the plan to provide safe drinking water and reliable service during emergency conditions.

New/Continuing Program:

This is a continuing program.

2013 Results (evaluation and feedback):

United Water advised customers of emergency plans through its annual Customer Information Guide and quarterly bill insert, which was embedded as a link for e-Billing customers and posted on its website. The company also used its website, press releases, Rapid Alert phone calls and pre-recorded messages to notify customers during actual emergencies. The company coordinated the release of information with the county health department and office of emergency management. In preparation for emergencies, the company refined its emergency response plans, held table top drills and held joint training sessions with the Office of Emergency Management. Along with investments, the training and preparation enabled United Water to provide reliable service to its customers through major storms such as Irene, Sandy and Lee.



Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

Bill Inserts—The company uses its quarterly bill insert to provide information about emergency plans. These are delivered through an embedded email link for eBilling customers.

Brochure—The annual Customer Information Guide (mailed) contains information on emergency plans.

Press Releases—The company issues press releases to advise customers of emergency situations.

Website—Copies of the bill insert, annual customer information guide and press releases are posted on the website. The company also uses its website to post alerts about emergency situations such as storm preparations, service outages, and boil water orders.



2014 Outreach & Education Plans with 2013 Results

OTHER OUTREACH (Haverstraw Water Supply Project*)

Long Range Goal:

To educate customers about the need for a long-term water supply project and promote a greater understanding about why the Haverstraw Water Supply Project is the best all-around solution based on need, quality, cost, and sustainability. Continue to educate customers about the importance of conservation and about the water sources in United Water's portfolio.

*Please note that the Outreach and Education plan and budget includes items relative to ongoing operations such as water quality, conservation, emergency notification. It does not include outreach and education items or budget relative to infrastructure and capital investments. (Examples: The Haverstraw Water Supply Project and the Lake DeForest Dam bascule gate replacement project.)

How Priority Was Set:

This is a company initiative/PSC Order.

In 2006 and again in 2010, United Water was ordered by the New York State Public Service Commission to have a new long-term water supply online by the end of 2015. After thorough review of many options, detailed in an extremely comprehensive Draft Environmental Impact Statement, the team of experts selected the Haverstraw Water Supply Project as the best all-around solution to meet Rockland County's long term water needs. The Haverstraw Water Supply Project will be the first facility in New York State to use reverse osmosis as part of the drinking water treatment process.

Customers are unfamiliar with the technology and some have questions about the ability to treat Hudson River water to safe drinking water standards. This is further complicated by speculation, misinformation and factual untruths communicated by project opponents. Consequently, a robust educational effort has focused on providing customers with information to help them understand that this new facility is needed and to instill confidence that it will provide them with water that meets or surpasses state and federal drinking water quality standards. The company has worked diligently to fulfill its responsibility to ensure its customers and stakeholders were kept up to date and informed regarding the scientific, water quality, choice, and financial facts associated with the project.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s were chosen.)

Update customers regarding the status of the project. Provide customers with information about need, cost, technology, purification process and excellent water quality related to the Haverstraw Water Supply Project. Utilize an array of multi-channel materials which demonstrate that the HWSP will provide enhanced reliability to meet household, business and firefighting needs.



Educate customers about the technology, evaluation and selection process. Educate customers about the roles of the New York State Public Service Commission, the New York State Department of Health, the New York State Department of Environmental Conservation and the Rockland County Department of Health as related to need, cost, drinking water standards, environmental sustainability and the SEQRA process.

Educate customers on the role of Lake DeForest and groundwater sources which currently supply their water. Continue to reinforce the importance of conservation and environmental sustainability.

New/Continuing Program:

This is a continuing program

2013 Results (evaluation and feedback):

United Water's comprehensive communications program used a variety of tools to reach customers and educate them about the project. This included traditional media, (newspaper, cable television and radio spots) as well as social media tools (dedicated website, Facebook page, Twitter, emails, digital banners). The company also distributed brochures, fact sheets, water quality charts. The team made presentations to town council meetings, elected officials, planning and zoning board meetings and at the public hearings relative to project need.

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

See list below.



United Water New York
Outreach and Education Materials
 (Enclosed)

Materials*	Content	Distribution
Annual Conservation Guide	Indoor and Outdoor Water Conservation	Journal News insert, customer service center, community events
Annual Water Quality Report	Water Quality Information	Mailed to customers upon request in response to postcard. Posted on company website, community events.
Bill Inserts (4)	Emergency preparedness, value of water, proper disposal of medication, conservation, financial assistance, special needs, customer rights, theft of service, hazard notification, Customer Advisory Panel	Customer bills
Cable TV Spots/Video**	Water Conservation	CableVison/Fios
Customer Information Guide	Rights, Responsibilities, Complaint Resolutions, Services, Billing Information, Conservation, Special Needs	Mailed to all customers.
ET Lawn Watering Brochure	Conservation Lawn Watering	Customer service center, events.
Lesson Plans (3)	Water Cycle, Conservation	Classroom presentations
Newspaper Placements (3)	Summer-Winter Rates, Water Quality, Storm Preparation	Journal News, local newspapers
Press Release (6) samples	Conservation, water quality, watershed recreation, preparations, phone scams, rate filing, prevent frozen pipes	Print, broadcast and web outlets
Watershed Recreation Brochure	Recreation Program, Watershed Protection	Mailed to participants, customer service center, events
Website (4) sample pages)	Conservation, Customer Service/Billing Info, Facts and Figures, Water Quality	Website

*Note all print materials are posted on the company's website and made available at community events or upon request.

**Cable TV spots can be viewed on the company's website at <http://www.unitedwater.com/newyork/news-center.aspx>

2014 Outreach and Education Materials

Plans for 2014 include the continuation of above and evaluation of other potential materials.



United Water New York

Haverstraw Water Supply Project
 Outreach and Education Materials
 (enclosed)

Materials*	Content	Distribution
Radio Spots (6)** (audio from cable tv/video spots)	Water Quality, Infrastructure Investment, Economic Development	WRRCR
Cable TV Spots/Video (5)**	Water Quality, Infrastructure Investment, Economic Development	Cablevision/YouTube
Newspaper Placements (3) Brochure/Fact Sheet	FAQ, Infrastructure Investment Need, Cost	Journal News Presentations, Customer Service Center
Haverstraw Water Supply Project Website (6 sample pages)	Comprehensive information on the Haverstraw Water Supply Project	Unitedwater.com/hwsp
Facebook (sample pages)	Information related to the HWSP, conservation tips, timely water topics	Haverstraw Water Supply Project Facebook Page
YouTube	Water Quality, Infrastructure Investment, Economic Development	YouTube
Digital Banner Links	Water Quality, Infrastructure Investment, Economic Development	Local digital news sites (Patch, News 12, Rockland County Times), Rocket Fuel Network
Press Releases (5 samples)	Support, Need, Surcharge, Hearings	Print, broadcast and web outlets
Email blasts (4 samples)	Water Quality, Open House, Service Reliability, Need, Infrastructure Investment	Emailed to Rockland County email lists

*Note all print materials are posted on the company's website www.unitedwater.com/hwsp and made available at community events or upon request.

**Cable TV spots can be viewed on the company's website at <http://haverstrawwatersupplyproject.com/news-a-publications.html>

*Please note that the Outreach and Education plan and budget includes items relative to ongoing operations such as water quality, conservation, emergency notification. It does not include outreach and education items or budget relative to infrastructure and capital investments. (Examples: The Haverstraw Water Supply Project and the Lake DeForest Dam bascule gate replacement project.)

2014 Outreach and Education Materials

Evaluate and develop educational materials, as needed, to reach the diverse customer base in Rockland County.



2014 Outreach & Education Plans with 2013 Results

UTILITY OUTREACH EVENT SCHEDULE

DATE	EVENT	LOCATION (CITY)
Feb 8-10, 2013	Suburban Home Show	Suffern, NY
June 9, 2013	Classic Car Show Benefit Homes for Heroes	West Nyack, NY
Oct 10, 2013	RBA Expo	West Nyack, NY
Sept-October, 2013	Homes for Heroes	Tappan, NY
Sept 27, 2013	United Way Day of Caring	West Nyack, NY
Oct 19, 2013	Autism Speaks	Suffern, NY
Feb 2014	Rockland Read In	Rockland County, NY
Feb 8-10, 2014	Suburban Home Show	Suffern, NY
March 30, 2014	Be an Engineer Expo	White Plains, NY
April 2014	United Way Day of Caring	West Nyack, NY
April 2014	Earth Day TBD	Rockland, NY
Sept 2014	Classic Car Show Benefit Homes for Heroes	West Nyack, NY
Oct 2014	RBA Expo	West Nyack, NY
Oct 2014	United Way Day of Caring	West Nyack, NY
Fall 2014	Autism Speaks Walk	Suffern, NY



2014 Outreach & Education Plans with 2013 Results

INTRODUCE MONTHLY BILLING IN 2014

Long Range Goal:

To transition all customers currently billed quarterly to monthly billing. To alert customers to the upcoming the change and communicate the benefits of monthly billing.

How Priority Was Set:

This is a company initiative. Monthly billing helps customers to budget more efficiently and better manage monthly household finances. It is in line with other monthly utility bills and provides more timely information about water usage which can alert customers to leaks. This helps conserve water and reduce leaks which may lead to more costly bills.

Goals for 2014 Plan:

(Include the target audience, the vehicle to be used and why this audience/s was/were chosen.)
This transition will impact all customers who are currently receiving quarterly bills. Develop a plan to communicate to alert customers to the upcoming change and to educate them on the benefits of monthly billing.

New/Continuing Program:

This is a new program.

2013 Results (evaluation and feedback):

NA

Provide a List and Two Copies of All Material Distributed, and Method of Distribution:

Materials will be developed in 2014.



APPENDIX B

ROCKLAND COUNTY ELECTED OFFICIALS 2014



Rockland County Elected Officials 2014

First	Last	Title	Outlet	Address	City	State	Postal Code
Ed	Day	County Executive	County Office BLDG	11 New Hempstead Road	New City	NY	10956
Douglas J.	Jobson	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Michael M.	Grant	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Jay	Hood Jr.	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Ilan S.	Schoenberger	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Lon	Hofstein	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Alden H.	Wolfe	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Philip	Soskin	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Toney	Earl	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Chris	Carey	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Harriet D.	Cornell	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Frank P.	Sparaco	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Joseph L.	Meyers	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Aron	Wieder	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Aney	Paul	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Patrick J.	Moroney	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
John A.	Murphy	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Nancy	Low-Hogan	County Legislator	Rockland County Legislature	11 New Hempstead Road	New City	NY	10956
Alexander J.	Gromack	Town Supervisor	Clarkstown Town Hall	10 Maple Avenue	New City	NY	10956
Shirley R.	Lasker	Town Council	Clarkstown Town Hall	10 Maple Avenue	New City	NY	10956
Frank	Borelli	Town Council	Clarkstown Town Hall	10 Maple Avenue	New City	NY	10956
George	Hoehmann	Town Council	Clarkstown Town Hall	10 Maple Avenue	New City	NY	10956
Stephanie G.	Hausner	Town Council	Clarkstown Town Hall	10 Maple Avenue	New City	NY	10956
Howard T.	Phillips, Jr.	Town Supervisor	Haverstraw Town Hall	1 Rosman Road	Garnerville	NY	10923
Vincent J.	Gamboli	Town Council	Haverstraw Town Hall	1 Rosman Road	Garnerville	NY	10923
John J.	Gould	Town Council	Haverstraw Town Hall	1 Rosman Road	Garnerville	NY	10923
Isidro	Cancel	Town Council	Haverstraw Town Hall	1 Rosman Road	Garnerville	NY	10923
Hector L.	Soto	Town Council	Haverstraw Town Hall	1 Rosman Road	Garnerville	NY	10923
Andy	Stewart	Town Supervisor	Orangetown Town Hall	26 Orangeburg Road	Orangeburg	NY	10962
Denis M.	Troy	Town Council	Orangetown Town Hall	26 Orangeburg Road	Orangeburg	NY	10962
Paul	Valentine	Town Council	Orangetown Town Hall	26 Orangeburg Road	Orangeburg	NY	10962



First	Last	Title	Outlet	Address	City	State	Postal Code
Tom	Morr	Town Council	Orangetown Town Hall	26 Orangeburg Road	Orangeburg	NY	10962
Thomas F.	Diviny	Town Council	Orangetown Town Hall	26 Orangeburg Road	Orangeburg	NY	10962
Christopher P.	St. Lawrence	Town Supervisor	Ramapo Town Hall	237 Route 59	Suffern	NY	10901
Brendel	Logan	Town Council	Ramapo Town Hall	237 Route 59	Suffern	NY	10901
Yitzchock	Ullman	Town Council	Ramapo Town Hall	237 Route 59	Suffern	NY	10901
Patrick	Withers	Town Council	Ramapo Town Hall	237 Route 59	Suffern	NY	10901
Daniel	Friedman	Town Council	Ramapo Town Hall	237 Route 59	Suffern	NY	10901
Geoff	Finn	Town Supervisor	Stony Point Town Hall	74 East Main Street	Stony Point	NY	10980
Tom	Basile	Town Council	Stony Point Town Hall	74 East Main Street	Stony Point	NY	10980
Karl	Javenes	Town Council	Stony Point Town Hall	74 East Main Street	Stony Point	NY	10980
James B.	White	Town Council	Stony Point Town Hall	74 East Main Street	Stony Point	NY	10980
Jim	Monaghan	Town Council	Stony Point Town Hall	74 East Main Street	Stony Point	NY	10980
Veronica	Boesch	Village Mayor	Airmont Village Hall	PO Box 578	Tallman	NY	10982
Rosario	Presti	Village Mayor	Chestnut Ridge Village Hall	277 Old Nyack TPKE	Spring Valley	NY	10977
Lawrence R.	Lynn	Village Mayor	Grandview-On-Hudson Village Hall	118 River Road	Grandview	NY	10960
Michael	Kohut	Village Mayor	Haverstraw Village Hall	40 New Main Street	Haverstraw	NY	10927
Craig	Flanagan	Village Mayor	Hillburn Village Hall	31 Mountain Avenue	Hillburn	NY	10931
Bernard	Rosenfeld	Village Mayor	Kaser Village Hall	PO Box 391	Monsey	NY	10952
Jeffrey	Oppenheim	Village Mayor	Montebello Village Hall	1 Montebello Road	Suffern	NY	10901
Lawrence	Dessau	Village Mayor	New Hempstead Village Hall	108 Old Schoolhouse Road	New City	NY	10956
Mates	Friesel	Village Mayor	New Square Village Hall	766 North Main Street	Spring Valley	NY	10977
Jen	White	Village Mayor	Nyack Village Hall	9 North Broadway	Nyack	NY	10960
Chris	Sanders	Village Mayor	Piermont Village Hall	478 Piermont Avenue	Piermont	NY	10968
Brett	Yagel	Village Mayor	Pomona Village Hall	100 Ladentown Road	Pomona	NY	10970
Carl S.	Wright	Village Mayor	Sloatsburg Village Hall	96 Orange TPKE	Sloatsburg	NY	10974
Bonnie	Christian	Village Mayor	South Nyack Village Hall	282 S. Broadway	South Nyack	NY	10960
Demeza	Delhomme	Village Mayor	Spring Valley Village Hall	200 N. Main Street	Spring Valley	NY	10977
Trish	Abato	Village Mayor	Suffern Village Hall	61 Washington Avenue	Suffern	NY	10901
Michael R.	Esmay	Village Mayor	Upper Nyack Village Hall	328 N. Broadway	Upper Nyack	NY	10960
David	Goldsmith	Village Mayor	Wesley Hills Village Hall	432 Route 306	Monsey	NY	10952
John F.	Ramundo, Jr.	Village Mayor	West Haverstraw Village Hall	130 Samsondale Avenue	West Haverstraw	NY	10993
Charles E.	Schumer	US Senator	Peekskill Office	One Park Place Suite 100	Peekskill	NY	10566
Kristen	Gillibrand	US Senator	Hudson Valley Office	PO Box 893	Mahopac	NY	10541
Eliot	Engel	NY Congressman	Rockland Office	261 West Nyack Road	West Nyack	NY	10994
Nita	Lowey	NY Congresswoman	Rockland/White Plains Office	222 Mamaroneck Ave. #310	White Plains	NY	10605
David	Carlucci	NYS Senator	District Office	95 South Middletown Road	Nanuet	NY	10954



First	Last	Title	Outlet	Address	City	State	Postal Code
Kenneth	Zebrowski	NYS Assemblyman	District Office	67 North Main Street	New City	NY	10956
James B.	Skoufis	NYS Assemblymember	District Office	1012 Little Britain Road #900	New Windsor	NY	12553
Ellen	Jaffee	NYS Assemblymember	District Office	PO Box 1549	Pearl River	NY	10956
Karl	Brabenec	NYS Assemblymember	District Office	TBD	TBD	TBD	TBD
Bill	Larkin	NYS Senator	District Office	1093 Little Britain Rd	New Windsor	NY	12553