



Community Engagement to Build Understanding and Support

**AMWA Executive Management Conference
October 17, 2016**

Maureen Stapleton
General Manager

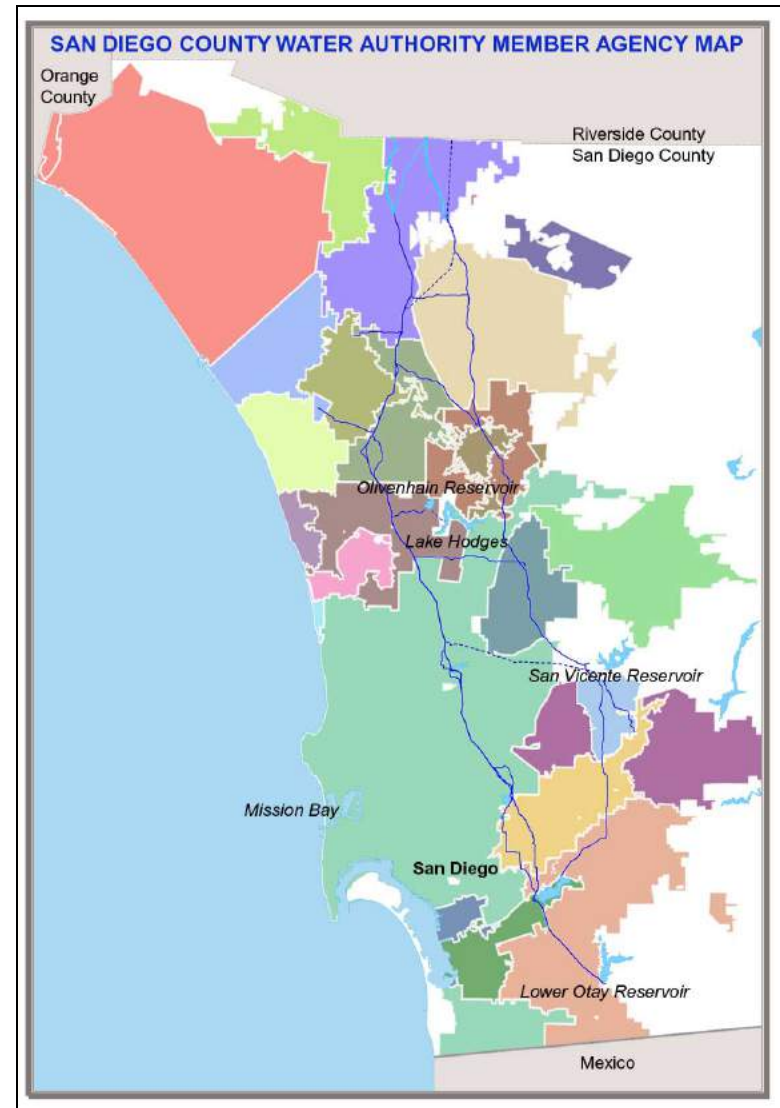
San Diego County Water Authority

Wholesale water agency created by state legislature in 1944

- ▶ Serve 3.3 million people and region's \$222 billion economy
- ▶ 24 member agencies (retailers)

Import 80–90% of water used in San Diego County

- ▶ Build, own, operate and maintain large-scale regional water infrastructure
- ▶ Manage largest ag to urban water conservation & transfer program
- ▶ Invested over \$2 billion in facilities (desalination, pipelines, treatment and reservoirs) in the last 15 years



Purpose of Community Engagement

- Support agency's efforts to maintain a safe and reliable water supply at a reasonable cost.
- Develop a strong business/community voice in water issues
- Enhance community's knowledge of water issues.
- Determine community's attitude re: water issues



Community Engagement

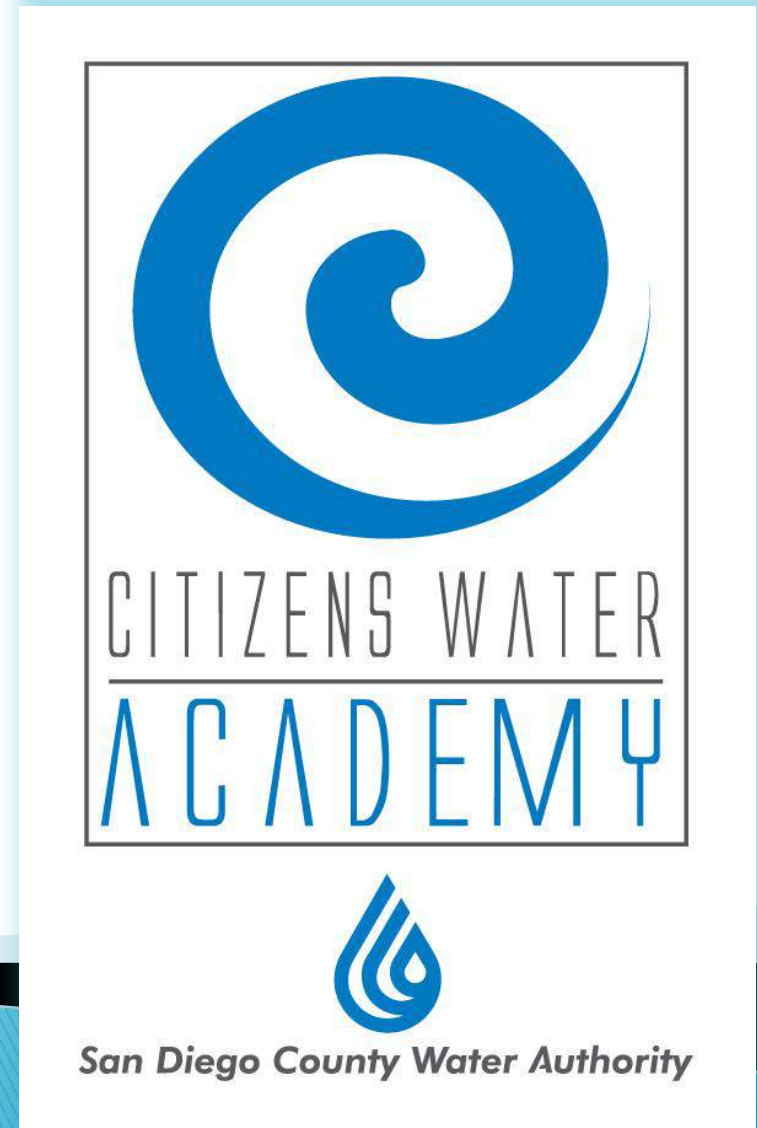
Array of Outreach Efforts

- Business Alliance for Water
- School Education Programs
- Construction Communication on projects
- Public Opinion Research
- Conservation Programs & Classes
- Websites & Social Media
- Special Outreach Efforts (i.e. tours, media relations, speakers bureau)





Citizens Water Academy Program Overview



Background



- Mission: Create network of emerging leaders who are knowledgeable and engaged in water issues

Participant Recruitment

Communicate upcoming sessions through community and business partners, news media and alumni network



Another Citizens Water Academy Success



The Water Authority graduated its Spring 2015 class of the Citizens Water Academy on March 21. Forty-six future and emerging leaders from across the county took part in the three-week program.

The academy comprised three class sessions and a tour of water-related facilities. Participants gained knowledge about water history, water supply and drought planning, infrastructure investments, as well as operations and maintenance of water facilities, then toured the Twin Oaks Valley Water Treatment Plant and Olivenhain Dam.

The academy is open to future and emerging leaders in the San Diego region. The Water Authority is seeking more people interested in expanding their knowledge about water issues and serving as community ambassadors.

The next session of the Citizens Water Academy begins in late May. For more information, including application and nomination forms, visit the academy website here: www.sdcwa.org/citizens-water-academy



San Diego County Water Authority Recruiting Candidates for Citizens Water Academy

The San Diego County Water Authority is recruiting candidates for its inaugural Citizens Water Academy. We would appreciate your help nominating emerging leaders throughout our region for the first session, which begins October 28 and runs for four sessions through November 15. There are three evening classroom sessions (5:30 to 8:30 p.m.) on October 28, November 5 and 12, and one half-day (9 a.m. to 1 p.m.) facility tour and graduation luncheon on Saturday, November 15.



Interested in learning more about critical water issues and infrastructure in our region?

Apply for the Citizens Water Academy

Spring 2015 class today

The San Diego County Water Authority is now accepting nominations and applications for its Citizens Water Academy program in March. Nominations are due February 11; applications are due February 18. [Details, nomination & application forms>>](#)



January 29, 2015

In This Issue

Future and Emerging Civic Leaders Sought for Citizens Water Academy
Survey Finds Warming Snowpack
Register Now for Water Smart Landscapes Makeover Series

Channel H2O Videos



2015 Water Issues

Future and Emerging Civic Leaders Sought for Citizens Water Academy
Class series provides in-depth look at regional water issues; applications due Feb. 18

With water issues continuing to dominate the news, the Water Authority is accepting applications for a unique program that allows future and emerging civic leaders to learn more about efforts to ensure a safe and reliable water supply for the San Diego region.

Participants in the spring 2015 session of the Citizens Water Academy will get a behind-the-scenes look at how the Water Authority helps to protect the region's economy and quality of life through its plans, operations and programs, along with information about regional drought response efforts. The academy also will include a tour of world-class water facilities such as the Carlsbad Desalination Project, and participants will have the opportunity to interact with Water Authority executives.

SDCWA now accepting Citizen's Water Academy applications

The San Diego County Water Authority is recruiting candidates for its inaugural Citizens Water Academy. The goal of the Academy is to help increase awareness of important water issues affecting the San Diego region and awareness of the historic, current and future efforts by the Water Authority and its member agencies to provide a safe and reliable water supply for San Diego County. Application deadline is Friday, October 3, 2014. [Details...](#)



Candidate Selection

Two part process for seeking candidates:

- Nominations submitted on behalf of candidates
 - Forms distributed to local water agencies, business and community organizations
 - Applications submitted by candidates with details on civic/community affairs involvement
- Staff reviews applications and selects candidates
 - Additional consideration given to ensure class composition is diverse and regionally balanced

Interest Exceeds Availability

Learning about
water doesn't have to
be a dry subject.

To be an
influential leader,
just add water.

Applicants: 600+

Accepted: 400+
(about 60 per class)

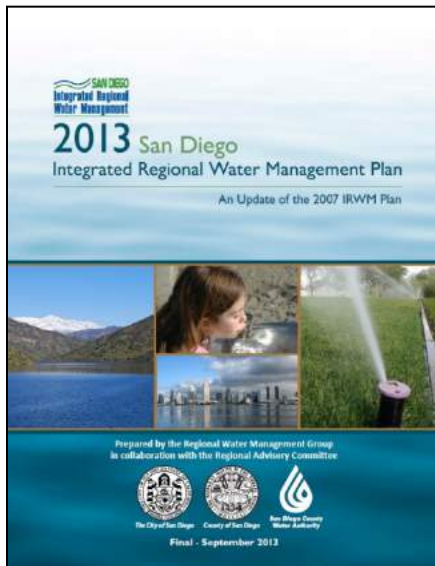
Graduates: 326

Curriculum – Session 1

- **Session 1 – History**
 - To Quench a Thirst video series
 - Water Authority diversification strategy
 - Infrastructure investments



Curriculum – Session 2



- Planning topics include:
 - Water supply constraints
 - Facilities planning
 - Coordination with land use planning agencies
 - Drought and climate change
 - Group exercise on dealing with water shortages and supply constraints



Curriculum – Session 3

- Operations and Maintenance
 - Regional water system and Aqueduct Protection Program
 - Emergency Preparedness
 - Tours
 - Operations Center
 - Olivenhain Dam & Reservoir
 - Carlsbad Desalination Plant



Metrics

Held 7 sessions to date; 326 graduates

- Written evaluations gathered after each class and end of each academy session
- 88% – content “just right”:
- 92% – curriculum “very informative”
- 97% – program instructors “very good” or “excellent”
- ***99% said they would recommend the academy to colleagues***



Media Coverage

12/11/2015

San Diego Water School Is Perfect Crash Course for Drought – Next City



Support Next City and Get *Democratic by Design*

The Works

San Diego Water School Is Perfect Crash Course for Drought

BY JEN KINNEY | SEPTEMBER 4, 2015



A test spout on a reverse osmosis container at San Diego's Advanced Water Purification Facility (AP Photo/Gregory Bull)

This month, in the fourth year of California's drought, the San Diego County Water Authority (SDCWA) is sending community leaders back to school. The **Citizens Water Academy** is a free, three-session crash course about the history, use and management of water in the county. With the drought on the tip of everyone's tongue and misinformation abundant, the SDCWA launched the program in Fall 2014.

What San Diegans can learn at water school

Knowledge is on tap at Citizens Water Academy



(/staff/karla-peterson/)

By Karla Peterson (/staff/karla-peterson/) | 5:46 p.m. Aug. 13, 2015



View of some of the hardware at the Carlsbad Desalination Project. — Charlie Neuman

In the not-too-distant past, Vivian Moreno of San Ysidro didn't know much about water. Except for the fact that not knowing was not really an option.

"I never really put much thought into where our water came from. I just turned on the faucet, and it came out," said Moreno, director of binational affairs for San Diego City Councilman David Alvarez. "But as a representative to the councilman, you are expected to know a little bit about everything, so I was really hoping to get up to speed so when people talk about water issues, I wouldn't just look at them blankly."

Alumni Association

- Provide ongoing connection with graduates
- Tours/topics:
 - Potable water reuse
 - Agriculture in San Diego County
 - Water rates & charges
 - Water politics
 - New facilities' tour, i.e. desal plant, new reservoir



Alumni Engagement

Should San Diego get more water?

By [Logan Jenkins](#) ([/staff/logan-jenkins/](#)) 4:56 p.m. April 7, 2015



Linda Krogrowiak walks her dog, Yogi, Thursday, April 2, 2015, in Bonsall, Calif., across the Rey Downs golf course that closed in 2014. The drought and the rising cost of water has closed Southern California golf courses. (AP Photo/Lenny Ignelzi) *The Associated Press*

The day Gov. Jerry Brown ordered a 25 percent cut in residential water use, my wife started our small front yard.

41% alumni engagement

- 20 letters written to State Water Resources Control Board re: drought regs
- 14 attended or wrote emails regarding rate structure proposals
- Newsletter articles and emails to reporters

To be an influential leader,
just add water.



Summer 2016 Citizens Water Academy participants on top of Olivenhain Dam

Scottsdale Water Citizen Academy

*Suzanne Grendahl – Water Quality Director
City of Scottsdale*



**October 17, 2016
Executive Management
Conference**



Effective Utility Management

Scottsdale Water is committed to continual improvement and uses the EUM process as one method of doing so.

- Division identifies new projects each year.
- Rank EUM Attributes
 - Based on utility vision, goals, and specific needs
 - Rank current level of achievement for each attribute
 - Rank importance of each attribute
- Choose 3-4 attributes for focus each year based on scores
- Identify projects under each of the three attributes
- Vote on projects
- Identify 3-5 projects per attribute to complete
- Assign to teams.



Customer Satisfaction/Stakeholder Understanding

- For 2015/2016, *Customer Satisfaction* and *Stakeholder Understanding* were equally identified.



- Decided there was overlap and could be worked together
- 5 projects chosen
- Creating a Water Citizen Academy was identified as the biggest undertaking for this attribute

Academy Outline

- 15-20 Citizens and Stakeholders
- 6 Nights – Wednesdays in March – April
- 2.5 hours per night
- 17 Presentations
- 4 Tours
- 8 Demonstrations



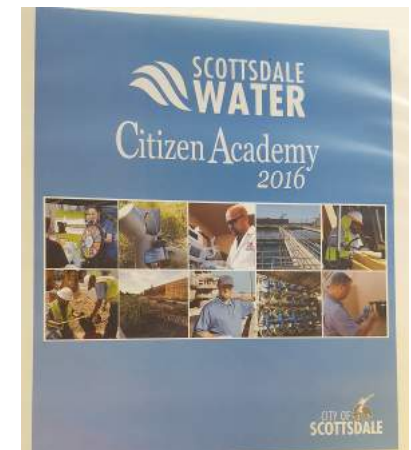
Academy Logistics

- Presentations
 - Held in conference room near tour facility or demonstrations
- Transportation
 - Bus hired to provide transportation to tour/demo site or give driving tour
- Heat/Daylight
 - Late afternoon/early evening tours in late spring can be warm and can get dark – balance timing
- Food
 - Provided by Arizona Public Service (APS)



Academy Logistics Cont.

- Matching Shirts
 - Identifies staff, shows uniformity and unity
- Binder
 - Welcome from Director
 - Course schedule
 - Directions and parking
 - Maps of system/facilities
 - Term and Acronym Sheets
 - Org Chart
 - Brief bio on each presenter
 - Information about awards won by Scottsdale Water
 - Divider for each night



Give-Aways



Coffee Mug

Water Bottle



Lanyard



Fat Trapper

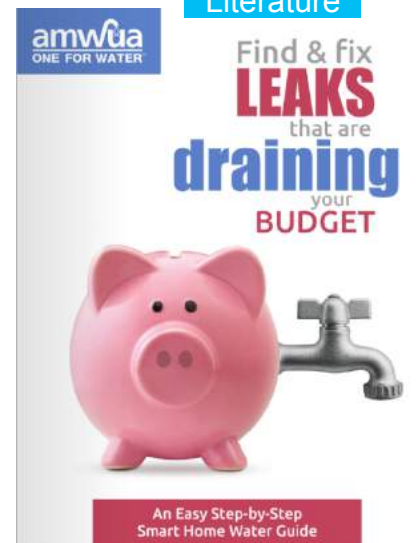
Magnets



Reusable bag



Literature



Backflow device



Presentations

- 10-30 minutes per topic
- Use Themes
 - Where does my water come from - **Water Supply**
 - How do you make it safe – **Water Treatment, Water Quality/Regulatory**
 - How does it get to and from my house – **Distribution, Collections**
 - Special topics – **Conservation, Finance, Capital Improvement Budget**
- Include photos of staff performing duties
- Discuss topic in plain language
- Explain aspects of topic that impact the citizen



Tours



Tours

- Surface water Plant
- Groundwater Plant
- Laboratory
- Water Reclamation Plant
- Advanced Water Treatment Plant

- **Transportation**
 - Drive to site – walking tour
 - Drive through site – narrate along the way
- **Sound – use system**



Tour Audio

- New system was purchased
 - Transmitter and speaker headset/microphone for tour guide
 - Individual receivers with ear phones
 - Two channel for simultaneous demonstrations



Demonstrations



Hands on Participation

- Laboratory analysis
- Jar testing

- Provide PPE



Demonstrations

Full Scale

- Sewer Cleaning
- Distribution
 - Fire Hydrant
 - Main Break Repair



Small Scale

- Sewer Cleaning
- Backflow Prevention
- Stormwater Sampling
- Water Meters

Demonstrations



Vendor Assisted

- Camera – Sewer line
- Demonstrates Partnerships

Graduation



Feedback

Handed out a survey each night requesting feed back

- Topics
- Tours
- Demos
- Logistics
- Suggestions



Survey Results Summary

- Overall Academy – 100% Excellent or Very Good
- Tours and Demos – 100% Excellent or Very Good
 - Demonstrations were most popular
- Presentations – 90% Excellent or Very Good
 - 60 % Detail Just Right, 40% Somewhat too detailed
- # Days and Session length – 80-90% Excellent or Very Good
 - Unable to make all sessions
- Refer a Friend – 100% very Likely, Proud to be a Scottsdale resident
- What attendees liked best
 - Gained knowledge of water – now understand the complexity of producing clean water
 - Tours and demos
 - Meeting and listening to staff – understand the knowledge and experience, commitment
 - Attention to detail, thoroughness
- What needed improvement or would like to see next time
 - Sometimes seemed rushed – don't run over time
 - Some of information over their heads
 - Explain Water Quality Report
 - Provide comment sheet first night to use throughout.

Organizer Observations

- Very important to have Director at each session validating responses from staff or answering some questions
- Citizens enjoyed interactions with staff before and after each session to ask questions, get to know them, etc.
- LOTS OF QUESTIONS!!!
- Have one or two consistent hosts each night to greet and provide follow-up; one management, one administrative worked very well.

Changes to Program

- Increase session length but not program length
 - Allow more time for questions and not feel rushed
 - End on time
 - Provide full meal
- Move Academy up by one week to avoid heat.
- Rearrange nights to accommodate darkness
- Add optional tour of second Surface Water Plant
- Add more reference hand-outs to binder
 - Water Quality Report
 - Fact Sheets
 - Water Shed Map
 - Contact info for Utility Billing, Water Conservation, etc.

Questions?

Suzanne Grendahl
Water Quality Director
City of Scottsdale

sgrendahl@scottsdaleaz.gov



Using Community Engagement to Create and Sustain Conditions for Organizational Success

Association of Metropolitan Water Agencies Annual Meeting

October 2016

Rosemary Menard, Water Director

City of Santa Cruz Water Department

Santa Cruz is located about 75 miles south of San Francisco, with the city water utility serving about 100,000 customers inside and outside the city limits.



According to the 2008 book, “The Leftmost City”

- From the late 1960s until recently, Santa Cruz, California was the most politically progressive medium-sized or large city in the United States.
- A coalition of liberal and progressive interests stopped every major development project they didn't like after 1969 and controlled the city council from 1981 through the beginning of the 21st century.
- By 2010, the progressive coalition was in decline due to a lack of burning issues and new ideas to energize it.....



THE LEFTMOST CITY

POWER AND PROGRESSIVE POLITICS IN SANTA CRUZ

**RICHARD GENDRON and
G. WILLIAM DOMHOFF**

... And then, the Santa Cruz Water Department proposed building a small desalination plant to address a 40 year old water supply reliability problem....

- Community support for the project started to disintegrate during the 2011 public review and City Council adoption of the 2010 update to the City's Urban Water Management Plan,
- And rapidly went down hill from there....

For those of us who have been around awhile, we know that:

- Getting a big project done, especially a water supply project, is fraught with pitfalls;
- Some kind of meltdown near the end of the project (and sometimes even earlier) isn't the exception, it's the rule.





Santa Cruz anti-desal activists achieved a major strategic victory by successfully amending the City Charter in November 2012 requiring a public vote on desal

- “ONLY MEASURE P WILL GUARANTEE THE RIGHT TO VOTE ON DESALINATION because it will place a provision in the City Charter that cannot be changed solely by elected officials.”

Election Result	Votes	Percentages
Yes	19,124	72.13%
No	7,389	27.87%

- And, they followed up this victory by actively attacking the Draft Environmental Impact Report issued for public review and comment in the spring of 2013.

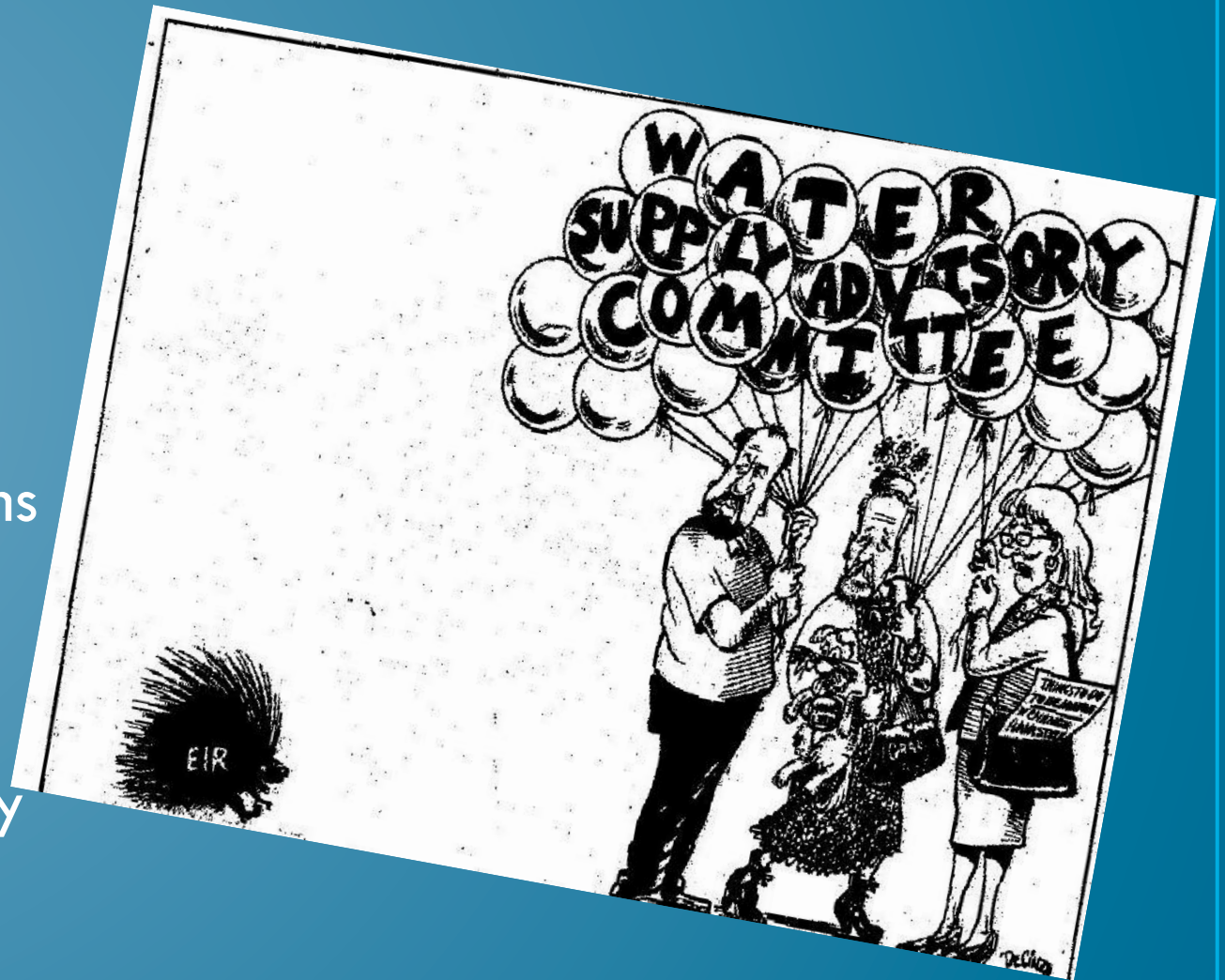
Ultimately, the focus of the desal meltdown was about:

- Alternatives and transparency;
- And the real and/or perceived issues surrounding both.



In mid-2013, the Santa Cruz City Council decided to step back and reconsider...

- Ultimately deciding to appoint a 14 member citizens committee to provide recommendations on how to solve the City's long-standing water supply reliability problem.



The City of Santa Cruz Water Supply Advisory Committee April 2014 – October 2015



The goal of the WSAC process were to

- Use a data driven, analytically based process to build community agreement about a water supply solution for Santa Cruz; and
- Rebuild trust and credibility between the City, the Water Department and the community.

Of course, with a committee, you have lots of public meetings, and we had dozens



But, we went way beyond public meetings...

We provided facility tours to make things more real



Distribution storage



River intake (drought conditions)

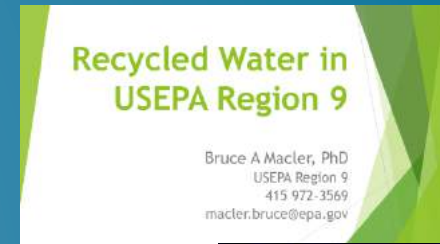


Supply reservoir

We provided opportunities for Committee members and interested publics to get into the details on key topics:

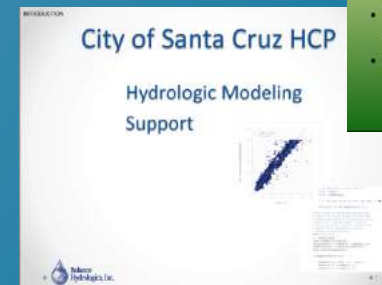
• Community Enrichment Session

- Regulatory requirements for fish flows;
- Water reuse;
- Water Conservation and demand management;
- Water transfers and exchanges; and
- Climate change.



• Modeling and Forecasting Working Group

- Hydrologic modeling and fisheries flow requirements;
- Demand forecasting;
- Demand management;
- Water Shortage Contingency Planning;
- Supply Modeling and Forecasting; and
- Groundwater Resources and Modeling.



We solicited community input on water supply alternatives through an event called...



We used a variety of techniques to actively involve and engage the Committee and the key community interests in the work....



Small group learning opportunities for Committee members



Scenario planning working groups and presentations



Time for interest group caucuses

We worked to inform and engage the general public

Water Supply Advisory Comm
212 Locust Street, Suite A
Santa Cruz, CA 95060

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serv

Please
WE INVITE YOU
ON HOW TO A

SESSION I – Apr
Simpkins Family Swir



Committee booth at the Farmer's Market



Open house on the most highly ranked alternatives

We kept the City Council involved by providing regular briefings and holding joint study sessions with the Committee and the Council



**The Department's \$2 million
investment in the WSAC
produced the following:**

Consensus on a Water Supply Augmentation Strategy



Unanimous City Council Approval of the Water Supply Augmentation Strategy



Setting the stage for strong community support for Council approval of the following actions:

- Adoption of a 10 year Financial Plan supporting a \$300 million capital plan to support major reinvestments in aging infrastructure and new water supply reliability projects;
- Adoption of a 5 year program of rate increases with 20% increases in each of the first 2 years followed by 6% annual increases in the final 3 years; and
- A non-controversial public review, comment and Council adoption of the 2015 update to the City's Urban Water Management Plan.

Take Home Lessons from a 2 year journey...

- Openness and transparency are pre-requisites for success, but they don't guarantee success;
- Maintaining the conditions of organizational success is an ongoing effort that requires executive level attention;
- The investment you make in community engagement will be worth it because trust and credibility are necessary for any kind of success in today's utility management world;
- And finally, you always have to maintain a good sense of perspective and a great sense of humor!

My 1st (of 7!) DeCinzo Cartoon – June 2014

