

WRAP Evaluation Recommendations – Implementation Status

This document provides implementation details for the recommendations developed to improve the WRAP service delivery and impact. These recommendations include a priority ranking, timeline for implementation, lead, and a short summary of next steps. Recommendations were prioritized based on feedback provided by GLWA's Board of Directors, GLWA leadership feedback, and necessary order for implementation to occur. This document will continue to be updated on a monthly basis.

1. Data Collection and Reporting (connect with recommendations #2 and 3)

- To improve program monitoring, PSC recommends GLWA require program reporting be framed in terms of specified performance measures. There is also an opportunity to review the current performance measures and update them to ensure they support program objectives. In cases where data are not being collected, the program administrator should identify the feasibility of collecting and reporting desired data and, where possible, update reporting processes to reflect the requisite information.
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA and Wayne Metro
 - **Timeline:** Phase 2 – January – March 2021
 - **Next steps:** PSC is scheduling meetings with CAA's to determine the additional information required and establish a process for ongoing collection and reporting.

2. Process Versus Outcome Measures (connect with recommendations #1 and 3)

- Include performance measures related to desired program outcomes in the data collection and reporting process, so WRAP can begin to understand the program's impact on those it serves and communicate those results with potential funders, communities, and other stakeholders to encourage and secure future participation and funding.
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Review from CAAs
 - **Timeline:** Phase 2 – January – March 2021
 - **Next steps:** PSC will draft a memo describing potential outcomes measures to include in WRAP reporting. This memo will be provided to GLWA for review and discussion. CAA's will be given the opportunity to weigh in on the proposed outcome measures.

3. Performance Benchmarks (connect with recommendations #1 and 2)

- Benchmarks should be identified for each performance measure to ensure WRAP functions as planned and is achieving desired outcomes.
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA

- **Timeline:** Phase 2 – January – March 2021
- **Next steps:** PSC will draft a memo describing potential outcomes measures to include in WRAP reporting. This memo will be provided to GLWA for review and discussion. CAA's will be given the opportunity to weigh in on the proposed outcome measures.

4. Leveraging Other Forms of Assistance

- GLWA should consult with program administrators to assess the ability to provide data on the number of households that received additional forms of assistance while enrolled in WRAP. Documentation could be limited to indicating the type of wraparound services provided and the number of other assistance programs a customer was able to access through their interactions with a community action agency.
 - **Priority level:** Low
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
 - **Timeline:** Phase 3 – April-June 2021
 - **Next steps:** CAA's have provided updates about how they are using CARES relief funds to support the mission of WRAP by providing payments for water bills and plumbing repairs. Ongoing work will take place in Phase 3 of this process to further identify resources and develop a plan to leverage ongoing sources of private and public funding.

5. Program Adoption and Uptake (connect with recommendation #7)

- GLWA should consider restructuring the community action agency partnership model to allow local service providers to play a larger role in WRAP administration for the communities they serve. This could include:
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
 - **Timeline:** Phase 1 – December 2020– January 2021
 - **Next steps:** Wayne Metro and other CAAs have already starting this work. PSC and GLWA met with CAA's on 12/9/2020 to begin discussions about these efforts. PSC and GLWA will meet individually (before the end of December) with CAA's gather more detail on their efforts and begin to develop updates for the GLWA Board of Directors.

6. Maintaining Administrative Efficiency (overarching recommendation)

- As GLWA considers future changes, it should assess the anticipated impact on member communities. Where possible, GLWA should minimize the administrative workload required of these communities. If proposed changes would increase administrative burden, GLWA could consider piloting these changes with select communities to better streamline processes and identify challenges before it is expanded to all communities.
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA

- **Timeline:** Ongoing
- **Next steps:** This recommendation will be used to evaluate all of the other changes being made to WRAP administration. PSC will document process changes and work with CAA's to limit the amount of new work that is created.

7. Program Communication and Marketing (connect with recommendation #5)

- Stakeholders expressed a consistent desire to improve program awareness in all communities WRAP serves. To do this, GLWA should continue supporting funding for direct outreach and marketing. It should also consider the benefit of having local community action agencies lead marketing and outreach activities within their service territories and ensure coordination between member partner communities and local entities to amplify reach.
 - **Priority level:** High
 - **Lead entity:** Individual CAAs
 - **Who is involved:** GLWA; PSC; Wayne Metro; MCCA; OLHSA
 - **Timeline:** Phase 1 – December 2020-January 2021
 - **Next steps:** Wayne Metro and other CAAs have already starting this work. PSC and GLWA met with CAA's on 12/9/2020 to begin discussions about these efforts. PSC and GLWA will meet individually (before the end of December) with CAA's gather more detail on their efforts and begin to develop updates for the GLWA Board of Directors.

8. Enhance Program Oversight

- GLWA should consider expanding its capability to take a more active oversight role with WRAP. Given the program's size and potential for growth, there is an ongoing need for staff to ensure it operates effectively.
 - **Priority level:** High Priority
 - **Lead entity:** GLWA
 - **Who is involved:** Support from PSC; Review from CAA's
 - **Timeline:** Phase 1 – December 2020-January 2021
 - **Next steps:** GLWA is developing a list of current job responsibilities that relate to the WRAP. PSC will support GLWA in developing a job description for an internal WRAP program administrator. Role will likely include; monthly check-ins with CAAs; expanded marketing from GLWA perspective work with Comms and Public Affairs to build recognition for the program; quarterly check-ins with board members; and pressing larger policy agenda.

9. Reaching Customers with the Greatest Need

- GLWA should begin evaluating the feasibility of introducing an option for income- or needs-based benefits. PSC recommends GLWA begin collecting the data necessary to build the case for this adjustment. Current reporting does not track program success by income level, so it is not possible to determine whether households with the lowest incomes have different success rates than other participants. At minimum, GLWA should require program reporting to detail the success rates for customers across income levels.
 - **Priority level:** Low

- **Lead entity:** PSC
- **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
- **Timeline:** Phase 3 – April – June 2021
- **Next steps:** PSC will leverage existing work that Wayne Metro has conducted to develop a proposal for providing tiered benefits through WRAP.

10. Addressing Immediate Crisis

- GLWA should consider whether WRAP assistance can be made available to households that need short-term assistance or crisis intervention. This option could be available to households that:
 - Meet the program's eligibility requirements
 - Can demonstrate a history of on-time payment
 - Do not have a high arrearage balance
 - Can self-report short-term relief
- **Priority level:** Low
- **Lead entity:** PSC
- **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
- **Timeline:** Phase 3 – April – June 2021
- **Next steps:** PSC will establish a work group with CAAs support developing a proposal for providing crisis benefits through WRAP.

11. Establishing a Direct Service Option

- WRAP requires coordination between the program administrator and water utility to verify whether households are making the required payments and to apply assistance funds to customer accounts. GLWA should evaluate models for an effective, efficient direct service option for eligible customers.
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA; member partner communities
 - **Timeline:** Phase 2 – January – March 2021
 - **Next steps:** PSC has started the planning process and identifying data needs to support a direct services proposal. PSC will work with GLWA and CAA's to identify good candidates for piloting. There will be ongoing work with CAA's to plan for and implement these changes.

12. Serving Customers with High Arrearages

- GLWA should consider potential solutions to address customers with high arrearage balances.
 - **Priority level:** High
 - **Lead entity:** GLWA
 - **Who is involved:** PSC; CAA's; member partner communities
 - **Timeline:** Phase 1 – December 2020 – January 2021

- **Next steps:** There is an opportunity to address this issue through a simple change to the WRAP program, but other changes may be necessary over the medium and long-term to incorporate other elements that require engagement from member partner communities.

13. Simplifying Eligibility Determination

- GLWA should consider the feasibility of allowing broad-based categorical eligibility for WRAP.
 - **Priority level:** Medium
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
 - **Timeline:** Phase 2 – January – March 2021
 - **Next steps:** Wayne Metro and other CAAs have already starting this work. PSC will develop a complimentary proposal regarding categorical eligibility.

14. Prioritizing Direct Conservation Investments and Repairs

- GLWA should work with program administrators and member partner communities to assess the impact of conservation services provided through WRAP, with the goal of differentiating between audits and repairs. Based on this analysis, GLWA can develop a strategy to realign water conservation funding to support measures that yield the highest return on investment for customers.
- GLWA should conduct additional research to determine the types of water conservation measures that are deployable at scale and have a proven impact on savings.
- GLWA should also consider how WRAP can leverage other forms of assistance to support the program's conservation goals.
 - **Priority level:** Medium
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
 - **Timeline:** Phase 2-3 – January – June 2021
 - **Next steps:** Wayne Metro and other CAAs have already started this work. PSC will meet individually (before the end of December) with CAA's gather more detail on their efforts and begin to developing more detailed plans for this work.

15. Fostering an Understanding of Property Tax Loopholes

- GLWA and program administrators can work to foster an understanding of the potential downside of this practice. While WRAP can provide meaningful assistance to households in need, GLWA should support communities in recognizing that helping customers reduce their past-due balances by building a track record of on-time payment can be a long-term benefit.
 - **Priority level:** Low
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; CAAs; Member Partner Communities
 - **Timeline:** Phase 2 – January – March 2021
 - **Next steps:** PSC will develop materials to support GLWA and CAA's in communications with member partner communities.

16. Quantifying Eligible Populations

- GLWA should begin collecting this information to quantify need across its service territory. This information can be used to recruit nonparticipating communities by demonstrating the population who may be eligible for assistance. Also, this data can facilitate the development of community-specific goals related to the assistance provided.
 - **Priority level:** Medium
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; CAA's
 - **Timeline:** Prior to meeting with board members
 - **Next steps:** PSC compile and share a county by county report with GLWA. PSC has begun compiling this information and will confirm our findings by reviewing community needs assessments conducted by CAA's.

17. Increasing Program Funding

- Adding new revenues when current funding allocation is not used will likely face criticism. GLWA should strive to establish the case for new revenues by working with program administrators, demonstrating the need for assistance in every member partner community, and improving enrollment numbers.
 - **Priority level:** High
 - **Lead entity:** GLWA
 - **Who is involved:** PSC; CAAs; Member Partner Communities
 - **Timeline:** Phase 3 – April – June 2021 and beyond
 - **Next steps:** This recommendation is the ultimate goal for many groups and will be something that needs more time to build support for.