

# AGENDA

## Denver Board of Water Commissioners

Video Conference: <http://zoom.us/join>, Meeting ID: 921 3444 7191 - Passcode: 925715 or

Dial in (669) 900-6833 - Meeting ID: 921 3444 7191 - Passcode: 925715

**Wednesday, December 16, 2020 9:00 a.m.**

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### I. INTRODUCTORY BUSINESS

#### A. Call to Order and Determination of Quorum

#### B. Public Comment and Communications

At this point in the agenda, the Board may allow members of the public to address the Board on any item of interest within the jurisdiction of the Board, and not on the agenda for action. Speakers wishing to address a specific Action Item will be invited to address the Board when the item is being considered. Three minutes are allowed for each person unless the President determines otherwise.

1. Distributor Communications
2. Citizen Advisory Committee Communications

#### C. Ceremonies, Awards and Introductions

### II. ACTION ITEMS

#### A. Consent Items

Items listed below are considered routine and may be enacted by one motion and vote. If any Board member desires discussion beyond explanatory questions, or corrections to the Minutes, the President may order that item to be considered in a separate motion and vote.

1. Moffat Tunnel Collection System East Portal Outlet Structure Concrete Improvements – Contract 503801
2. Lupton Lakes Inlet Outlet Facility – Contract 504380
3. Intergovernmental Agreement with East Cherry Creek Valley Water and Sanitation District – Agreement No. 504702
4. Twenty-Third Authorization for Additional Funds for Oracle America Inc. – Contract 500013

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## **B. Individual Approval Items**

1. Authorizing Acquisition of Temporary Easements via Eminent Domain for the Clarkson Pump Station Construction Project
2. Lead Program Update Alexis Woodrow 10 minutes
  - a. Fourth Amendment for Mott MacDonald, LLC – Contract 504012
3. Funding Agreement with the High Line Canal Conservancy – Contract 504668
4. Recommended Revisions to Personnel Policies

## **III. POLICY MATTERS**

- |                                     |                |            |
|-------------------------------------|----------------|------------|
| <b>A. NTP Project</b>               | Pete McCormick | 10 minutes |
| <b>B. Gross Reservoir Expansion</b> | Jeff Martin    | 15 minutes |

## **IV. EXECUTIVE UPDATE**

- A. CEO Update**
- B. CFO Update**
  1. Monthly Financial Update
- C. Operations Update**

## V. BRIEFING PAPERS & REPORTS

### A. Briefing Paper

1. Lead Reduction Program's Communications, Outreach & Education Strategy
2. Legislative Strategy
3. Government & Community Relations Strategy
4. Year-to-Date Continuous Improvement Update

### B. Report

## VI. ADJOURNMENT

## VII. TRUSTEE MATTERS

### I. ACTION ITEMS

1. Meeting as Trustee: Minutes from November 18, 2020 Trustee Meeting
2. Meeting as Plan Sponsor: Investment Consulting Services for Denver Water's 401(k) and 457 Retirement Plans Agreement Contract 504538

## VIII. EXECUTIVE SESSION

The Board may adjourn the regular meeting and reconvene in executive session on topics authorized by D.R.M.C Sec. 2-34.

### A. Confidential Report

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: II-A-1

## Moffat Tunnel Collection System East Portal Outlet Structure Concrete Improvements Contract 503801

Action by Consent

Individual Action

### **Purpose and Background:**

The Moffat Tunnel East Portal outlet, including the concrete lined channel, stilling basins and Venturi Flume was constructed in the late 1930s to convey west slope water to Ralston Reservoir via the South Boulder Creek. Due to high altitude weather conditions and groundwater conditions the concrete lining deteriorates at an accelerated rate relative to other concrete structures and requires periodic maintenance. Maintenance is difficult to perform due to the remote location as well as the difficulty of scheduling an outage long enough to fully repair full sections of the canal. The last significant replacement of portions of the canal was performed over 60 years ago. Based on recent inspections by Source of Supply and Engineering, it was determined that the concrete lined canal required replacement and an improved subdrainage system to relieve groundwater pressures. The stilling basins and Venturi Flume sections will be repaired rather than replaced.

### **Budget and Schedule:**

The total amount of this contract is \$1,397,000 and the term of the contract is December 16, 2020 to December 10, 2021. Funds for this contract will come from the 2021 budget for Moffat Tunnel East Portal Stilling Basin Repair business unit, which has sufficient funds to pay the \$1,397,000 estimated to be needed in 2021.

### **Selection of Business Partner:**

Denver Water solicited bids from four general contractors listed on the prequalified contractor list under the Heavy Civil Engineering discipline. This contract was a restricted bid process using invitations to bid on the QuestCDN platform. On November 19, 2020, bids were received from four general contractors. Concrete Express, Inc. (dba CEI) of Colorado was selected based on the lowest cost bid.

### **S/MWBE Information:**

The Minority and Women-Owned Business Enterprise goal established for this construction project is 3% participation. Concrete Express, Inc. has proposed a 3% participation.

### **Recommendation:**

Staff recommends that the Board approve Contract 503801 with Concrete Express, Inc. for Moffat Tunnel Collection System East Portal Outlet Structure Concrete Improvements for the contract period December 16, 2020 through December 10, 2021 for a total contract amount not to exceed \$1,397,000.

### **Approvals:**

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> James S. Lochhead, CEO/Manager              | <input type="checkbox"/> Brian D. Good, Chief Administrative Officer             |
| <input type="checkbox"/> Julie Anderson, Chief of Staff                         | <input type="checkbox"/> Mike King, Chief External Affairs Officer               |
| <input type="checkbox"/> Jessica R. Brody, General Counsel                      | <input checked="" type="checkbox"/> Robert J. Mahoney, Chief Engineering Officer |
| <input checked="" type="checkbox"/> Angela C. Bricmont, Chief Financial Officer | <input type="checkbox"/> Thomas J. Roode, Chief Operations Officer               |

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# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: II-A-2

## Lupton Lakes Inlet Outlet Facility Contract 504380

Action by Consent

Individual Action

### **Purpose and Background:**

The Lupton Lakes Complex (Complex) is an off-channel, raw water storage facility that will occupy two reclaimed aggregate mines east of the South Platte River in Fort Lupton, Colorado. The Complex will consist of two reservoirs currently referred to as the North Cell and the South Cell. Aggregate mining and reservoir lining are complete in the North Cell and mining is in progress in the South Cell. When complete, the Complex is expected to store about 10,000 acre-feet of water as part of the larger strategic goal to develop 30,000 acre-feet of storage in the downstream reservoirs. The Complex will help maximize water rights exchanges by conveying water between the Complex and the South Platte River. The inlet-outlet facilities are a critical component to operate the Complex as required.

This project will construct a river inlet-outlet structure at the South Platte River, 54-inch diameter pipeline along Weld County Road 8, and tunnel under Highway 85. Design and construction of the project has been accelerated due to competing development activity between the Complex and the South Platte River, which increased the risk of stranding the Complex from the river.

### **Budget and Schedule:**

The total amount of this contract is \$6,959,889 and the term of the contract is December 16, 2020 to December 31, 2021. Funds for this contract will come from the 2021 budget for Lupton Lakes Inlet Outlet Facility business unit, which has sufficient funds to pay the \$6,959,889 estimated to be needed in 2021.

### **Selection of Business Partner:**

Denver Water solicited proposals from six general contractors listed on the prequalified contractor list under the Heavy Civil Engineering and Pipelines disciplines. This contract was a quality-based selection and a restricted proposal process using instructions to proposers on the QuestCDN platform. On November 12, 2020, proposals were received from three general contractors. Proposals were graded on cost, project team qualification, project execution plan and schedule, and MWBE participation. Scoring was completed by a team of subject matter experts from Denver Water Engineering and the design engineer (AECOM). Moltz Construction, Inc. of Colorado achieved the highest score, with an associated price of \$6,959,889.

### **S/MWBE Information:**

The Minority and Women-Owned Business Enterprise goal established for this construction project is 5% participation. Moltz Construction, Inc. has proposed 5.23%.

### **Recommendation:**

Staff recommends that the Board approve Contract 504380 with Moltz Construction, Inc. for the Lupton Lakes Inlet Outlet Facility project for the contract period December 16, 2020 through December 31, 2021 for a total contract amount not to exceed \$6,959,889.

### **Approvals:**

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> James S. Lochhead, CEO/Manager              | <input type="checkbox"/> Brian D. Good, Chief Administrative Officer             |
| <input type="checkbox"/> Julie Anderson, Chief of Staff                         | <input type="checkbox"/> Mike King, Chief External Affairs Officer               |
| <input type="checkbox"/> Jessica R. Brody, General Counsel                      | <input checked="" type="checkbox"/> Robert J. Mahoney, Chief Engineering Officer |
| <input checked="" type="checkbox"/> Angela C. Bricmont, Chief Financial Officer | <input type="checkbox"/> Thomas J. Roode, Chief Operations Officer               |

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# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: II-A-3

## Intergovernmental Agreement with East Cherry Creek Valley Water and Sanitation District Agreement No. 504702

Action by Consent

Individual Action

### **Purpose and Background:**

Under this temporary agreement Denver Water will lease East Cherry Creek Valley (ECCV) up to 600 acre-feet of non-potable raw water on an as available basis as an augmentation source to create recharge accretion credits in Adams County. The recharge accretion credits will be used for the purpose of augmenting municipal well depletions in Beebe Draw in Adams County under ECCV's decrees entered in Case Nos. 02CW403, 02CW404/03CW442 and 10CW306 WD1. This lease will allow Denver Water to take advantage of unused effluent available this winter due to cycling of the Recycle Plant, full downstream reservoirs, and limited opportunities to exchange the water upstream. This lease will not reduce water diversions by Denver Water and the charge for the water will be at the current non-potable raw water rate for outside Denver Water's Service Area. Because the leased water will be used outside Denver Water's Service Area, this agreement requires a West Slope Charge Agreement which will be executed as part of this agreement. The term of this agreement will be from the date signed through April 30, 2021.

### **Budget and Schedule:**

The total amount of this Intergovernmental Agreement is up to \$235,000, which will be a receivable for Denver Water.

### **Recommendation:**

Staff recommends that the Board approve Agreement 504702 with East Cherry Creek Valley Water and Sanitation District for up to 600 ac-ft of non-potable water.

### **Approvals:**

- James S. Lochhead, CEO/Manager
- Julie Anderson, Chief of Staff
- Jessica R. Brody, General Counsel
- Angela C. Bricmont, Chief Financial Officer

- Brian D. Good, Chief Administrative Officer
- Mike King, Chief External Affairs Officer
- Robert J. Mahoney, Chief Engineering Officer
- Thomas J. Roode, Chief Operations Officer

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# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: II-A-4

## Twenty-Third Authorization for Additional Funds for Oracle America Inc. Contract 500013

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Action by Consent

Individual Action

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### **Purpose and Background:**

This Twenty-third Authorization for additional funds for JD Edwards Enterprise One would extend the current contract by two years and add funds for product support and the renewal of existing software licenses.

The JD Edwards Enterprise One application is the principal software used to manage and process financial data for Denver Water. Current uses include:

- Accounts Payable
- Accounts Receivable
- General Ledger
- Fixed Assets
- Contracts
- Procurement
- Budgets
- Warehouse Inventory

In August of 2020, JD Edwards Enterprise One was upgraded to the latest release version.

Due to budget constraints caused by the pandemic, the plan to investigate a replacement for JD Edwards Enterprise One in Phase II of the Enterprise Resource Planning redevelopment project in 2021 was postponed. The result of this change is that JD Edwards Enterprise One will likely continue to be the financial software used by Denver Water for at least the next two years. Negotiations with Oracle for a two-year commitment have resulted in a cost savings of \$8,019 to be realized in 2022

### **Budget and Schedule:**

This twenty-third authorization would extend the current contract with Oracle for the JDE financial system software two years, for an additional \$400,946.79 and a total contract amount of \$4,880,649. The approved 2021 budget contains sufficient funds for half of this amount and the remainder will be budgeted in 2022.

### **S/MWBE Information:**

Small/Minority and Women-owned Business Enterprise goals are not applicable for this item.

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**Recommendation:**

Staff recommends that the Board approve the Twenty-Third Authorization to Contract 500013 with Oracle America Inc. for annual licensing and support, for an addition of \$400,976.79. The total amended contract amount not to exceed \$4,880,649 and extend of the contract period through December 31, 2022.

**Approvals:**

- James S. Lochhead, CEO/Manager
- Julie Anderson, Chief of Staff
- Jessica R. Brody, General Counsel
- Angela C. Bricmont, Chief Financial Officer

- Brian D. Good, Chief Administrative Officer
- Mike King, Chief External Affairs Officer
- Robert J. Mahoney, Chief Engineering Officer
- Thomas J. Roode, Chief Operations Officer



# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: II-B-1

## Resolution Authorizing Acquisition of Temporary Easements via Eminent Domain for the Clarkson Pump Station Construction Project

Action by Consent

Individual Action

### **Purpose and Background:**

Denver Water owns and operates the Clarkson Pump Station located at approximately South Clarkson Street and East Sunset Ridge Road in the City of Greenwood Village. The pump station consists of a 12-foot by 83-foot underground vault within the dedicated right-of-way of Clarkson Street. In 2021, a construction project is planned to replace the pumps, piping, and electrical equipment within the pump station. The construction will be accomplished by removing part of the vault roof and removing the suction and discharge pipelines approximately 12 feet below the surface of South Clarkson Street.

Due to the pump station's constrained site conditions, two temporary construction easements are required on adjacent private property to allow recommended construction practices for trenching excavation and to minimize construction safety risks.

Staff is requesting authority to begin the process of acquiring the necessary temporary construction easements.

### **Budget and Schedule:**

The Clarkson Pump Station business unit includes sufficient funds for the expected cost of these acquisitions.

### **S/MWBE Information:**

Minority and Women-Owned Business Enterprise goals are not applicable for this item.

### **Recommendation:**

Staff recommends that the Board adopt and approve the Resolution for the Acquisition of Temporary Construction Easements via Eminent Domain (if necessary) for the Clarkson Pump Station Construction Project.

### **Approvals:**

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> James S. Lochhead, CEO/Manager    | <input type="checkbox"/> Brian D. Good, Chief Administrative Officer             |
| <input type="checkbox"/> Julie Anderson, Chief of Staff               | <input type="checkbox"/> Mike King, Chief External Affairs Officer               |
| <input checked="" type="checkbox"/> Jessica R. Brody, General Counsel | <input checked="" type="checkbox"/> Robert J. Mahoney, Chief Engineering Officer |
| <input type="checkbox"/> Angela C. Bricmont, Chief Financial Officer  | <input type="checkbox"/> Thomas J. Roode, Chief Operations Officer               |

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**TITLE: ACQUISITION OF TEMPORARY CONSTRUCTION EASEMENTS VIA EMINENT DOMAIN FOR THE CLARKSON PUMP STATION CONSTRUCTION PROJECT**

ADOPTED AND APPROVED ON DECEMBER 16, 2020 BY THE CITY AND COUNTY OF DENVER ACTING BY AND THROUGH ITS BOARD OF WATER COMMISSIONERS

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Gary M. Reiff, Board President

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James S. Lochhead, CEO/Manager

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WHEREAS, the City and County of Denver, acting by and through its Board of Water Commissioners (“Board”), a home rule municipal corporation of the State of Colorado, owns, operates and maintains the municipal water works system and plant of the City and County of Denver; and

WHEREAS, the Board operates facilities in several areas throughout Colorado, including providing potable water through the Clarkson Pump Station located in Greenwood Village; and

WHEREAS, the Board requires the temporary construction easements (“Property Interests”) as described in the attached Exhibit A’s for the public purpose of replacing pumps, piping, and electrical equipment for the Clarkson Pump Station Construction Project (“Project”); and

NOW, THEREFORE, BE IT RESOLVED:

- A. The Project is for a public purpose and use;
- B. The Board requires the above described Property Interests and such Property Interests are necessary for the Project;
- C. The Attorneys of the Board’s Office of General Counsel and staff of the distribution and property management section of the Board’s Engineering division (“Staff”) are authorized to pursue negotiations with the owners of the Property Interests;
- D. The Staff is authorized to amend legal descriptions or the extent of the Property Interests to be taken without further action of the Board.

Adopted by the Board on December 16, 2020

## EXHIBIT "A" Legal Description

An easement over and across the westerly 20 feet of a parcel of land as described under Reception Number B1071183 of the Arapahoe County Records, located in the Southwest Quarter of the Northwest Quarter of Section 14, Township 5 South, Range 68 West of the 6<sup>th</sup> Principal Meridian, County of Arapahoe, State of Colorado, being more particularly described as follows:

### **BASIS OF BEARINGS:**

The West line of the Northwest Quarter of Section 14, Township 5 South, Range 68 West of the 6<sup>th</sup> Principal Meridian, bears N 00°09'18" E, a distance of 2636.75 feet, monumented at the West Quarter Corner of Section 14 by a 3" Aluminum Cap on a Rebar in a Range Box stamped "LAND CORNER PLS 7735 T5S R68W 1/4 S15-S14 1998", and monumented at the Northwest Corner of Section 14 by a 3.5" Aluminum Cap on a Rebar in a Range Box stamped "LAND CORNER CHICHESTER PLS 7735";

Commencing at said West Quarter of Section 14;

Thence N 00°09'18" E, along said West line of the Northwest Quarter of Section 14, a distance of 659.20 feet to a point described as the Northwest Corner of the Southwest Quarter of the Southwest Quarter of the Northwest Quarter of Section 14 as described in Book 107 Page 1183 of the Arapahoe County Records;

Thence S 89°50'42" E, a distance of 30.00 feet to a point on the Southerly Right-of-Way of Sunset Ridge Road as described in Book 737 Page 87 of the Arapahoe County Records, also being a point on the Easterly Right-of-Way of South Clarkson Street as described in Book 22 Page 53 of the Arapahoe County Records, also being a point defined as the Northwest corner of the parcel of land as described under Reception Number B1071183 of the Arapahoe County Records and the Point of Beginning;

Thence S 89°50'42" E, along said Southerly Right-of-Way of Sunset Ridge Road, a distance of 20.00 feet;

Thence S 00°09'18" W, along a line 20.00 feet Easterly and Parallel with said Easterly Right-of- Way of South Clarkson Street, a distance of 66.00 feet to a point on the Southerly boundary of said parcel of land as described under Reception Number B1071183 of the Arapahoe County Records;

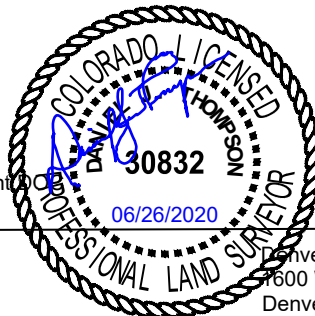
Thence N 89°50'42" W, along said Southerly boundary of said parcel of land as described under Reception Number B1071183 of the Arapahoe County Records, a distance of 20.00 feet to a point on said Easterly Right-of-Way of South Clarkson Street as described in Book 22 of Page 53 of the Arapahoe County Records;

Thence N 00°09'18" E, along said Easterly Right-of-Way of South Clarkson Street, a distance of 66.00 feet to the Point of Beginning;

Containing an area of 1,320 square feet or 0.03 acres, more or less.

Project Wise\20620\Property Management\Final\20620-1\_PMGT Legal Document

Daniel J. Thompson, PLS  
Newly Created Legal Description  
(§ 38-35-106.5,C.R.S.)



Denver Water  
1600 West 12th Avenue  
Denver, Colorado 80204

NW 1/4 SECTION 14, TOWNSHIP 5 SOUTH, RANGE 68 WEST 6th PM  
 ----- ARAPAHOE COUNTY -----

E BELLEVIEW AVE

E BELLEVIEW AVE

60' S SHERMAN ST

S89°50'42"E  
20.00'

E SUNSET RIDGE 30'



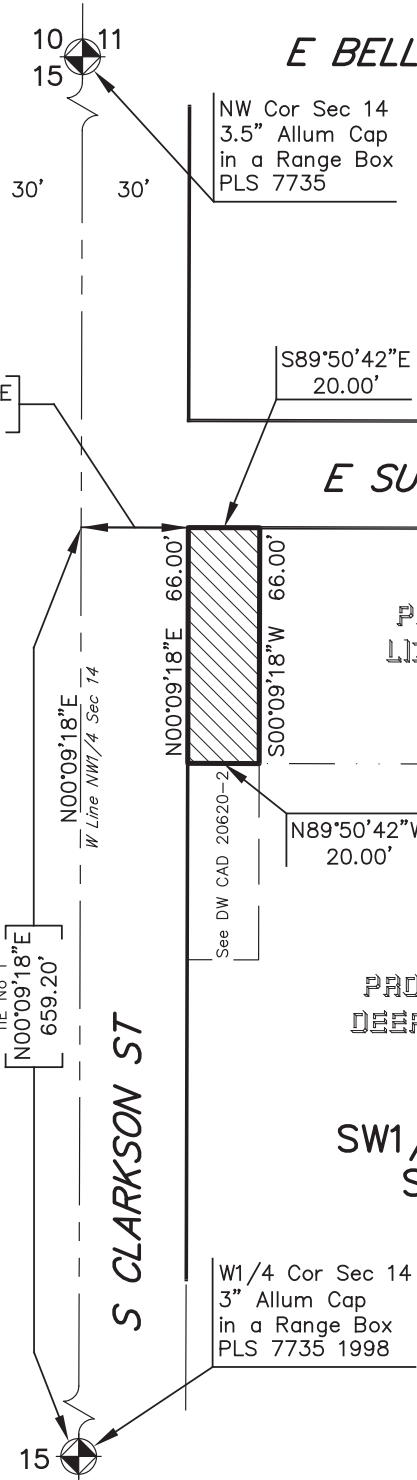
SE1/4 NE1/4  
SEC 15

PROPERTY OF  
LIZBETH SMITH

PROPERTY OF  
DEEPIKE ALURU

SW1/4 NW1/4  
SEC 14

BASIS OF BEARING:  
Bearings are based on the west line of  
the northwest quarter of Section 14 being  
N00°09'18"E using NAD 83 State Plane  
Coordinates.



Parcel Map Not P.L.S. Stamped or Certified

PARCEL CONTAINS 0.030 ACRE± (1,320 SQ FT)

<p><b>LEGEND</b></p> <p> EASEMENT ACQUIRED</p>	<p>DOCUMENT DATED: SEC'Y FILE DOC.</p> <p>RIMS ITEM NO. CARD NO.</p>	<p><b>CONDUIT NO 84</b> (CLARKSON PS)</p> <p>TEMP CONST EASEMENT ACQUIRED FROM LIZBETH SMITH</p>	<p><b>DENVER WATER</b></p> <p>1600 West 12th Ave Denver, Colorado 80204-3412 T: 303.628.6000 F: 303.628.6851 denverwater.org</p>	
	<p>DRN. <input type="checkbox"/> PM. <input checked="" type="checkbox"/> LAB <input type="checkbox"/> S. <input type="checkbox"/> BPD</p> <p>APPD. <i>DL</i></p> <p>SHEET 1 OF 1 SHEET</p>			<p>SCALE: 1" = 50'</p>
	<p>DATE: JUNE 24, 2020</p>			<p>CAD 20620-1_PMG1</p>

## EXHIBIT "A" Legal Description

An easement over and across the northerly 55 feet of the westerly 20 feet of a parcel of land as described under Reception Number D2127642 of the Arapahoe County Records, located in the Southwest Quarter of the Northwest Quarter of Section 14, Township 5 South, Range 68 West of the 6<sup>th</sup> Principal Meridian, County of Arapahoe, State of Colorado, being more particularly described as follows:

### BASIS OF BEARINGS:

The West line of the Northwest Quarter of Section 14, Township 5 South, Range 68 West of the 6<sup>th</sup> Principal Meridian, bears N 00°09'18" E, a distance of 2636.75 feet, monumented at the West Quarter Corner of Section 14 by a 3" Aluminum Cap on a Rebar in a Range Box stamped "LAND CORNER PLS 7735 T5S R68W 1/4 S15-S14 1998", and monumented at the Northwest Corner of Section 14 by a 3.5" Aluminum Cap on a Rebar in a Range Box stamped "LAND CORNER CHICHESTER PLS 7735";

Commencing at said West Quarter of Section 14;

Thence N 00°09'18" E, along said Westerly line of the Northwest Quarter of Section 14, a distance of 538.22 feet to a point on the West line of the Southwest Quarter of the Southwest Quarter of the Northwest Quarter of Section 14 as described in Book 901 Page 7293 of the Arapahoe County Records;

Thence S 89°50'42" E, a distance of 30.00 feet to a point on the Easterly Right-of-Way of South Clarkson Street as described in Book 22 Page 53 of the Arapahoe County Records and the Point of Beginning;

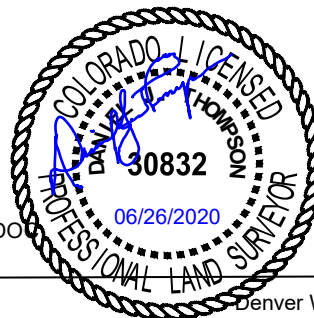
Thence S 89°50'42" E, a distance of 20.00 feet;

Thence N 00°09'18" E, along a line 20.00 feet Easterly and Parallel with said Easterly Right-of- Way of South Clarkson Street, a distance of 55.00 feet to a point on the Northerly boundary of said parcel of land as described under Reception Number D2127642 of the Arapahoe County Records;

Thence N 89°50'42" W, along said Northerly boundary of said parcel of land as described under Reception Number D2127642 of the Arapahoe County Records, a distance of 20.00 feet to a point on said Easterly Right-of-Way of South Clarkson Street as described in Book 22 of Page 53 of the Arapahoe County Records;

Thence S 00°09'18" W, along said Easterly Right-of-Way of South Clarkson Street, a distance of 55.00 feet to the Point of Beginning;

Containing an area of 1,100 square feet or 0.025 acres, more or less.



Project Wise\20620\Property Management\Final\20620-2\_PMGT Legal Document.DOC

Daniel J. Thompson, PLS  
Newly Created Legal Description  
(§ 38-35-106.5, C.R.S.)

Denver Water  
1600 West 12th Avenue  
Denver, Colorado 80204

NW 1/4 SECTION 14, TOWNSHIP 5 SOUTH, RANGE 68 WEST 6th PM  
 ----- ARAPAHOE COUNTY -----

E BELLEVIEW AVE

E BELLEVIEW AVE



NW Cor Sec 14  
 3.5" Allum Cap  
 in a Range Box  
 PLS 7735

30' 30'

60' S SHERMAN ST

E SUNSET RIDGE 30'



SE1/4 NE1/4  
 SEC 15

BASIS OF BEARING:  
 Bearings are based on the west line of  
 the northwest quarter of Section 14 being  
 N00°09'18"E using NAD 83 State Plane  
 Coordinates.



N00°09'18"E  
 W Line NW1/4 Sec 14

TIE No 2  
 S89°50'42"E  
 30.00'

See DW CAD 20620-1

PROPERTY OF  
 LIZBETH SMITH

N89°50'42"W  
 20.00'

PROPERTY OF  
 DEEPIKA ALURU

S89°50'42"E  
 20.00'

SW1/4 NW1/4  
 SEC 14

TIE No. 1  
 N00°09'18"E  
 538.22'

S CLARKSON ST

W1/4 Cor Sec 14  
 3" Allum Cap  
 in a Range Box  
 PLS 7735 1998



Parcel Map Not P.L.S. Stamped or Certified

PARCEL CONTAINS 0.025 ACRE± (1,100 SQ FT)

LEGEND	
	EASEMENT ACQUIRED

DOCUMENT DATED: SEC'Y FILE DOC.		
RIMS ITEM NO.		
CARD NO.		
DRN.	PM. LAB	S. BPD
APPD.		
SHEET 1 OF 1 SHEET		

<b>CONDUIT NO 84</b> (CLARKSON PS)
TEMP CONST EASEMENT ACQUIRED FROM DEEPIKA ALURU
DATE: JUNE 24, 2020

	<b>DENVER WATER</b>
1600 West 12th Ave Denver, Colorado 80204-3412 T: 303.628.6000 F: 303.628.6851 denverwater.org	
SCALE: 1" = 50'	
CAD 20620-2_PMG	

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: II-B-2-a

## Fourth Amendment for Mott MacDonald, LLC Contract 504012

Action by Consent

Individual Action

### **Purpose and Background:**

On May 15, 2019, Denver Water entered into contract 504012 with Mott MacDonald, LLC (Mott) for program management services in support of Denver Water's effort to secure a variance from the Safe Drinking Water Act's corrosion control treatment requirements under the Lead and Copper Rule. Under the original scope of work attached to the contract, Mott's scope was limited to Phase I, which provided general program management support and the development of a: lead reduction program, a filter pilot study, a lead service line (LSL) inventory, a lead service line replacement program, a program management plan, and a communications, outreach and education plan

With the U.S. Environmental Protection Agency's (EPA) approval of the variance request on December 16, 2019, Denver Water implemented the Lead Reduction Program. Under the third amendment to the contract, the scope of work was modified to add "Phase II" which consists of implementation of the Lead Reduction Program. The fourth amendment to the contract continues program management support. During the 2021 Phase II work, Mott will:

- Perform ongoing program management, program controls and reporting for Phase II.
- Provide program management services for accelerated LSL replacement, including review of invoices, budget tracking, schedule and workflow management, construction management, permit management, and tracking of metrics.
- Provide program management for Denver Water's filter distribution program, including tracking of filters, review of invoices, budget tracking, schedule management, and tracking of metrics.
- Provide regulatory and water quality management support, including the tracking and reporting of program metrics, running of exposure model for variance compliance determination, management of water quality sampling requirements, management of compliance with flushing requirements, and testing of filters.
- Track LSL inventory, further refine inventory using predictive model developed under Phase I and assist with prioritization of LSL replacements.
- Enhance Denver Water's communication, outreach, and engagement efforts.
- Other support services as described in the fourth amendment statement of work.

In addition, under the fourth amendment, the contract term will be extended through December 31, 2021, and the contract terms will be modified based upon the nature of the additional work being performed under Phase II.

### **Budget and Schedule:**

The total amount of services under this contract in 2021 is \$11,175,329 and the term of the contract is recommended to be extended through December 31, 2021. Funds for this contract in the amount of \$11,175,329 have been included in the 2021 budget. Staff estimates that \$2,500,000 of the current contract value will remain available at the end of 2020. Thus, this fourth amendment adds \$8,675,329 to cover work through 2021. Program management for 2021 is 26% lower than 2020 as the team is through the initial startup of the program and continually looking for ways to reduce the cost of the program.

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**Selection of Business Partner:**

A Request for Proposal describing the work to be completed in Phase I was issued on April 1, 2019 to eight firms and posted on denverwater.org. Proposals were received from five firms on April 15, 2019. Based upon an objective review of proposals, the selection team interviewed four firms. Mott was selected as the program manager for Phase I and Phase II of the LRPP and has subcontracted with AECOM Technical Services, Inc., GBSM (public relations), Corona Environmental Consulting, and additional sub-contractors necessary to manage the program. Both Mott and AECOM Technical Services, Inc. have experience with lead response efforts conducted or currently being conducted in several major U.S. cities.

Since the program is only in the second year of the three-year variance demonstration period and due to the challenges faced with COVID-19, a new competitive selection process was not undertaken for these services. Staff will be evaluating different approaches to the program management services in 2021, which may include a competitive selection for the 2022 services.

**S/MWBE Information:**

Due to the specialized nature of the work requiring experience with lead programs in other large cities around the U.S. and the expedited schedule, significant opportunities for MWBE participation were not present and participation was not achieved with this contract.

**Recommendation:**

Staff recommends that the Board approve the fourth amendment to Contract 504012 with Mott MacDonald, LLC for the Lead Reduction Program Plan and for an addition of \$8,675,329 for a total amended contract amount not to exceed \$26,316,982 and extend the term of the contract through December 31, 2021.

**Approvals:**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> James S. Lochhead, CEO/Manager              | <input type="checkbox"/> Brian D. Good, Chief Administrative Officer          |
| <input type="checkbox"/> Julie Anderson, Chief of Staff                         | <input type="checkbox"/> Mike King, Chief External Affairs Officer            |
| <input type="checkbox"/> Jessica R. Brody, General Counsel                      | <input type="checkbox"/> Robert J. Mahoney, Chief Engineering Officer         |
| <input checked="" type="checkbox"/> Angela C. Bricmont, Chief Financial Officer | <input checked="" type="checkbox"/> Thomas J. Roode, Chief Operations Officer |



# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: II-B-3

## Funding Agreement with the High Line Canal Conservancy Contract 504668

Action by Consent

Individual Action

### **Purpose and Background:**

Since 2015, the Board has been working with the non-profit organization, the High Line Canal Conservancy (Conservancy), to transition the High Line Canal from its original use as an irrigation ditch to an enhanced recreation and stormwater community asset. The Conservancy's efforts to date have produced a Framework Plan, endorsed by the Board in 2019, that lays the groundwork for perpetual vegetation and trail maintenance standards, recreation and safety enhancements and guidelines for stormwater uses in the canal channel. The Conservancy is embarking on a foundational fundraising campaign to establish a Stewardship Fund and a Capital Fund to assist Denver Water and the entities with stormwater or recreation agreements with the long-term maintenance responsibilities and potential enhancements projects identified in the Framework Plan. Denver Water and the Conservancy desire to memorialize Denver Water's long-term funding and in-kind commitments associated with the Stewardship Fund.

Contract 504668 establishes requirements for the Conservancy to raise \$10,000,000 in private funding for the Stewardship Fund and \$10,000,000 for the Capital Fund. If the Conservancy is successful, Denver Water will match funding to the Stewardship Fund of \$5,000,000 and convey interest in two properties, which are adjacent to the canal. These properties will be used by the Conservancy to enhance the canal experience as proposed in the Framework Plan. Once the Stewardship Fund is established, it will be managed by the Conservancy to provide a sustainable source of funding for the maintenance of the canal and allow Denver Water's maintenance expense to be reduced to \$100,000 per year, with the purpose of those funds being to preserve use of the canal for waterworks purposes. If the Conservancy's fundraising efforts are successful, the Stewardship Fund will provide a higher level of maintenance to the canal at a lower overall long-term cost to Denver Water.

### **Budget and Schedule:**

The total amount of this contract is \$5,000,000 and the term of the contract is December 16, 2020, through January 31, 2026. \$1,000,000 will be budgeted in the 2022 budget for the High Line Canal business unit. The remaining \$4,000,000 will be budgeted in \$1,000,000 increments in years 2023-2026. Actual contribution of this spending is contingent on the success of the Conservancy's fundraising efforts.

### **Recommendation:**

Staff recommends that the Board approve the Funding Agreement 504668 with the High Line Canal Conservancy for the contract period December 16, 2020 through January 31, 2026 for a total contract amount not to exceed \$5,000,000.

### **Approvals:**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> James S. Lochhead, CEO/Manager              | <input type="checkbox"/> Brian D. Good, Chief Administrative Officer          |
| <input type="checkbox"/> Julie Anderson, Chief of Staff                         | <input type="checkbox"/> Mike King, Chief External Affairs Officer            |
| <input type="checkbox"/> Jessica R. Brody, General Counsel                      | <input type="checkbox"/> Robert J. Mahoney, Chief Engineering Officer         |
| <input checked="" type="checkbox"/> Angela C. Bricmont, Chief Financial Officer | <input checked="" type="checkbox"/> Thomas J. Roode, Chief Operations Officer |

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# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: II-B-4

## Recommended Revisions to Personnel Policies

Action by Consent

Individual Action

### **Purpose and Background:**

A complete review of Denver Water's Personnel Policies was conducted during 2020 to ensure they comport with current law, align with best practice, and effectively support the business needs of Denver Water.

Historically, isolated recommendations for revision have been presented throughout the year, as specific issues arose. Going forward, we will review the body of policies annually, and a comprehensive list of any recommended revisions will be presented to the Board each year in December. Isolated recommendations will only be brought to the Board if immediate action is required during the year.

Recommended policy changes are presented in the attached document with an explanation for each change. The most significant changes include:

Policy 3-6 - Fitness For Duty. The proposed changes eliminate the Fitness for Duty policy regarding an involuntary "change in job status." These provisions apply to an employee who Denver Water believes is physically or mentally unfit for duty, but who declines to seek accommodation. While these situations occur very infrequently, the proposed change adds a cause for corrective action to trigger the appropriate process for handling the situation.

Policy 6-3-(7) – Post Accident Testing. To comport with Department of Transportation regulations that provide specific parameters for post-accident drug testing, staff is recommending replacement of current policy.

### **Budget and Schedule:**

The revisions included with this Board Item have no budget impact.

### **Recommendation:**

Staff recommends the Board adopt the attached revisions to the Personnel Policies, effective January 1, 2021.

### **Approvals:**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> James S. Lochhead, CEO/Manager    | <input type="checkbox"/> Brian D. Good, Chief Administrative Officer  |
| <input checked="" type="checkbox"/> Julie Anderson, Chief of Staff    | <input type="checkbox"/> Mike King, Chief External Affairs Officer    |
| <input checked="" type="checkbox"/> Jessica R. Brody, General Counsel | <input type="checkbox"/> Robert J. Mahoney, Chief Engineering Officer |
| <input type="checkbox"/> Angela C. Bricmont, Chief Financial Officer  | <input type="checkbox"/> Thomas J. Roode, Chief Operations Officer    |

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# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: V-A-1

## Briefing Paper for Lead Reduction Program's Communications, Outreach & Education Strategy

---

### Strategic Plan Alignment

Public Affairs' work on the Lead Reduction Program (LRP) directly supports the Strategic Plan by proactively raising awareness about the LRP and the public health benefits provided to the community while building a foundation of support through positive relationships with neighbors, customers and communities.

Lenses:  Customer Centric  Industry Leader  Long-Term View

### Summary

The Communications, Outreach and Education (COE) strategies for the LRP serve as the foundation for the entire program. In 2020, the major focus areas for the COE strategy of the LRP included:

- The design of a cohesive look and feel for the program to last throughout the life of the program.
- Providing direct support for all LRP elements for all COE needs.
- Launching the public-facing program components including the website, direct communications with customers, media, and social media.
- Collaboration with Denver Water distributors for communication needs and support around the filter program, water quality tests and awareness within suburban areas.
- Launching a community outreach and engagement program for work and priority outreach neighborhoods primarily within the City and County of Denver.
- Adapting to navigate the ever-changing needs due to the onset and ongoing COVID-19 pandemic.

### Background

Denver Water's Strategic Plan calls for an organization with satisfied and supportive customers and strategically effective relationships – a trusted reputation. This is especially true for the LRP – one of the organization's key priorities. While Operations & Maintenance manages this program and groups throughout the organization contribute to it, Public Affairs leads all the communications, outreach and educational efforts related to the program.

This was the first year of the Lead Reduction Program, with the primary focus to construct the program and build awareness of and engagement with the program. The COVID-19 pandemic did not impede the COE goals for 2020, though it required flexible adaptation throughout the year.

### Budget

N/A (included in Lead Reduction Program budget).

### Approach

Public Affairs played a pivotal support role for all the LRP elements – water quality, filter program, lead service line inventory and the accelerated service line replacement program – as well as implementing COE strategies for the overall

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## DENVER BOARD OF WATER COMMISSIONERS

program. The Public Affairs team met all the goals for 2020 and has received positive feedback from the communities we serve about Denver Water's COE approach to the program. When the COVID-19 pandemic began, the team enhanced communications efforts to clarify that the program is separate from the ongoing pandemic. Additionally, the team shifted the traditional outreach and engagement approach from in-person to online, virtual engagement. 2020 Highlights for COE efforts on the LRP for this inaugural year include:

- Successfully launching the program, including an increase in Spanish-language communications development and strategy including the creation of all baseline program materials, videos, instructions, notifications and water pitcher filter/replacement cartridge packaging.
- Using the LRP model with risk analysis scoring to identify priority outreach neighborhoods to engage with the hardest to reach communities.
- With the assistance of our ad agency Pure Brand, developing a cohesive look and feel for all program communications that included icons and infographics to help simplify this complex program for impacted customers.
- Developing and implementing a pH adjustment awareness campaign to ease concerns from potentially impacted stakeholders and provide transparency for all customers through expert meetings, social and traditional media stories, print publications and more.
- Developing LRP webpages on denverwater.org to answer important questions, including an interactive inventory map for customers to know if they are impacted and enrolled the program.
- Providing ongoing support for program elements, including providing Customer Care representatives up-to-date talking points for working with customers; resolving escalated customer inquiries; improving consent form return rates; providing ongoing training for ALSLR field staff and supporting other field-related issues.
- Successfully collaborating with distributors to update lead service line inventories, as well as to create co-branded materials and information for their customers.
- Creating and organizing customer mailing schedules to ensure all customers enrolled in the program received the appropriate notifications and instructions for key milestones.
- Partnering with local and national media outlets on nearly 100 stories about the program, including over a dozen in Spanish-language media channels.
- Developing a multi-pronged approach to communicating about the program through all of Denver Water's communication channels including, 230 social media posts (50 in Spanish), 16 TAP stories (six in Spanish), seven WaterNews editions, 11 videos (four in Spanish) and eight illustrations.
- Promoting the program internally through two Pipeline stories, 10 Inflow/Conduit stories, as well as a Lead Reduction Program page on Inflow as a resource for employees to receive the most up-to-date information and messaging on the program.
- Completing two paid advertising campaigns (in collaboration with Pure Brand) that included targeted billboards and digital ads to promote filter use in priority neighborhoods. The paid media campaigns ran twice through the year, producing more than 7 million impressions and performing above industry benchmarks.

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## DENVER BOARD OF WATER COMMISSIONERS

- Working with the state office of the Women, Infant Children (WIC) Program to develop and implement a training for all WIC educators (within the Denver Water service area) about sources of lead exposure including drinking water and the Denver Water Lead Reduction Program.
- Providing data and ongoing support to the state WIC Program as they work with infant formula manufacturers to increase market supply of ready-to-feed infant formula across the Denver Metro area. The state WIC office determined they wanted pre-made liquid formula readily available in addition to powdered formula for any WIC family concerned with possible lead exposure from any source.
- Developing and implementing an outreach program to identify and provide water pitcher filters for customers in homes built between 1983 and 1987 with children 2 years old and under in the home.
- Completing a series of 13 virtual community meetings with over 8,500 participants and reaching more than 200,000 people about the program. Implementing and maintaining a monthly subscriber email with over 72,000 subscribers interested in the LRP.
- Contacting over 250 community organizations in and around the City and County of Denver to share information about the program.
- Conducting numerous presentations about the LRP to industry leaders at state and national levels.
- Successfully launching the LRP Ambassador Program with two community partners, CREA Results and iNOW, to work within multiple cultural communities in our service area.
- Creating a partnership with Healthy Babies Bright Futures for a \$25,000 grant specific to the early childhood care provider community, particularly working with the Denver Early Childhood Council on multiple outreach strategies aimed at reaching children and families. Staff will support implementing the outreach components through the grant period, which runs to April 2022.

### Owner(s)

Matt Bond, Youth Education Program Manager  
Kathie Dudas, Integrated Marketing Manager  
Travis Thompson, Communications Manager  
Meg Trubee, Government & Community Relations Manager

### Attachments

Illustrative communication, outreach, and educational campaign efforts

Respectfully submitted,

Stacy Chesney, Director of Public Affairs

Mike King, Chief of External Affairs



# Lead Reduction Program COE Strategy Update

December 2020

 DENVER WATER

A horizontal blue banner with a background of water droplets and splashes. The text is centered in white.

# Denver Water Public Affairs Community Outreach and Education Efforts

A horizontal white banner is positioned across the top of the page. The background of the entire page is a vibrant green color, overlaid with a pattern of numerous water droplets of varying sizes, some of which are larger and more prominent than others. The droplets are scattered across the green field, creating a fresh and natural aesthetic. The text 'Direct Customer Communications' is centered within the white banner in a clean, white, sans-serif font.

# Direct Customer Communications

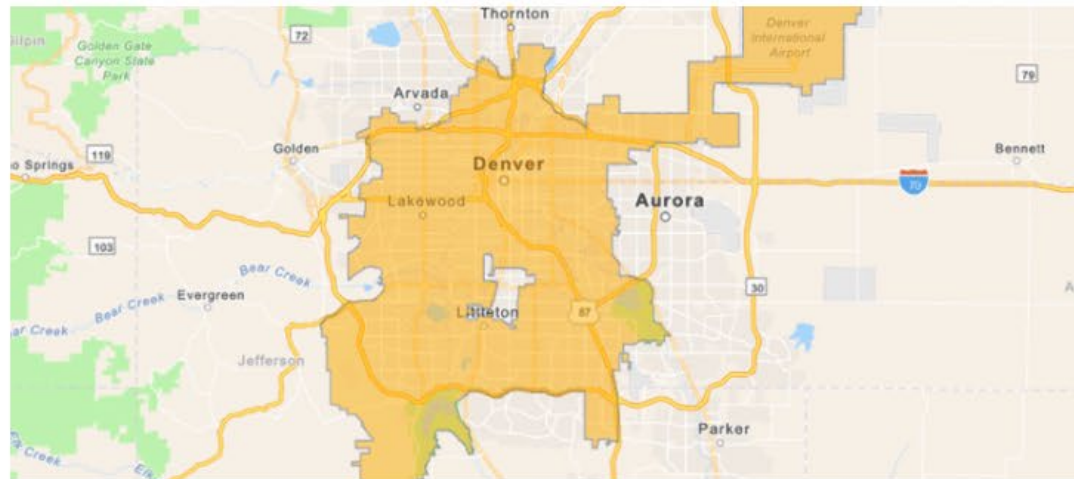


# Lead Reduction Program

[Home](#) › [Water Quality](#) › [Lead Reduction Program](#)

Print 

## Lead Reduction Program



### Do I have a lead service line?

Enter your address and the map\* will tell you if your home is one of the estimated 64,000 to 84,000 homes with a possible lead service line.

[SEARCH BY ADDRESS](#)

Residents can search by their address to find out if their home is estimated to have a lead service line.

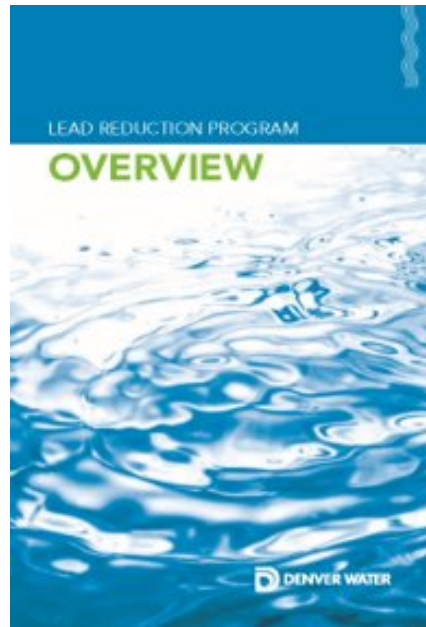
\*We've provided a [guide](#) on how to use Denver Water's lead service line replacement map. We suggest viewing the map in Google Chrome. If you are on a mobile phone, you may have to reduce your screen size or view in landscape mode (horizontal) for optimal results.

116,819



unique page views on the program website at [denverwater.org/Lead](https://denverwater.org/Lead) from March to September.

Over **80** different communication materials for **five** audiences provided in two languages.



## DENVER WATER LEAD REDUCTION PROGRAM

### REPLACEMENT FILTER

Properly using a water filter is important to help reduce lead exposure for you and your family if you have a lead water service line. To help, we've included a free replacement filter for the water pitcher we sent you as part of the Lead Reduction Program.

We'll continue to regularly mail you free replacement filters up to six months after your service line is replaced. In the meantime, you should continue to maintain your pitcher and filter according to the manufacturer's instructions.



#### Remember, it's important to use your filter for:

- Drinking water (including making tea and coffee).
- Cooking food where water is a base ingredient or absorbed into the food (recipes like rice, beans and soup).
- Preparing infant formula.

For more information on the Lead Reduction Program and its filter program, call Denver Water Customer Care at 303-893-2444, email us at [lead@denverwater.org](mailto:lead@denverwater.org), or go to [denverwater.org/Lead](http://denverwater.org/Lead).



**WHAT YOU CAN DO**

**Flushing**  
If water has not been used in the property for a few hours, such as first thing in the morning or when coming home from work, flush cool water from the kitchen or any bathroom faucet for five minutes. You can also run the dishwasher, take a shower or do a load of laundry to help flush water in your home's internal plumbing before drinking, cooking or preparing infant formula.

**Replace old fixtures**  
Replace faucets and indoor plumbing with "lead-free" components. Faucets and fixtures installed prior to 2014 do not meet today's requirements for "lead-free" fixtures.

**Clean aerators**  
Remove and clean the aerators on your faucets, as they may trap lead particles from the plumbing and may have trapped particles from your old lead service line.

**Maintain filters**  
You do not need to continue using the water filters Denver Water has provided as part of the Lead Reduction Program. However, if you choose to continue to use filters and filtered water, follow the manufacturer's maintenance schedule for the filtration system you have, including water pitchers, faucet-mounted filters, under-sink filter or refrigerator filters. The results of your water quality test may help to determine if you still wish to continue using a filter. You can find instructional videos on flushing and filter use at [denverwater.org/Lead](http://denverwater.org/Lead).

**HEALTHY FAMILIES, HEALTHY HOMES**  
If you are concerned about your health or any health issues related to lead, please contact your primary care physician. Your local public health agency also may provide useful resources.

**Denver Department of Public Health and the Environment**  
[denvergov.org/PH](http://denvergov.org/PH)

**Tri-County Health Department**  
[tchd.org/800/HealthyHomes](http://tchd.org/800/HealthyHomes)

**Colorado Childhood Lead Poisoning Prevention Program**  
[colorado.gov/pacific/dph/lead/colorado-childhood-lead-poisoning-prevention-program](http://colorado.gov/pacific/dph/lead/colorado-childhood-lead-poisoning-prevention-program)

**Colorado Lead Coalition**  
[colorado.gov/pacific/dph/lead/colorado-lead-coalition](http://colorado.gov/pacific/dph/lead/colorado-lead-coalition)

**OTHER SOURCES OF LEAD**  
While the water Denver Water delivers to customers is lead-free, lead can get into water as it passes through internal plumbing or fixtures that contain lead, including faucets and copper pipe with lead solder.



- 1. Faucets**  
Faucets and faucets installed prior to 2014 do not meet today's requirements for "lead-free" fixtures.
- 2. Copper pipe with lead solder**  
Before 1987, copper pipes were usually connected with solder that contained lead.

For more information on other sources of lead in your home, please visit [colorado.gov/dph/lead-what-we-connote-sources](http://colorado.gov/dph/lead-what-we-connote-sources).

**OTRAS FUENTES DE PLOMO**  
Aunque el agua que proveemos a los clientes no tiene plomo, el plomo puede entrar en el agua al pasar por las tuberías internas, líneas de servicio de agua o por accesorios que contengan plomo, como en los grifos o tuberías de cobre con soldadura de plomo.

- 1. Grifos**  
Los accesorios y grifos instalados antes de 2014 no cumplen con las exigencias actuales de accesorios sin plomo usados para el agua potable.
- 2. Tubería de cobre con soldadura de plomo**  
Antes de 1987, las tuberías de cobre estaban unidas generalmente con soldaduras que contengan plomo.

Para obtener más información sobre otras fuentes de plomo en su casa, visite [colorado.gov/dph/lead-what-we-connote-sources](http://colorado.gov/dph/lead-what-we-connote-sources).

**LO QUE PUEDE HACER**

**Descargar**  
Si no se ha utilizado el agua en la casa durante algunas horas, como a primera hora de la mañana o al volver del trabajo, entonces haga correr agua fría de la cocina o de cualquier grifo del baño durante cinco minutos. También puede echar a andar el lavavajillas, tomar un baño de regadera o lavar una carga de ropa para ayudar a limpiar agua de la plomería interna antes de tomarla, cocinarla o de preparar la fórmula infantil.

**Reemplazar accesorios viejos**  
Reemplace sus grifos y las tuberías internas con componentes "sin plomo". Accesorios y grifos instalados antes de 2014 no cumplen las recientes actualizaciones de instalaciones "sin plomo" y pueden ser una fuente de plomo.

**Limpie los aireadores de los grifos**  
Retire y limpie los aireadores de los grifos, ya que pueden atrapar partículas de plomo de la tubería y pueden haber partículas atrapadas de su línea de servicio de plomo antiguo.

**Mantenimiento de los filtros**  
No necesita continuar usando los filtros de agua que Denver Water ha proporcionado como parte del Programa de reducción de plomo. Sin embargo, si decide continuar usando los filtros y el agua filtrada, siga el programa de mantenimiento del fabricante del sistema de filtración que tiene, incluyendo los jarras de agua con filtro. Siempre manténgalos en los grifos, lavavajillas o los filtros del refrigerador. Los resultados de su análisis de calidad del agua pueden ayudarlo a determinar si aún desea continuar usando los filtros.

Puede encontrar videos sobre cómo descargar el agua y el uso de filtro en [denverwater.org/Lead](http://denverwater.org/Lead).

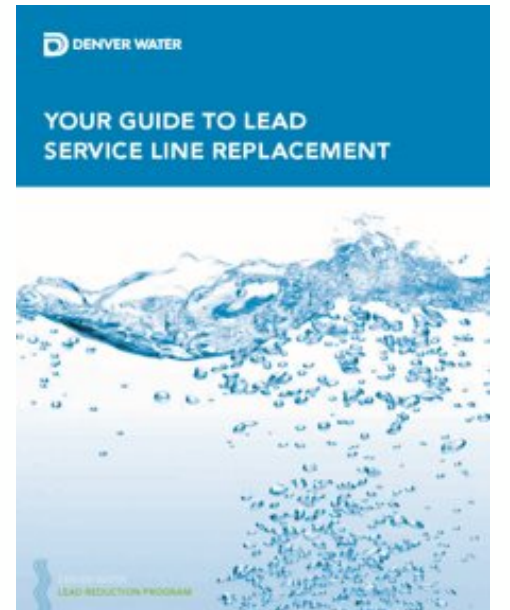
**FAMILIAS SALUDABLES, HOGARES SALUDABLES**  
Si tiene alguna inquietud sobre su salud o cualquier problema médico relacionado con plomo, comuníquese con su médico. Su agencia local de salud pública también puede proporcionar recursos útiles.

**Denver Department of Public Health and the Environment**  
[denvergov.org/PH](http://denvergov.org/PH)

**Tri-County Health Department**  
[tchd.org/800/HealthyHomes](http://tchd.org/800/HealthyHomes)

**Colorado Childhood Lead Poisoning Prevention Program**  
[colorado.gov/pacific/dph/lead/colorado-childhood-lead-poisoning-prevention-program](http://colorado.gov/pacific/dph/lead/colorado-childhood-lead-poisoning-prevention-program)

**Colorado Lead Coalition**  
[colorado.gov/pacific/dph/lead/colorado-lead-coalition](http://colorado.gov/pacific/dph/lead/colorado-lead-coalition)





### LEAD REDUCTION PROGRAM

#### UPDATE ON THE LEAD REDUCTION PROGRAM

Have you seen us working in your neighborhood? It will take 15 years to replace all the lead water service lines in our service area. To help, Denver Water has partnered with the following companies for work in 2020.



Did you receive a water filter use survey from Denver Water? Thank you if you have already completed and returned the survey. If not, answer the questions in the survey and return it by Oct. 31, 2020; you then will be entered in a random drawing to win one of 20 \$50 Visa™ gift cards.

Please return your completed survey by mail, or complete it online by visiting [DenverWater.org/FilterSurvey](https://www.denverwater.org/FilterSurvey) and entering your unique access code.

#### WHAT YOU MAY HAVE MISSED:

- Denver Water held virtual community meetings from June to October to



### LEAD REDUCTION PROGRAM

#### UPDATE ON THE LEAD REDUCTION PROGRAM

Did you participate in one of our virtual community meetings? Denver Water held virtual community meetings from June 11 to July 21 to inform customers about the Lead Reduction Program. These meetings were attended by 7,202 people from over 50 neighborhoods.

On Sept. 10, a virtual community meeting was held for suburban customers who receive Denver Water through a distributor. It was attended by 1,147 people.

To view recordings of these meetings visit: <https://www.denverwater.org/your-water/water-quality/lead/events-outreach>.

If you attended a virtual community meeting and asked a question that we didn't have time to answer, [please review the questions and answers linked here](#).

#### Survey on filter use

Are you one of the more than 100,000 people who received a free pitcher and water filter certified to remove lead as part of Denver Water's Lead Reduction Program?

If so, we need two things from you for the program to be able to continue:

1. Use filtered water for drinking, cooking and preparing infant formula.



### LEAD REDUCTION PROGRAM

#### UPDATE ON THE LEAD REDUCTION PROGRAM

#### Virtual community meetings

Since June 11, we've hosted many virtual community meetings to share information about our Lead Reduction Program and answer questions. If you were able to join us for one of these meetings, thank you! If you were unable to attend but want to learn more about the program, go to [Denver Water's website](#) to watch a video recording of your neighborhood's community meeting.

#### Filter Tips

Are you using your water pitcher and filter for cooking? In addition to using filtered water for drinking and preparing infant formula, you should use filtered water when cooking a dish, such as rice, beans and soup, where water is a base ingredient or absorbed into the food. It is fine to use unfiltered water for all other uses, such as showering, bathing, laundry, irrigation, dishwashing, etc.

Here are some tips to get the most out of your water pitcher and filter:

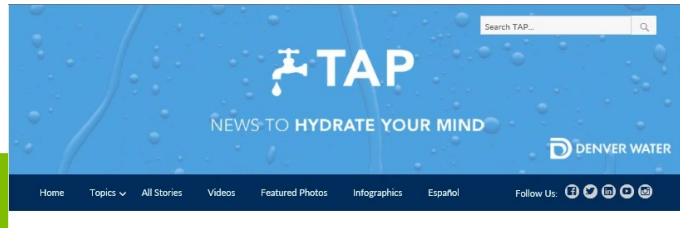
- If your water has not been used for several hours — such as first thing in the morning or if you've been away at work — run your faucet for five minutes before filling your water pitcher. You also can run the dishwasher, take a shower or do a load of laundry to help flush out water

Monthly program newsletter distributed to **72,000** subscribers.



# Media and Social Media

12 stories published on denverwaterTAP.org with over 2,000 views.



### COVID-19 doesn't stop Denver Water's lead program

Public health initiative pivots to focus on work that can be done at a distance.

April 6, 2020 | By: Cathy Proctor



THIRSTY FOR MORE?

Sign up to receive Denver Water's weekly TAP Headlines. See recent [headlines](#).

SIGN UP



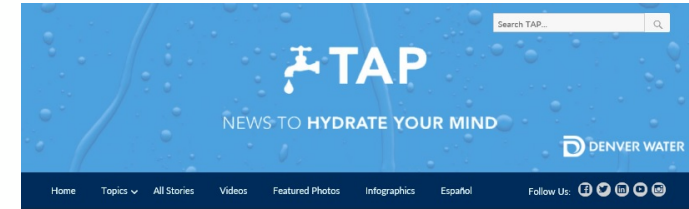
### Denver Water increasing pH of the water it delivers

The increase from 7.8 to 8.8 will help protect customers with lead service lines, plumbing or fixtures.

March 9, 2020 | By: Cathy Proctor



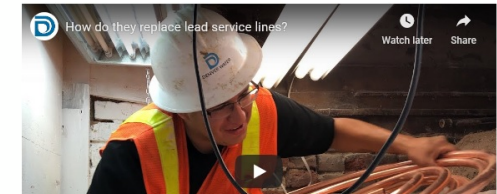
THIRSTY FOR MORE?  
Sign up to receive Denver Water's weekly TAP Headlines. See recent [headlines](#).



### Top 10 things to know about Denver Water replacing your lead service line

Spoiler alert: It's not as bad as you might think.

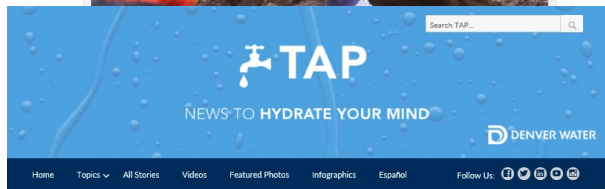
August 25, 2020 | By: Jay Adams



THIRSTY FOR MORE?

Sign up to receive Denver Water's weekly TAP Headlines. See recent [headlines](#).

SIGN UP



### Removing barriers to talking about the Lead Reduction Program

Diversity and inclusion at the forefront of Denver Water's major public health initiative across the metro area.

September 10, 2020 | By: Jose Salas

[Lee este artículo en español.](#)

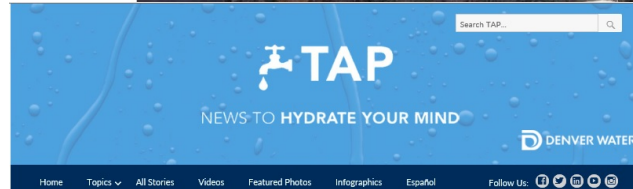
When you're responsible for delivering a clean, safe and reliable drinking water supply to a quarter of Colorado's population, understanding the different languages, ethnicities, race, religions and socioeconomic backgrounds that make up your community is a must.

Especially when it comes to launching the largest public health initiative in Denver Water's history, the [Lead Reduction Program](#), which will remove an estimated 64,000 to 84,000 lead service lines in the utility's service area over 15 years at no direct cost to the customer.

THIRSTY FOR MORE?

Sign up to receive Denver Water's weekly TAP Headlines. See recent [headlines](#).

SIGN UP



### Recibió un filtro de agua de Denver Water. ¿Y ahora qué?

Más de 100,000 jarras y filtros se entregarán a los hogares más antiguos como parte del Programa de reducción de plomo.

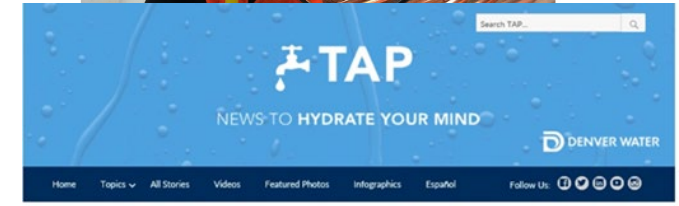
May 6, 2020 | By: Jose Salas



THIRSTY FOR MORE?

Sign up to receive Denver Water's weekly TAP Headlines. See recent [headlines](#).

SIGN UP



### El Programa de reducción de plomo cumple lo que promete

La diversidad e inclusión están al frente de esta iniciativa para la salud pública del área metropolitana de Denver.

September 9, 2020 | By: Jose Salas

[Read this story in English.](#)

Denver Water tiene la responsabilidad de proveer agua limpia y saludable a un cuarto de la población de Colorado. Por esto es importante conocer y entender los múltiples idiomas, razas, etnicidades, religiones y recursos económicos de nuestra comunidad. Especialmente cuando se trata de implementar el [Programa de reducción de plomo](#), una iniciativa de salud pública de Denver Water.

Entonces, ¿cómo nos aseguramos de trabajar y comunicar efectivamente con nuestras comunidades sin importar el idioma o los recursos?



Programa de reducción de plomo  
Reemplazo de la línea de servicio

Este es un aviso de servicio público: si recibe una jarra de agua de Denver Water en los próximos meses, debe

DENVER\_WATER Posts

Garcia is an inspiration for women in construction... more  
View all 4 comments  
March 3

denver\_water

394 views · Liked by \_rye\_uh\_

denver\_water New Lead Reduction Program underway · In March, Denver Water is launching the Lead Reduction Program to protect customers with lead in their... more  
View all 3 comments

rhyno\_4 @n8erm\_ss is that Jordan 😊

denver\_water @rhyno\_4 🙄👍

February 28

DENVER\_WATER Posts

September 9

denver\_water Denver, Colorado

41 likes

denver\_water Did you receive a water pitcher from Denver Water? If so, you're part of our Lead Reduction Program. LINK IN BIO.

Make sure you are using it for cooking in addition to drinking and preparing infant formula. Help us #gettheleadout

Over 800,000 individuals reached through Denver Water social media activity.

Denver Water @DenverWater

On July 2020, Denver Water partnered with two community organizations, iNOW and CREA Results.

Through our Ambassador Program, these organizations help Denver Water share information with specific neighborhoods in several languages.

Visit [denverwater.org/Lead](https://denverwater.org/Lead) to learn more.

DenverWater.org/Lead DENVER WATER LEAD REDUCTION PROGRAM

10:03 AM · Nov 12, 2020 · Hootsuite Inc.

Denver Water @DenverWater

¿Eres parte del Programa de reducción de plomo de Denver Water?

Si deseas mantenerte actualizado acerca del progreso del Programa de reducción de plomo, ahora puede ver nuestro Tablero del programa.

Visita [denverwater.org/Lead](https://denverwater.org/Lead) para más información.

GIF

11:30 AM · Nov 19, 2020 · Hootsuite Inc.

A horizontal banner with a vibrant green background. The background is covered in numerous small, realistic water droplets of varying sizes, some with highlights and shadows, giving it a fresh, clean appearance. The text is centered in white, sans-serif font.

Two Lead Reduction Program campaigns  
(July and October)



# Are you using your pitcher?



[DenverWater.org/Lead](https://denverwater.org/Lead)



Small billboards appeared in 22 locations identified as priority neighborhoods for the Lead Reduction Program. The purpose was to build awareness of the program and reinforce the use of the water filter pitchers.





**¿Estás usando tu  
jarra y filtro de agua?**



**[DenverWater.org/Lead](https://denverwater.org/Lead)**



This billboard ran in one of the priority neighborhoods in which Spanish was identified as the dominant language.




**To make sure lead stays out of your water, we're starting with your pipes.**

Denver Water is committed to delivering safe water to our community. So, we're replacing customers' lead pipes, one impacted property at a time. To find out if you're one of them, visit our website.



Learn more at [DenverWater.org/Lead](https://denverwater.org/lead)



**Para asegurarnos de que su agua no tenga plomo, empezaremos por sus tuberías.**

En Denver Water tenemos el compromiso de entregar agua segura a nuestra comunidad. Por eso, estamos reemplazando las tuberías de plomo de nuestros clientes, una por una. Para saber si tiene una línea de servicio de plomo, visite nuestro sitio web.



Obtenga más información en [DenverWater.org/Lead](https://denverwater.org/lead)



Ads published in targeted community newspapers and magazines with a combined circulation of **263,073**.

The English version of this ad ran in Greater Park Hill News, Colorado Community News (Denver Herald), Life on Capitol Hill, Wash Park Profile, Cherry Creek/Glendale Chronicle, Denver Urban Spectrum and Asian Avenue Magazine.

The Spanish version ran in La Prensa, El Semanario, La Voz and El Comercio de Colorado.

Running ads in the community newspapers also opened doors for them to run more in-depth stories about the program.



## Lead is heavy on our mind.

Though the water we provide is safe, clean and lead-free, lead can get into the water as it moves through customer-owned plumbing. So we're replacing customer service lines, one impacted property at a time. To find out if you're one of them, visit our website.



Learn more at [DenverWater.org/Lead](https://denverwater.org/lead)



## El plomo pesa mucho en nuestras mentes.

Aunque el agua que proveemos es segura, limpia y libre de plomo, este se puede mezclar con el agua al pasar por las tuberías de su casa. Por eso, estamos reemplazando las líneas de servicio de nuestros clientes, una por una. Para saber si tiene una línea de servicio de plomo, visite nuestro sitio web.



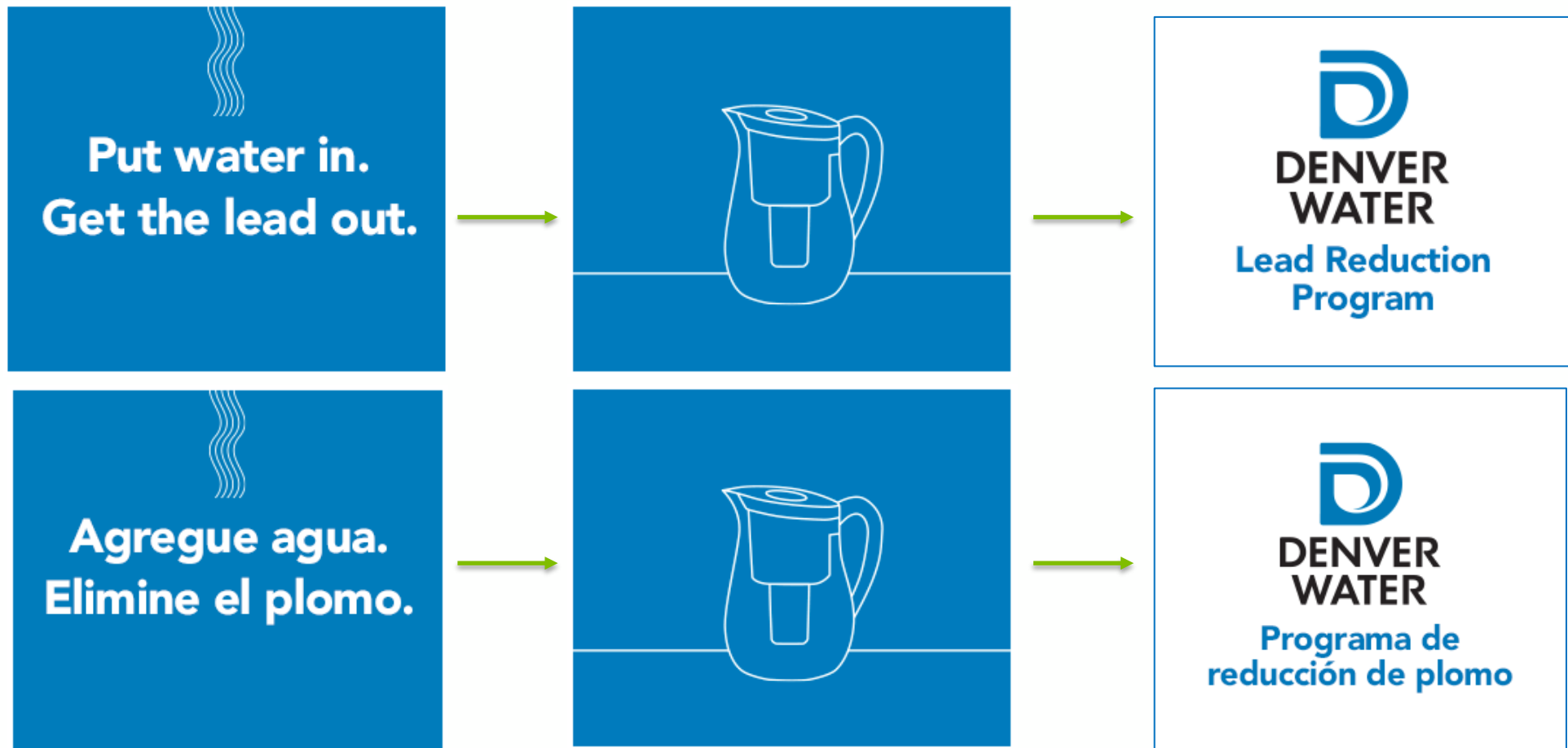
Obtenga más información en [DenverWater.org/Lead](https://denverwater.org/lead)



Print ads: The English version of this ad ran in Colorado Community News (Denver Herald).

The Spanish version ran in La Prensa, El Semanario, La Voz and El Comercio de Colorado.

Additionally, all the print ad creative was resized and repurposed for Denver Water social media: Twitter, Instagram and Facebook.



Two paid media campaigns  
ran in July and October  
capturing  
**10 MILLION+**  
total impressions and a **70%**  
click-thru rate.


Animated digital ads ran in English and Spanish targeting residents who live in identified priority neighborhoods. The ads clicked-through to [denverwater.org/Lead](https://denverwater.org/Lead).

  
**Filter before food.  
Use your pitcher.**



 **DENVER WATER**  
LEAD REDUCTION PROGRAM

[denverwater.org/Lead](https://denverwater.org/Lead)

  
**Filtra tu agua.  
Cocina con amor.**



 **DENVER WATER**  
LEAD REDUCTION PROGRAM

[denverwater.org/Lead](https://denverwater.org/Lead)



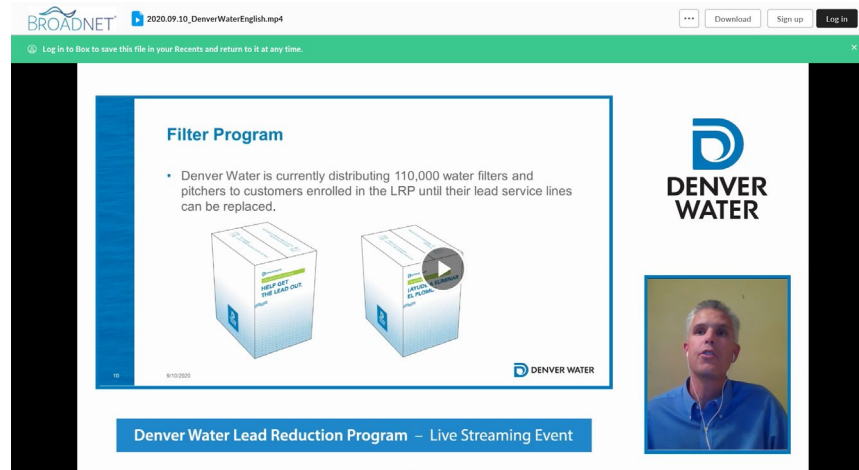
Small billboards appeared in 21 locations identified as priority neighborhoods for the Lead Reduction Program.

Two of the billboards were in Spanish language and appeared in priority neighborhoods that were also identified as Spanish language dominant.

The purpose was to remind residents to use their water pitcher filter for drinking, cooking and preparing infant formula.

A horizontal banner with a vibrant green background. The background is textured with numerous small, realistic water droplets of varying sizes. A single, larger, wavy line, resembling a water droplet or a splash, runs vertically through the center of the banner. The text 'Community Outreach' is centered in a clean, white, sans-serif font.

# Community Outreach



Hosted **12** virtual community meetings with over **8,500** attendees.

### Video replays of past virtual community meetings and FAQs

Have you heard about the Lead Reduction Program from a neighbor? Have you received a water pitcher and filter in the mail? Want to know more? Learn more about the program, proper filter usage, and what to expect in years to come as Denver Water works to replace every customer-owned lead service line.

We've also added [FAQs](#) received during these meetings.

Meeting Date	Neighborhood/Distributor	Previously Recorded Meetings
June 11, 2020	Cole, Clayton, Congress Park, City Park, Speer, Washington Park West, Baker, East Colfax	Recording Grabación
June 16, 2020	Five Points, Whittier, Skyland, Cole, Clayton, City Park, Cheesman Park, Barnum, Montclair	Recording Grabación
June 18, 2020	Baker, Speer, Washington Park West, Platt Park, Cole, East Colfax	Recording Grabación
June 25, 2020	Congress Park, City Park, Hale, Skyland, Montclair, Park Hill, East Colfax	Recording Grabación
June 30, 2020	Sloan Lake, Jefferson Park, West Colfax, Villa Park, Barnum, Barnum West, Valverde, Westwood, Athmar Park	Recording Grabación
July 7, 2020	West Highland, Highland, Sunnyside, Berkeley, Globeville, Chaffee Park, Regis, Lincoln Park, Capitol Hill, Elyria-Swansea	Recording Grabación
July 9, 2020	Civic Center, North Capitol Hill, Capitol Hill, Cheesman Park, Country Club, Cherry Creek, Hilltop	Recording Grabación
July 14, 2020	Washington Park, Belcaro, Cory-Merrill, University, Rosedale, University Park, Virginia Village, Wellshire	Recording Grabación
July 16, 2020	Union Station, Central Business District, Jefferson Park, Lincoln Park, Valverde, Baker, Overland, Ruby Hill, Athmar Park, College View/South Platte, Harvey Park, Mar-Lee, Westwood, Barnum West, Sloan Lake	Recording Grabación



A horizontal blue banner with a background of water droplets and splashes. The text is centered in white.

# Community Outreach - Ambassador Program

Outreach partner, Crea Results, engaged with **1,748** people over 15 public events between August and November.





## ¿Ha recibido un filtro de agua Britta de Denver Water?



Estos embajadores estarán educando a los clientes acerca de los esfuerzos de enlace comunitario de Denver Water que incluye proveer gratuitamente jarras de agua y filtros que están certificados para remover plomo, recomendando su uso a todos los clientes hasta que las líneas sean reemplazadas y hasta seis meses después.

**FILTROS DE AGUA BRITTA**  
Si la respuesta es sí, entonces está inscrito en el programa de Reducción de Plomo de Denver Water. CREA Results está enfocándose a vecindarios de Barnum, Clayton, Cole, Whittier, Park Hill y Sunnyside para llevar oportunidades únicas de enlace a los miembros de la comunidad. El equipo de especialistas de enlace multicultural se encargará de que esté informado durante el programa de Reducción de Plomo, incluyendo el uso adecuado de la jarra y filtro.

Denver Water está proporcionando gratuitamente a todos sus usuarios que puedan tener líneas de servicio de plomo jarras para agua con filtro y filtros de repuesto que están certificados para remover el plomo. Revise el mapa interactivo para saber si su hogar o negocio tiene o se sospecha que tenga líneas de servicio de plomo. A pesar de que el agua que Denver Water suministra a los hogares y negocios está libre de plomo, el plomo puede entrar al agua a medida que pasa por las líneas de servicio y plomería del cliente si contienen plomo. CREA Results estará trabajando con Denver Water como parte de su Programa de Embajadores para promover el programa de Reducción de Plomo en comunidades latinas en el área de Denver.



Visite  
<http://www.creareresults.org/denver-water>  
FB @creareresults.

Llame a nuestra línea de ayuda gratuita  
**1-800-500-4668**

DENVER WATER



**NEW AMERICAN NEIGHBORS**

Mohamed Juma, Mu'ib, Georgette Mabi, Abdu Jamil, Faruq Ahmed, Ashi Mizer, Haragewin Weledmariam, Aurangzaib Shariff, Aleja Ogina

New American Neighbors Programs  
TV Channel

Message, Like, Home, Posts, Reviews, Videos, Photos, About, Community

**New American Neighbors Programs**  
October 1 at 2:52 PM

How to use a filter to reduce the risk of lead in water.

New American Neighbors (NAN) provides multilingual and multicultural videos with actionable information to assist immigrant and refugee families along multiple integration pathways. NAN videos are produced in eleven languages, and for this project are produced in Amharic, Arabic, French, Nepali, and Somali.

**New American Neighbors Programs**  
October 1 at 2:53 PM

How to use a filter to reduce the risk of lead in water.

New American Neighbors (NAN) provides multilingual and multicultural videos with actionable information to assist immigrant and refugee families along multiple integration pathways. NAN videos are produced in eleven languages, and for this project are produced in Amharic, Arabic, French, Nepali, and Somali.

**Activating the filter**

7 Likes · 1 Comment

Outreach partner, iNOW, reached over **2,500** people with content in **five** languages, supporting immigrant and refugee families.

**वीडको जोखिम कम गर्न फिल्टरलाई कसरी प्रयोग गर्ने**

How to use a filter to reduce the risk of lead in water - Nepali

2 months ago | More

New American Neighbors **BUSINESS** + Follow

147 likes, 0 comments, 1 share

Download, Share

More from New American Neighbors  
Autoplay next video

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: V-A-2

## Briefing Paper for Legislative Strategy

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### Strategic Plan Alignment

Denver Water's Strategic Plan calls for an organization with satisfied and supportive customers and strategically effective relationships to enhance our trusted reputation. Part of that effort is fostering strong relationships with community leaders, as well as government officials at local, regional, state, and national levels. Our work at the Colorado Legislature supports our role as a thought leader and allows us to impact policy and regulatory matters that affect the organization.

Lenses:  Customer Centric  Industry Leader  Long-Term View

### Summary

The Colorado General Assembly will convene its next session on January 13, 2021. Throughout the session, we will provide a legislative briefing paper and will be available for questions and/or guidance.

The 2021 legislative session will not be typical, due to the COVID-19 pandemic and the political environment, which have significantly changed the political process and the priorities of policymakers. We will continue to be flexible as the conditions of the pandemic change how the 2021 legislative session is executed, and we will continue to employ newer technologies for communication with legislators and stakeholders to stay in line with health guidelines.

The top priorities for the legislature in 2021 will likely be COVID-19 relief and the state budget. In addition, there are other topics that may produce bills impacting Denver Water. Specifics are outlined in the attached table and below.

- Wildfire Mitigation: Given the record-breaking wildfire season in Colorado, it is expected that lawmakers will focus on this issue. Two bills that failed to pass last session will likely be back and are detailed in the attachment. Given the importance wildfire mitigation plays in protecting watersheds, we will prioritize bills that arise on this topic. No new legislation has been identified yet.
- Water Rights: Water rights is always a priority issue for Denver Water. There are three bills that failed to pass last session and two new ideas that may become bills:
  - A return of the basin of origin in the Rio Grande Basin bill.
  - A return of the abandonment of water rights for efficiencies bill.
  - New legislation on water diversion turnbacks for mutual ditch companies.
  - A return of the no-change of water right for water in a connected municipal system bill.
  - New legislation codifying the *St. Jude's Co. v. Roaring Fork Club* Colorado Supreme Court decision.
- Water Conservation and Efficiency: Denver Water supported the authorization of graywater use in Colorado several years ago. There are two potential bills related to graywater use:
  - New legislation on graywater requirements for new construction.
  - New legislation clarifying graywater as a non-reusable supply.

- Operations: There are several topics that could impact Denver Water's operations:
  - A return of the water provider user fee bill.
  - Additional legislation on paid family medical leave.
  - A return of the damage caps for the Colorado Governmental Immunity Act.
  - A return of the public real property index bill.
  - New legislation on an aquatic nuisance species inspection pilot project.

**Background** N/A

**Budget** N/A

**Alternatives** N/A

**Approach** N/A

**Owner(s)** External Affairs

**Attachments** 2021 Legislative Session Issues Agenda

Respectfully submitted,

Chris Piper, State Affairs Manager

Mike King, Chief External Affairs Officer

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: V-A-3

## Briefing Paper for Government & Community Relations Strategy

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### Strategic Plan Alignment

The Government & Community Relations Team helps support a diverse array of Denver Water activities through positive and effective relationships, community engagement and political leadership.

Lenses:  Customer Centric  Industry Leader  Long-Term View

### Summary

The Government & Community Relations Team works to support organizational activities through strong internal relationships and the coordination and engagement with a wide array of external parties, such as customers, residents, neighborhoods, communities, organizations, and government entities.

For 2020, the team met and exceeded the goals from the annual work plan. When the COVID-19 pandemic hit, it did not change the work itself, but rather it changed how the work was done. Enhanced communications with residents, especially those impacted by our projects, increased inquiries, and interest in how Denver Water was conducting work during the pandemic. Coupled with an overall increase in Denver Water construction projects, the team employed flexible and innovative approaches to meet and manage the rapidly evolving needs throughout the year. Team efforts around the Lead Reduction Program are captured in a separate briefing paper (Lead Reduction Program's Communications, Outreach and Education Strategy).

### Background

The Government & Community Relations Team considers everyone living and working inside our collection and distribution systems to be our customers and stakeholders. Our goal is to actively communicate, engage and advocate for them. Our approach is to focus on building, strengthening, and maintaining relationships with neighbors, customers, and communities, as well as community leaders and government officials at local, regional, state, and national levels.

In 2019, the Government & Community Relations Team merged three previously separate teams into one to strengthen organizational goals around trusted reputation (and beyond). At the onset of 2020, the team planned to continue supporting the Gross Reservoir Expansion Project and North System Renewal, as well as the substantial increase in local capital construction projects by Denver Water staff and contractors. Given the merging of the three teams into one, the team also planned to streamline and improve the efficiency of work processes to support the growing number of construction projects by Denver Water crews and contractors. Finally, our Government Relations group planned to support the state legislative session as in previous years, as well as the continued development a local government program so local offices stay up to date on our projects and activities.

### Budget

N/A (Included within External Affairs annual budget).

## Alternatives

N/A

## Approach

Even though the COVID-19 pandemic continues, the Government & Community Relations Team was able to meet and exceed the goals set forth for 2020. Impacts from the pandemic, however, did shift how this team carried out the work and supported construction projects, the number and types of inquiries received, how we operated during the legislative session and interacted with government offices.

The enhanced communication needs due to the ongoing pandemic highlighted the critical need to streamline and improve the efficiency of work processes to support the evolving needs for ongoing and planned construction projects. The current manager's time remained split between management of the Government & Community Relations Team, as well as providing oversight of day-to-day Communications, Outreach & Education efforts for the Lead Reduction Program. To support staff working directly on construction projects within the Government & Community Relations Team, Matt Bond, the manager of the Youth Education Program Team, stepped in to provide technical and day-to-day support. His assistance was (and remains) the keystone to the success of the overall team (and manager).

Highlights from 2020 include:

- Developing (and continuing to update) enhanced communications for customers regarding COVID-19 safety protocols as well as increased communication with customers regarding upcoming water outages.
- Increasing efficiency and support for Denver Water-led construction crews and the development and implementation of clear expectations for work done by contractors.
- Supporting issue resolution and overall wrap-up of the central segment of the North System Renewal project and ramp-up of the east segment.
- Supporting the Gross Reservoir Expansion Project and stakeholder community through the FERC order and 1041 processes, as well as adjacent projects not related but close to the expansion project (road realignment, cell tower, etc.).
- Using Continuous Improvement tools, updating, streamlining and standardizing work processes related to community outreach and notification.
- Finalizing contract language to be used as exhibits in construction contracts and homogenized the contractor work processes, templates and documents with those used by Water Distribution.
- Increasing coordination between internal departments for all construction projects to ensure advance communication with the impacted community, thereby mitigating possible community frustration.
- Providing support for two main replacement projects downtown (one Water Distribution and one contractor) that required complex and enhanced communication and outreach with thousands of impacted residents, dozens of businesses, including several large hotels.

While there is always a need to support consistent and thorough communication with local government offices, the combination of the Lead Reduction Program construction, along with our general construction efforts, resulted in increased overall communication and coordination with a plethora of local offices, including the Denver Mayor's office, city council, and other city agency offices, as well as registered neighborhood organizations. In addition to proactively communicating



with these offices in advance of our construction efforts, we are also coordinating more with local government offices (City and County of Denver and beyond) on resident inquiries and offering to attend meetings and share our latest updates.

State affairs took an interesting turn this year when the 2020 legislative session began, was interrupted, and then began again. Prior to the onset of session (in 2019), the team worked with staff across the organization to identify ways in which our internal coordination about state affairs could be improved. In 2020, we implemented the improvements recommended to improve internal coordination about bill reviews and information sharing. As a result, the team received positive feedback about an easier, more streamlined process even in the face of the COVID-19 pandemic.

**Owner(s)** Meg Trubee, Government & Community Relations Manager  
Matt Bond, Youth Education Program Manager

**Attachments** N/A

Respectfully submitted,

Meg Trubee, Brand and Marketing Manager

Mike King, Chief External Affairs Officer

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: December 16, 2020

Board Item: V-A-4

## Briefing Paper for Year-to-Date Continuous Improvement Update

### Strategic Plan Alignment

Lenses:  Customer Centric  Industry Leader  Long-Term View

Continuous Improvement (CI) is an integral part of how Denver Water meets its Strategic Plan objectives, and it is threaded into the fabric of our four Strategic Plan perspectives. It is the application of employing best business practices and measurement in our day-to-day operations to increase efficiency and effectiveness in delivery of service to our customers.

### Summary

Denver Water began its continuous improvement journey over nine years ago and CI has become deeply embedded into our culture as the way we do our daily work. Today, the CI team is highly focused on helping Denver Water achieve its Strategic Objectives and Programs through support of our Annual Business Plan and in turn, the development of our people. CI focuses on involving and empowering our employees to make positive and productive change in their daily work to successfully deliver on our organizational priorities. This briefing paper will provide an update of our 2020 activities and a look ahead into our plan for 2021.

### 2020 Update

Early in 2020, the CI Team and executive leadership team were prepared to work together to execute on our agreed upon CI activities as outlined in the Annual Business Plan. However, by early March much of that work was sidelined in order to adjust to rapidly changing circumstances due to the pandemic. Two members of the five-member team volunteered to assist where needed in the organization to fill operational gaps due to the hiring freeze, and they remain in those temporary positions to date. The remaining members began identifying ways to bring CI tools and efforts to a virtual platform.

The team quickly developed virtual CI techniques for all its activities by leveraging Zoom, Microsoft Teams, and software called Mural that utilizes virtual sticky notes and walls -- ideal for most CI activities such as Current State Mapping, Rapid Improvement Events, full Value Stream Assessments, Choosing by Advantages workshops, A3 activities, and the CI Leadership workshop. The CI Team also piloted an "Extreme Social Distancing" Rapid Improvement Event in the Spring through a 6S Event at the Foothills Treatment Plant. While this technique proved to be a viable option for achieving improvement during the COVID-19 restrictions, it was decided that this is not a desirable option given the circumstances. As such, the remaining CI activities in 2020 were conducted virtually.

#### Organizational CI Engagement

Metric	2016	2017	2018	2019	2020
Participation	333	592	774	398	373
Adoption of Visual Control	75	286	356	354	N/A
Quality	4.0	4.5	4.6	4.6	4.7

With the transition to a virtual CI environment, 2020 Team Member participation in CI activities decreased slightly from 2019.

Traditional CI adoption of Visual Control was difficult to measure 2020 as most teams install their visual controls physically on a wall in their Denver Water workspace and the CI Team verifies the installation and use of those tools. That said, the quick adoption of virtual tools (e.g., Zoom and Microsoft Teams) by most Denver Water team members likely led to an increased adoption of daily standup meetings across the organization and more frequent communication and discussion of current state operations/visual control.

Finally, the average CI quality score (as measured by post-event surveys) remained in the top box of the range (4.7 out of a 1-5 scale).

### **2020 Value Streams**

In support of Denver Water's top priority of providing high-quality water and outstanding service to our customers, CI guides Value Stream level improvement activities across multiple divisions. Several CI Value Streams, including Customer Service, Safety, Distribution, Trades and Emergency Management were delayed due to reprioritization of work and lack of capacity under COVID-19 and hiring freeze restrictions." Updates for two value streams that were able to move forward are listed below:

**Human Resources/Annual Performance Review (APR) Value Stream:** At the end of 2019, we heard consistent employee feedback related to frustration around our current performance review system. The Human Resource/APR Value Stream set out to implement a performance management system that: 1) defined opportunities for employees to excel, 2) was easier to understand, and 3) delivered a higher quality feedback mechanism all employees. The Core Team and associated RIE teams have redesigned the system using detailed feedback from a significant portion of Denver Water team members. Implementation of the new design will begin rolling out in the 2021 timeframe.

**Business Technology Transformation Value Stream:** The Business Technology Transformation (BTT) Value Stream has continued to apply iterative improvements to vendor and software asset management processes. A Just-Do-It produced a software renewal risk scorecard that refocuses staff efforts towards higher risk agreements. A Core Team breakout group has implemented a more comprehensive annual review of medium to large enterprise software packages. The review incorporates quality, support costs and end user satisfaction perspectives.

### **Organizational Priorities**

The CI Section also supports multi-year organizational priorities through Enterprise-Level activities. Some of these activities take the form of Value Stream level improvement activities and others take the form of direct human development and mentoring across multiple divisions and sections. CI's support of the 2020 Organizational Priorities noted in the 2020 Business plan are summarized below.

**Lead Program:** During the launch of the lead program, CI facilitated the initial Vertical Value Stream event that laid out the implementation roadmap and integrated the workstreams of Denver Water employees and contractors.

**Northwater Treatment Plant:** The NTP project continues to use CI tools to refine and execute the project. As the project progressed into construction, The NTP team used CI staff to facilitate utilization of an efficient CI scheduling tool called “pull planning.” In summary, pull planning requires close collaboration and communication between trades and management to determine the flow of work, duration of work activities and accountability since it involves that actual staff who will execute the work. Several CI tools are involved in pull planning, including Visual Process Control which allows construction staff to “see” how the work will be accomplished. The use of this CI tool continues to drive the NTP delivery to be ahead of the planned project schedule.

**National Western:** The Four Pillars Value Stream completed a multi-year strategic roadmap for Policy, Education, Innovation and Research that included work to identify organizational needs, existing resources, and coordination opportunities. Some specific 2020 achievements include developing a centralized internal resource for staff to access standardized messaging, approaches for assessing and engaging in membership and subscription programs, and creating regular opportunities for employees to share the work they do in these areas via organize-wide “Knowledge Talk” sessions. This value stream is transitioning in 2021 to coordinate with the EPMO and adjust the core team representation to include staff from every division at Denver Water with the intent of testing specific cases using the tools that were created from the initial work.

**Enterprise Project Management Office:** The Enterprise Project Management Office Value stream began in March. Based on our virtual working environment the EPMO worked closely with the CI team to develop a format that would enable a high level of collaboration with the expectation that all events may be virtual. The adapted format included significant pre-planning and an alternative meeting format for the events. The VSA was held in June resulting in an implementation roadmap running through 2021. The roadmap consists of three Just Do It’s and five Rapid Improvement Events (RIE) related to the development of consistent terminology, a process and governance framework, project prioritization, enterprise project reporting, capacity planning, and organizational change management for an effective EPMO Implementation. In September 2020, the Process and Governance RIE was held to define a unified annual planning and project management framework which was endorsed by the Executive Team in November. In October, the team held an Organizational Change Management Strategic Planning event and the Enterprise Project Reporting RIE scheduled for January 2021. For the remainder of 2020, the team is working on deliverables for the Process & Governance rollout starting in January 2021.

2021 Objectives      In 2021, the CI team will continue to support the work of the Annual Business Plan through its corresponding value streams and identified CI activities as listed below:

- Safety Value Stream
- Procurement & Contracting Value Stream
- Four Pillars Value Stream
- Enterprise Project Management Value Stream
- Continuous Improvement Voice of Customer Value Stream
- Capacity Planning Work Shops
- Affordability Evaluation Work Shops
- Review and Revision of Enterprise Policies and Procedures Writing Cells

The team will also partner with the Finance Division in 2021 to develop an enterprise level efficiency metric that can track improvements over a multi-year time frame. Cumulatively from 2011 through 2018, Denver Water team members realized a total of \$11 million in hard dollar savings using CI processes. Recent changes in the accounting and budgeting process made our old methodology obsolete and were unable to track cumulative savings. We intend to correct this in 2021.

**Owner(s)** David Winter, Director Organizational Improvement, Office of People and Strategy

**Attachments** N/A

Respectfully submitted,

David Winter, Director Organizational Improvement  Julie Anderson, Chief of Staff