



- c. The upfront effort to implement a new low-income bill affordability program, in terms of percentage of Year 1 total program costs, cost per unit of water billed to residential customers, and/or absolute annual dollar amounts.

PA-RDC-78. Reference: Locklear testimony, page 2. Please provide a copy of all written documents provided from a municipal water utility other than PWD, within the immediately preceding five years, assessing the "personnel resources" devoted by that utility to:

- a. The ongoing administration of an existing low-income bill affordability program, in terms of annual FTEs and/or person-years of effort;
- b. The ongoing IT support for an existing low-income bill affordability program, in terms of annual FTEs and/or person-years of effort;
- c. The upfront effort to implement a new low-income bill affordability program, in terms of annual FTEs and/or person-years of effort.

PA-RDC-79. Reference: Locklear testimony, page 2: Please provide a copy of all written documents of any nature procured from a municipal utility other than PWD explicitly assessing, benchmarking or otherwise discussing the impact of a low-income rate affordability program on:

- a. Payment receipts;
- b. Credit application review;
- c. Collections efforts;
- d. Account management.

PA-RDC-80. Reference: Locklear testimony, page 3. For each of the 14 peer utilities studied, please provide all written documents, of any nature, procured from or about such utility explicitly reporting or otherwise discussing:

- a. The number of annual FTEs devoted to the ongoing administration of a low-income bill affordability program other than IT support;
- b. The number of annual FTEs devoted to IT support for a low-income bill affordability program;
- c. The impact of a low-income bill affordability program on payment receipts;
- d. The impact of a low-income bill affordability program on credit application review;
- e. The impact of a low-income bill affordability program on collection efforts;
- f. The impact of a low-income bill affordability on payment patterns.

PA-RDC-81. Reference: Locklear testimony, page 4. Please provide a complete set of the four primary reports for residential customers used for the rate study:

- a. Service usage and billing;
- b. Water usage and billing;

- c. Revenue collection factors; and
- d. Payment patterns.

PA-RDC-82. Reference: Locklear testimony, page 4. Please provide a detailed explanation of whether the recommended implementation of “a digital method for customers to interact with and communicate with the City” addresses programs and/or processes in addition to WRAP.

PA-RDC-83. Reference: Locklear testimony, page 4. Please provide a detailed explanation of whether the recommended implementation of a “workflow management system and an electronic management system to better manage files and information being transferred among individuals, units, and departments” addresses programs and/or processes in addition to WRAP.

PA-RDC-84. Reference: Locklear testimony, page 4. Please provide a detailed explanation of whether the “five person-years of effort” to implement a water affordability program assumes the implementation or non-implementation of:

- a. “Projects that are already high priority for WRB. . .in order to ensure that Basis2 continues to be able to function at the highest level possible.”
- b. The “efforts of WRB to upgrade the functionality of Basis2 to remove the need for a separate WRAP database”;
- c. A “digital method for customers to interact with and communicate with the City”;
- d. The “implementation of a workflow management system and an electronic management system to better manage files and information being transferred among individuals, units, and departments.”
- e. Correcting the finding that “staff resources are below what would be needed for optimal [Basis2] system performance”;
- f. An “increase [in] resources devoted to billing system maintenance, including hiring a fulltime database administrator (DBA) and additional business analytics and quality assurance support staff.”

PA-RDC-85. Reference: Locklear testimony, page 4. Please provide a detailed explanation of whether the \$2.8 million annual to cover two FTEs for IT support and 22 WRB positions for program administration for a low-income bill affordability program assumes the implementation or non-implementation of:

- a. “Projects that are already high priority for WRB. . .in order to ensure that Basis2 continues to be able to function at the highest level possible.”
- b. The “efforts of WRB to upgrade the functionality of Basis2 to remove the need for a separate WRAP database”;
- c. A “digital method for customers to interact with and communicate with the City”;

- d. The “implementation of a workflow management system and an electronic management system to better manage files and information being transferred among individuals, units and departments.”
- e. Correcting the finding that “staff resources are below what would be needed for optimal [Basis2] system performance”;
- f. An “increase [in] resources devoted to billing system maintenance, including hiring a fulltime database administrator (DBA) and additional business analytics and quality assurance support staff.”

PA-RDC-86. Davis testimony, page 3. Please provide a detailed explanation of why five FTE to develop the water affordability program costs \$1.1 million while two FTEs to provide IT support and 22 WRB positions for program administration costs \$2.8 million. Specifically identify all line-item expenses for each position.

PA-RDC-87. Reference: Locklear testimony, page 4. Please provide all written documents setting forth a cost-benefit or other “business case” analysis developed for and/or presented to PWD for:

- a. “Projects that are already high priority for WRB. . .in order to ensure that Basis2 continues to be able to function at the highest level possible.”
- b. The “efforts of WRB to upgrade the functionality of Basis2 to remove the need for a separate WRAP database”;
- c. A “digital method for customers to interact with and communicate with the City”;
- d. The “implementation of a workflow management system and an electronic management system to better manage files and information being transferred among individuals, units and departments”;
- e. Correcting the finding that “staff resources are below what would be needed for optimal [Basis2] system performance”;
- f. An “increase [in] resources devoted to billing system maintenance, including hiring a fulltime database administrator (DBA) and additional business analytics and quality assurance support staff.”

PA-RDC-88. Reference: Locklear testimony, page 4. Please provide by Exhibit, Schedule and Line number all places where expenses are included in the current rate application for:

- a. “Projects that are already high priority for WRB. . .in order to ensure that Basis2 continues to be able to function at the highest level possible.”
- b. The “efforts of WRB to upgrade the functionality of Basis2 to remove the need for a separate WRAP database”;
- c. A “digital method for customers to interact with and communicate with the City”;
- d. The “implementation of a workflow management system and an electronic management system to better manage files and information being transferred among individuals, units and departments.”

PA-RDC-89. Reference: Locklear testimony, page 4. Please provide a complete list of electricity, natural gas and/or water utilities, known to RFC, which have cold weather shutoff protections for residential customers. For each utility listed, separately indicate whether:

- a. The utility is state-regulated or not-state regulated;
- b. The utility is electricity, natural gas, water or some combination thereof;
- c. The utility has “temperature-based moratorium criteria”;
- d. The utility’s cold weather protection is established by state statute, state agency regulation, or internal policy.