

# AGENDA

## Denver Board of Water Commissioners

Denver Water Administration Building  
1600 West 12<sup>th</sup> Avenue  
Denver, CO  
Board Room, Third Floor

**Wednesday, August 8, 2018 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. Minutes from July 11, 2018 - Open and Executive
2. Minutes from July 25, 2018 - Open and Executive
3. Amendment to Summit County Agreement for Silverthorne Water Use as Outlined in CRCA Article III.B.17 – Contract 500152-2
4. West Belleview Pump Station Surge Tank Installation – Contract 503038
5. 2018 Cathodic Protection Improvements – Contract 503177

*Denver Water aspires to be the best water utility in the nation.*

Integrity :: Vision :: Passion :: Excellence :: Respect



**B. Individual Approval Items**

- |                                                            |               |           |
|------------------------------------------------------------|---------------|-----------|
| 1. Resolution of the Board<br>Approving Reduction in Force | Chris Dermody | 5 minutes |
| 2. CRCA Article III Payments                               | Patti Wells   | 5 minutes |

**III. POLICY MATTERS**

- |                                                            |                 |            |
|------------------------------------------------------------|-----------------|------------|
| A. Foothills Treatment Plant<br>Process/Mechanical Project | Ryan Walsh      | 10 minutes |
| B. Stakeholder Relations                                   | Katie Knoll     | 10 minutes |
| C. 2 <sup>nd</sup> Quarter Performance Report              | Angela Bricmont | 60 minutes |

**IV. EXECUTIVE UPDATE**

- A. CEO Update
- B. CFO Update
- C. Operations Update

**V. BRIEFING PAPERS & REPORTS**

- A. Briefing Paper
  - 1. Community Relations Strategy
- B. Report

**VI. ADJOURNMENT**

**VII. TRUSTEE MATTERS**

## **VIII. EXECUTIVE SESSION**

The Board may adjourn the regular meeting and reconvene in executive session on topics authorized by C.R.S. Sec. 24-6-402 or D.R.M.C Sec. 2-34.

- A. Confidential Report § 24-6-402(4)

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: August 8, 2018

Board Item: II-A-3

## Amendment to the Summit County Agreement for Silverthorne Water Use as Outlined in CRCA Article III.B.17 Contract # 500152-2

Action by Consent

Individual Action

### Purpose and Background:

Contract Amendment 500152-2 will implement Article III. B. 17 of the Colorado River Cooperative Agreement (CRCA). This term calls for the elimination of restrictions on water use available to the Town of Silverthorne under the 1985 Summit County Agreement, after Blue River Decree issues have been resolved. The Blue River Decree issues were resolved, effective March 9, 2018, in Division 5 Water Court case number 2006CW0025. The amendment eliminates the restrictions on the use of the 300 acre-feet of Dillon Storage Water available to the Town of Silverthorne under the 1985 Summit County Agreement, as outlined in Attachment H of the CRCA.

### Budget and Schedule:

No additional budget is needed for this Amendment.

### Recommendation:

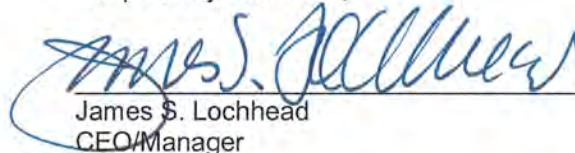
It is recommended that the Board approve this Amendment to Contract #500152 with Summit County to implement Article III.B.17 of the CRCA.

### Approvals:



Michael King  
Chief External Affairs Officer

Respectfully submitted,



James S. Lochhead  
CEO/Manager

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: August 8, 2018

Board Item: II-A-4

## West Belleview Pump Station Surge Tank Installation Contract 503038

Action by Consent

Individual Action

### **Purpose and Background:**

A pressure fluctuation analysis completed in 2017 determined that a power interruption or service trip on one of the West Belleview Pump Station pumps would result in significant pressure fluctuation (surge event) in Conduit No. 138. These pressure fluctuations put Conduit No. 138 at risk of over pressurization, which could cause pipe and joint failure. Additionally, Water Distribution operators reported that the startup and shut down of the West Belleview Pump Station pumps is laborious, and must be carefully managed to limit pressure fluctuations sent into the distribution system just downstream of the pumps. This project includes installing a large surge tank and control system similar to the tanks and systems in service at other Denver Water pump stations. The new surge tank and control system will provide protection to Conduit No. 138 at West Belleview Pump Station, mitigating potential pressure fluctuations, and will increase efficiency of the startup and shutdown sequence of the pumps.

### **Budget and Schedule:**

The total amount of this contract is \$970,304, and the term of the contract is August 8, 2018, to May 24, 2019. Funds for this contract will come from the 2018 Capital Improvement West Belleview Pump Station Surge Tank Installation Business Unit, which has sufficient funds of \$140,000 for the estimated \$140,000 of 2018 expenditures. The remaining funds will be budgeted for the 2019 Capital Improvement Budget.

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

Denver Water solicited bids from four General Contractors listed on the Prequalified Contractor List under the Pump Stations and Water Treatment disciplines. This Contract was a restricted bid process using Invitation to Bids on the QuestCDN platform. On July 24, 2018, bids were received from three General Contractors. Velocity Contractors, Inc. of Colorado was selected based on the lowest cost bid.


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

*The Minority and Women Business Enterprise (MWBE) goal established for this construction project is 8% participation. Velocity Contractors, Inc. achieved 13% participation.*

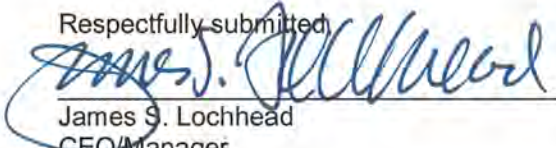
### **Recommendation:**

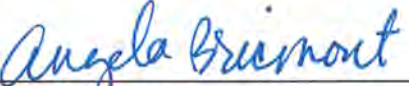
It is recommended that the Board approve Contract 503038 with Velocity Contractors, Inc. for completion of West Belleview Pump Station Surge Tank Installation for the contract period August 8, 2018, to May 24, 2019 for a total contract amount not to exceed \$970,304.

Approvals:

  
Robert J. Mahoney  
Chief Engineering Officer

Respectfully submitted,

  
James S. Lochhead  
CEO/Manager

  
Angela Brimont  
Chief Finance Officer

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: August 8, 2018

Board Item: II-A-5

## 2018 Cathodic Protection Improvements Contract 503177

Action by Consent

Individual Action

### **Purpose and Background:**

Cathodic protection is a technology utilized to mitigate corrosion and extend the serviceable life of metallic pipelines while also reducing potential leaks and maintenance costs. Through the annual corrosion maintenance program, measurements taken on existing cathodic protection systems at 56<sup>th</sup> Avenue, 64<sup>th</sup> Avenue, and Kendrick Pump Stations, as well as Conduit Nos. 44, 73, 90, 117, 125, 130, and 148 have shown that pipelines are not receiving sufficient cathodic protection. The systems require cathodic protection improvement to provide adequate corrosion protection. As part of this project, cathodic protection test stations and anodes will be installed on steel and ductile iron pipelines for these facilities to improve monitoring capability and prevent corrosion. Additionally, electrical isolation kits will be installed to ensure cathodic protection is functional and confined to designed locations. This new cathodic protection work will extend the life of the pipelines.

### **Budget and Schedule:**

The total amount of this contract is \$1,335,727, and the term of the contract is August 8, 2018 to December 6, 2019. Funds for this contract will come from the 2018 budget for 2018 Cathodic Protection Improvements, which has sufficient funds of \$1,121,310 to pay the \$667,864 estimated to be needed in 2018. The remaining funds will be budgeted in 2019.

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

Denver Water issued a Request for Proposal to three General Contractors listed on the Prequalified Contractor List. The Contract was a restricted proposal process using Instructions to Proposers on the QuestCDN platform. On July 24, 2018, proposals were received from three General Contractors. Kantex Companies was selected using a Quality Based Selection and scoring was completed by a Denver Water team of proposal evaluators.


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


*The Minority and Women Business Enterprise (MWBE) goal established for this construction project is 3%. Kantex Companies achieved 7.49% participation.*

### **Recommendation:**

It is recommended that the Board approve Contract 503177 with Kantex Companies for the 2018 Cathodic Protection Improvements project for the contract period August 8, 2018 to December 6, 2019 for a total contract amount not to exceed \$1,335,727.

### **Approvals:**

  
Robert J. Mahoney  
Chief Engineering Officer

  
Angela Brimont  
Chief Finance Officer

Respectfully submitted,

  
James S. Lochhead  
CEO/Manager

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: August 8, 2018

Board Item: II-B-1

## Resolution of the Board Approving Reduction in Force

Action by Consent

Individual Action

### **Purpose and Background:**

In 2016, Denver Water engaged Grant Thornton to conduct an IT strategy assessment, the purpose of which was to develop a Business Technology Strategy that reflects emerging trends and improves governance, prioritization and delivery of IT projects and services. Grant Thornton looked at ways to create efficiencies, obtain cost savings and better align IT investments to Denver Water's Strategic Plan. Key findings from the assessment recommended changes to the IT Governance process, a reduction in IT staffing in certain areas, and transition from traditional on-premise enterprise applications and in-house developed software applications to the adoption of service-oriented (cloud-based) applications.

The Board was briefed in May 2017 on Grant Thornton's Strategic IT Assessment and Recommendations, and in August 2017 on a Business Technology Transformation Roadmap that laid out the sequence and timeline for implementing GT's recommendations in conjunction with other business priorities. The proposed timeline recommended that changes in the IT governance process be the first priority, followed by a reduction in staffing to be achieved over a five-year period, resulting in a 50-80% reduction in Advancement capacity (Application Developers), and a reduction of 25% in Client Support capacity (Helpdesk). The transition from in-house to service-oriented IT solutions would take place over five years, beginning with ERP applications.

Since the GT recommendations were made, the following elements of the Roadmap have been accomplished: a new IT Governance process was implemented with the establishment of the Business Technology Management Office (BTMO), and a reduction in staffing of 11.5 FTE positions was achieved through attrition. IT management is now ready to implement a reduction in force (RIF) of seven positions to achieve the remaining recommended staff reductions.

RIFs are authorized by Section 8-5 of the Personnel Policies, which provides:

The Board has a public responsibility to its customers and its employees to maintain proper staffing levels. Changes in operations or economics over time may require reductions in force. While alternatives to reductions in force, such as attrition, may be considered, the ultimate determination of the necessity for reductions in force lies within the discretion of the Board.

### **Recommendation:**

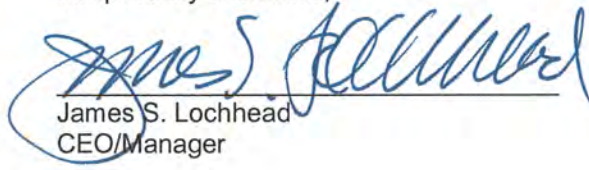
It is recommended that in accordance with Section 8-5 of the Personnel Policies, the Board adopt the Resolution of the Board Approving a Reduction in Force, including the RIF-related severance benefits described in the Resolution.

Approvals:



Chris Dermody  
Chief Information Officer

Respectfully submitted,



James S. Lochhead  
CEO/Manager



Patricia L. Wells  
General Counsel



# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: August 8, 2018

Board Item: II-B-2

## CRCA Article III Payments

Action by Consent

Individual Action

### **Purpose and Background:**

The purpose of this Board item is to seek approval from the Board to make early payments to several entities in Summit County and the Grand Valley on the West Slope, pursuant to the Colorado River Cooperative Agreement. The Board and seventeen entities from the West Slope negotiated the CRCA, which became effective September 26, 2013. Under the CRCA, the Board agreed to provide water or financial benefits to more than twenty West Slope entities who were not Signatories to the CRCA. Each of these entities has executed an Implementation Agreement, which specifies the amount of water to be provided or the projects to be funded, and requires the entity to honor certain provisions of the CRCA that resolve the water rights issues with Denver Water.

The payments in question were triggered by Resolution of Blue River Decree Issues, which occurred on March 9, 2018, by expiration of time to appeal the entry of a final judgment and decree in Blue River Decree water court applications. Under Article III.B.4 and III.B.6.a, \$4.5 million is to be distributed in equal shares to Town of Dillon; Town of Silverthorne. Town of Frisco/Frisco Sanitation District; Town of Breckenridge; and Summit County and four small water districts, within one year of Resolution of BRD Issues. Summit County was a Signatory to the CRCA; all the other recipients of funds have executed Implementation Agreements. Under Article III.F.2.a, \$1 million is to be paid within two years of Resolution of BRD Issues into the Grand Valley Fund, which is controlled by the six Grand Valley Signatories to the CRCA

### **Budget and Schedule:**


These payments were included in the long-range financial plan but not included in the 2018 budget due to uncertainty regarding the timing of the resolution of BRD issues. Staff is now recommending that these payments be made in 2018

Under Article III.A.5 of the CRCA, these payments are subject to escalation beginning on September 26, 2017), based on changes in the Consumer Price Index for All Urban Consumers ("CPI-U") for the Denver-Boulder-Greeley Metropolitan Area. Finance staff conducted a cost benefit analysis to evaluate the optimal timing for these payments. The analysis showed that the net cost of delaying these payments is approximately \$28,000 per quarter, driven by the spread between current CPI and effective yield on the Water Works Fund investment portfolio. These costs could change based on the CPI-U and investment yield effective at the time of these payments.

### **Recommendation:**

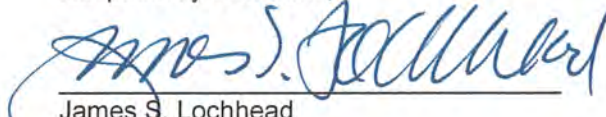
It is recommended that the Board approve early payment of \$5.5 million in 2018 in accordance with Article III.B.4 and III.B.6.a and Article III.F.2.a of the CRCA to avoid the net additional cost to Denver Water, currently estimated at \$28,000 per quarter.

**Approvals:**

  
\_\_\_\_\_  
Patti Wells  
General Counsel

  
\_\_\_\_\_  
Angela Bricmont  
Chief Finance Officer

Respectfully submitted,

  
\_\_\_\_\_  
James S. Lochhead  
CEO/Manager

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: August 8, 2018

Board Item: V-A-1

## Briefing Paper for Community Relations Strategy

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### Strategic Plan Alignment

Lenses:  Customer Centric  Industry Leader  Long-Term View

Denver Water's Strategic Plan calls for an organization with satisfied and supportive customers and strategically effective relationships — a trusted reputation. From a Public Affairs perspective, we consider everyone living inside our collection and distribution systems to be our customers and stakeholders, and our goal is to actively communicate, engage and advocate for them.

### Summary

The Community Relations team, part of Public Affairs, supports Denver Water's goal to be the public's trusted source on water by proactively raising awareness about the value and service Denver Water provides to the community, and building a foundation of support through positive relationships with neighbors, customers and communities. We build these relationships through a variety of means that include our membership in community organizations, communications with communities and stakeholders that host our infrastructure, and communications with our customers on water-related issues that impact them.

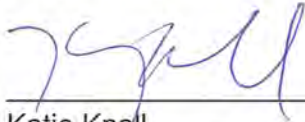
While we may only speak directly with any given customer or stakeholder a single time related to a project or issue, our goal is to do so in a way that builds trust and positions Denver Water as an expert organization that can be of assistance to them in the future and that they will see as a trusted resource. Building trusted and mutually beneficial relationships between Denver Water and our customers and stakeholders helps create an informed community of ambassadors. These ambassadors are a force multiplier — exponentially expanding the reach of Denver Water's brand. They communicate our messages and build support as we continue to bring important water resource issues to the public's attention.

Today's presentation is to provide an overview of the communications strategy we use to support this goal, and update the Board on our 2018 projects and priorities for outreach. The full 2018 Community Relations Plan has been provided as a briefing paper.

**Owner(s)** Katie Knoll, Community Relations Manager, Public Affairs

**Attachments** 2018 Community Relations Plan

Respectfully submitted,



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Katie Knoll  
Community Relations Manager



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Mike King  
Chief of External Affairs

MAY 24, 2018



## 2018 COMMUNITY RELATIONS PLAN

PRESENTED BY: PUBLIC AFFAIRS:  
COMMUNITY RELATIONS

KATIE KNOLL, MATT WITTERN, JEANNINE SHAW,  
ALEXIS WOODROW, EDDIE HERNANDEZ

## 2018 COMMUNITY RELATIONS PLAN

### INTRODUCTION

Denver Water's Strategic Plan calls for an organization with satisfied and supportive customers and strategically effective relationships – a trusted reputation. From a Public Affairs perspective, we consider everyone living inside our collection and distribution systems to be our customers and stakeholders, and our goal is to actively communicate, engage and advocate for them.

The Community Relations team supports Denver Water's goal to be the public's trusted source on water by proactively raising awareness about the value and service Denver Water provides to the community, and building a foundation of support through positive relationships with neighbors, customers and communities. We build these relationships through a variety of means that include our membership in community organizations, communications with communities and stakeholders that host our infrastructure, and communications with our customers on water-related issues that impact them.

While we may only speak directly with any given customer or stakeholder a single time related to a project or issue, our goal is to do so in a way that builds trust and positions Denver Water as an expert organization that can be of assistance to them in the future and that they will see as a trusted resource. Building trusted and mutually beneficial relationships between Denver Water and its customers and stakeholders helps create an informed community of ambassadors. These ambassadors are a force multiplier — exponentially expanding the reach of Denver Water's brand. They communicate our messages and build support as we continue to bring important water resource issues to the public's attention.

### CRITICAL FOCUS AREAS

The Community Relations group's work can be categorized in terms of Critical Focus Areas (CFAs). As the title implies, each of these CFAs are critical to supporting and achieving the broader goals set by Denver Water's Executive Leadership Team. Each CFA requires the use of different strategies, tools and tactics to be effective. Our CFAs are:

**Relationship Building.** In alignment with Denver Water's Strategic Plan, the Community Relations team focuses on building relationships to develop a baseline understanding of the value and service Denver Water provides to the community. We find ways to proactively communicate and engage with our customers, neighbors, partners and elected officials before an issue or a project arrives in their neighborhood. Before a call to action is necessary related to an issue or construction project, we build trust with our customers so that when the time comes, they understand that what we are asking of them (to cope with a construction project, to take extra steps in the effort to conserve water during droughts, etc.) is in the service of maintaining the delivery of clean, safe, great-tasting water for them and for their community.

**Capital Project Communication.** Because of the direct stakeholder impacts that are caused, communication about Denver Water's infrastructure maintenance and upgrade projects makes up the bulk of the Community Relations program. Community Relations staff relies on the relationship building component of our program to create a foundation of awareness, trust and respect that we can build on to communicate about impacts and inconveniences and to help neighbors cope with our construction projects in their neighborhoods. Our goal, and our most effective mitigation tool, is to communicate early and often to keep residents informed. This provides enough notice for us to address issues proactively and for them to plan their activities accordingly. We strive to mitigate

impacts and resolve issues as quickly and efficiently as possible to achieve the best result for all sides and maintain the customer trust we have built through strategic and proactive outreach and relationships.

**Issue Management.** The community relations division communicates about Denver Water policy decisions, issues and initiatives supporting Denver Water’s goal to be the public’s trusted source on water. Issues can range anywhere from communicating about fluoride treatment and lead service line replacement to drought restrictions and water rate increases. Community Relations staff rely on relationship building to raise awareness, provide accurate and consistent information, and to help our customers understand their role and the call to action, if needed.

## KEY ASPIRATIONS

Supporting each CFA is one or more Key Aspiration. These are lenses through which we view each challenge or opportunity that we identify or is brought our way. While imprecise to see these as goals, Key Aspirations remind us that our work in any CFA has the potential to make progress on these fronts. These include:

**Raise Awareness.** Facilitate two-way communication with customers and stakeholders — whether they are directly served by Denver Water or a distributor, or host Denver Water infrastructure in their communities — about the value and service that Denver Water provides, our role in ensuring safe quality drinking water, maintaining this resource for future generations and helping our customers understand their role in that effort.

**Customer Advocate.** Serve as an advocate for our customers and stakeholders by ensuring that information about water issues and construction projects is provided in a timely, understandable manner, and that customer concerns are listened to, acknowledged by a person and addressed in a meaningful way. Serve as an intermediary to other Denver Water staff and contractors to help explain and mitigate impacts, and find resolutions to issues with the water resource and/or construction project.

**Create Ambassadors.** Communicate with customers in a way that builds trust and positions Denver Water as the public’s trusted source on water. We’re experts. We’re always there. We do the right thing. We are an organization that is available to assist them in the future or that can be recommended to other community members as an expert resource. We strive to use every communication opportunity to create a base of support that Denver Water can call on as we bring important water issues to the public’s attention for feedback and support.

**Project and Staff Support.** Serve as the public face for water issues and construction projects so that project staff in other Divisions can focus on their expertise: performing efficient, quality work, resolving water service issues and getting customers back in service (where applicable) without delay. We work to manage expectations, resolve issues and remove obstacles related to the community, customers or stakeholders, so the project can proceed smoothly to an on-time and on-budget conclusion.

## CRITICAL FOCUS AREAS

### RELATIONSHIP BUILDING

#### Tactics

- Identify strategic membership opportunities with business, government and non-government organizations, identify and pursue areas of common goals, share messaging and owned communication channels to leverage messages and leverage trusted third parties.

- Identify strategic sponsorship opportunities of stakeholder/community events (e.g. customers, communities impacted by Denver Water construction projects, communities that host our infrastructure, etc.) that provide meaningful activation/engagement and one-on-one communication.
- Identify and exploit opportunities to build mutually-beneficial relationships with organizations, neighbors, customers and communities.

Case Study: Delta Dental Partnership

In 2015, the Delta Dental Foundation (DDF) approached Denver Water to discuss opportunities to work together. DDF had recently launched a campaign aimed at the Hispanic community to talk about the importance of dental care in both baby and adult teeth and the impact that sugary drinks can have. DDF was encouraging drinking water as a healthier substitute and thought we might be interested in partnering on messaging about the positive benefits of tap water.

When it comes to tap water, however, that’s easier said than done. Culture in this community can often be a barrier, contributing to an inherent distrust that the public water supply is safe to drink. Many in the Hispanic community still have close generational ties to Mexico, a country with a long history of water supply and water quality problems.

DDF brought Westwood Unidos, a community group centered in the largely Hispanic Denver neighborhood of Westwood, to the table to discuss the best way to get these messages to their residents. Westwood Unidos told us the people in the neighborhood needed to see where their water came from and the other measures Denver Water takes to make the water safe to drink. Ultimately, Denver Water worked to sponsor a tour that showed residents our collection system (Strontia Springs Reservoir) and treatment process (Martson Treatment Plant).

While ad campaigns and mainstream education efforts can reach many in our service area, getting the word out to diverse audiences about water quality requires additional steps. This opportunity, while only reaching a small audience, helped Denver Water win the trust of these customers, created ambassadors capable of spreading the message about the safety and health benefits of drinking tap water, and built a foundation for future communication with this community on water quality issues.

**2018 PRIORITIES: RELATIONSHIP BUILDING**

Denver Metro Chamber of Commerce

In 2018, we will continue to work with the Chamber on using our membership benefits to build relationships and strategically communicate on water policy issues with the business community. The Denver Metro Chamber of Commerce has been and continues to be a strategic partner in supporting smart water policy. Protecting water resources has been identified as one of the Chamber’s six critical issues, and they have been supportive of the reclaimed water issues addressed in the 2018 legislative session.

Jefferson County Economic Development Council (JeffCo EDC)

This is a new membership in 2018. JeffCo EDC has signed on to support the North System Renewal (NSR) and Gross Reservoir Expansion (GRE) Economic Benefit Study. As part of their support, they will



help us communicate the results and the corresponding benefits of vendor opportunities and reliable water service to a growing Jefferson County commercial economy — for businesses considering a move to Jefferson County, as well as those currently located there. We will work with them to take advantage of our other membership benefits in 2018 and leverage their channels to communicate on all aspects of the NSR and GRE projects.

#### West Metro Chamber of Commerce

West Metro has signed on to support the NSR and GRE Economic Benefit Study. As part of their support, they will help us to communicate the results and the corresponding benefits to the existing business community in Jefferson County — highlighting connections to business opportunities on the project, as well as benefits of maintaining reliable and high-quality water service to commercial areas in the county. We will work with them to take advantage of our other membership benefits in 2018 and leverage their channels to communicate on all aspects of the NSR and GRE projects.

#### Sponsorship Program Improvement

We will work to implement the changes to tracking, budgeting and activating our sponsorship dollars outlined in Appendix A. We will continue to move away from events that have tables to fill in favor of those that provide more engagement between Denver Water staff and attendees. We will be having conversations with requesting organizations about how we can steer our limited sponsorship funds to activities that provide these opportunities.

We're also developing an evaluation form for every sponsorship that staff must fill out after the event to determine whether we believe the sponsorship met our expectations, whether we received the agreed upon recognition and if we'd recommend doing it again and if so, at what level. The sponsorship categories we have defined in Appendix A will allow us to better assess which sponsorship requests are a good fit and provide a stronger rationale for declining those that do not.

#### **For More Information:**

Appendix A: 2018 Sponsorship Plan and Budget reviewed by the Denver Water Board in November 2017.

## **CAPITAL PROJECT COMMUNICATION**

### **Tactics**

A detailed and customized communications plan is developed for each project based on the specific anticipated project impacts and needs of the stakeholder community. Our communication plans typically include the following tactics, but please see Appendix B for more detailed information:

- *Good Neighbor Commitment.* This standard commitment to the community is included in all communications to provide information on the specifics of the project and our commitment to mitigating construction impacts and inconveniences wherever possible. For an example of a project-specific good neighbor commitment, please see our pipe replacement [webpage](#).
- *List of Impacted Stakeholders.* This list and includes everything from immediate neighbors and commuters to elected officials, neighborhood associations, members of the local faith community, other governmental entities (RTD, CDOT, City PIOs, etc.), emergency responders, and more.

- *Notification Process.* Our practice is to provide at least one month of notice for short-term projects, and for more impactful or longer-term projects, we may start working with the community up to a year in advance or longer. We establish a schedule of updates and reminders after the initial conversation and notification. This process is flexible and is subject to change based on the reality on the ground, requests from stakeholders, etc.
- *Project Messages.* General project messages are developed for communicating to diverse audiences about the project need, scope, timeline, anticipated impacts and coping methods that may mitigate the impacts. Targeted project messages are then developed for communicating to specifically impacted audiences.
- *Mitigation Strategies and Coping Tools.* Each plan identifies special needs audiences (elderly or disabled neighbors) and high-profile impacts (noise, dust, etc.) specific to the project. Our team then works with the Denver Water project manager and the contractor (where necessary) to develop mitigation strategies (e.g. onsite contact for special accommodations onsite, water trucks to control dust, commitments on project hours outside of which construction noise cannot occur without special notice to neighbors, etc.).
- *Evaluation.* It's not enough that eventually the project is completed, the vehicles and equipment leave the neighborhood and life returns to normal. It's important to us that stakeholders feel the project was performed safely, professionally, and in the most efficient way possible. That's why we collect feedback through a variety of channels (quarterly customer surveys, Nextdoor, customer complaint logs, etc.) throughout each project and make adjustments to the plan/our approach along the way. We use the feedback to identify lessons learned and apply those to planning for future projects.

**2018 PRIORITIES: CAPITAL CONSTRUCTION COMMUNICATION**

These projects can be short term (i.e. completed within a couple of months) or long term (i.e. span multiple years and community relations plans). Below is a list of the short- and long-term project priorities for 2018. Each of these projects has a communications plan associated with it and can be provided upon request.

PROJECT	TIMELINE	DESCRIPTION	STAKEHOLDERS	IMPACTS	COMMUNICATIONS
<b>SHORT-TERM PROJECTS</b>					
<b>Colorado Blvd. Main Replacement</b>	Fall 2017- May 2018	Replacement of water main in CO Blvd. as well as several side streets	Single-family homes, multi-family residences, bicycle and vehicle commuters	<ul style="list-style-type: none"> <li>• Lead service line replacement</li> <li>• Water shut offs</li> <li>• Night work</li> <li>• Construction storage on residential streets</li> </ul>	Mailed notices; door hangers; Nextdoor posts

<b>Conduit 31 Replacement</b>	Fall 2017- May 2018	Replacing conduit responsible for 2017 LoHi neighborhood main break.	Multi-family residences, commercial properties, bicycle and vehicle commuters	<ul style="list-style-type: none"> <li>• Traffic detours</li> <li>• Limited parking</li> </ul>	Mailed notices; door hangers; Nextdoor posts
<b>Ashland Water Storage Tank Replacement</b>	January- June 2018	Replacing two underground storage tanks with two circular tanks less susceptible to leaks	Businesses, single- and multi-family residences, motorists	<ul style="list-style-type: none"> <li>• Truck traffic</li> <li>• Lane and road closures</li> <li>• Limited access</li> <li>• Construction storage on residential streets</li> </ul>	Mailed notices; Nextdoor posts; on-site community mtgs.; signage and promotion that businesses still open; dedicated website
<b>Annual Vault Maintenance and Replacement</b>	Fall 2017- Spring 2019	Vaults house the valves that control water inside the distribution system	Commercial and residential properties, Denver Aquarium, property development companies, golf course	<ul style="list-style-type: none"> <li>• Traffic detours</li> <li>• Limited parking</li> <li>• Landscaping</li> </ul>	Mailed notices; on-site mtgs with property owners; Nextdoor posts
<b>LONG TERM PROJECTS</b>					
<b>Gross Reservoir</b>	2018- 2025	Raising Gross Dam by 131 feet to increase storage capacity to 77,000 acre-feet	Ratepayers, elected officials, Boulder County, Jefferson County, Cities of Arvada, Boulder and Lafayette, Gross Reservoir neighbors and Coal Creek Canyon residents, CRCA, environmental groups, those who recreate at Gross Reservoir, emergency responders, internal Denver	<ul style="list-style-type: none"> <li>• Federal permitting</li> <li>• Legal action</li> <li>• Construction traffic</li> <li>• Limited recreation</li> <li>• Tree removal</li> <li>• View shed impacts</li> </ul>	Community mtgs; community surveys; Public Information Yurt on-site; local coffee house chat hours; mailed notices; dedicated website; interactive map; fact sheets; email newsletter

			Water audiences, etc.		
<b>North System Renewal</b>	2017-2024	New water treatment plant at Ralston and 8.5-mile pipeline to connecting the treatment plant with the distribution system at Moffat	Property owners with Denver Water easements, commuters, community surrounding pipeline construction, City of Arvada, North Table Mountain Water and Sanitation	<ul style="list-style-type: none"> <li>• Traffic detours</li> <li>• Property and landscape impacts</li> <li>• Dust</li> <li>• Noise</li> </ul>	Mailed notices; community mtgs; door hangers; fact sheets; interactive map; dedicated webpage; signage
<b>Water Main Replacement – “Hot Spot”</b>	2017-2019	Focused main replacement efforts in what we informally call the “Hot Spot” – an area in the west end of Centennial where we have seen three times the number of main breaks than the rest of the service area.	single family residential homes in the area, commuters, neighborhood schools	<ul style="list-style-type: none"> <li>• Traffic detours</li> <li>• Dust</li> <li>• Noise</li> <li>• Water shut offs</li> </ul>	Mailed notices; door hangers; community mtgs; Nextdoor posts
<b>Hillcrest Storage Tank Replacement</b>	2016-2020	Replacing the pump station and two rectangular 15-million-gallon storage tanks with three circular tanks less susceptible to leaks	fence line neighbors, Southmoor Park Neighborhood, Canyon Club Condominium neighborhood	<ul style="list-style-type: none"> <li>• Dust</li> <li>• Noise</li> <li>• Fence replacement</li> <li>• Saturday work hours</li> </ul>	Neighbor visits; mailed notices; email newsletter; neighborhood meetings; dedicated webpage; signage; outreach tent for Saturday concrete pours

**For More Information:**

Appendix B: Tactics for Building a Capital Construction Communications Plan

**ISSUE MANAGEMENT**

## Tactics

A communications plan is developed for each issue based on the specific community impacts and needs. In general, our communications plans include the following tactics:

- *Identification of stakeholders.* These issues tend to have a variety of audiences that have varying levels of interest in the topic and varying preferences for communication.
- *Convene / serve on internal project team.* Community Relations staff may either assemble the team and/or serve as a member of a project team assembled by another division.
- *Identify communication issues and risks.* Working with the project team, identify the issues or impacts we need to communicate. Identify the risks to Denver Water in communicating this information. Develop a strategy to provide this information while protecting Denver Water's brand and position as a trusted water resource.
- *Develop key messages.* Working with the project team and media relations team, develop the 3-4 main messages based on the above strategy that we want to communicate to broad audiences and then further target messages as needed to specifically impacted or interested audiences.
- *Identify and employ best communication channels.* Match the audiences with their preferred communication channel and develop informational collateral appropriate for each. Channels include, but are not limited to: community newsletters, neighborhood meetings, mailings, door hangers, etc. See Appendix C for more information.
- *Traditional and social media.* Work with the media relations team to develop and convey the messages and information collateral through the appropriate media channels.

## 2018 ISSUE MANAGEMENT PRIORITIES

Below is a list of issue priorities for 2018. Each of these projects has a communications plan associated with it and can be provided as requested.

### 1. Denver Water's Lead Reduction Program.

Denver Water has a program to educate consumers about sources of lead in drinking water and to remove lead service lines from our community. The Community Relations team assists in this effort by developing communication materials, and talking with our customers about reducing lead in drinking water and replacing lead service lines. We coordinate with schools and customers participating in our water quality sampling program, and continually present to various community groups to educate the public about the risks of lead exposure. Additionally, we work with local, state and national governments, agencies, coalitions and strategic working groups to partner on tackling lead as a public health issue.

### 2. High Line Canal Transformation.

Denver Water is the owner and operator of the 71-mile High Line Canal, which travels through 11 jurisdictions, with recreation managed by seven different agencies. Denver Water continues to reduce the number of customers who depend on the High Line Canal for water, with the goal of eventually having all customers off the canal. Denver Water recognizes the value this urban greenway brings to the region, and the potential for it to be transformed into an asset that aligns the benefits and uses of the canal corridor with its long-term management. During this transition time, the Community Relations team is coordinating the involvement of Public Affairs. This includes speaking at or representing Denver Water at public events, ensuring Denver Water is accurately and fairly represented in any communications by partner agencies, and making sure that the customer perspective is present in intra- and inter-agency coordination, and

that we follow through on what we promise. This oftentimes puts Community Relations in the role of connecting experts, drawing attention to issues before they become unmanageable, and making recommendations on how to move forward.

3. **Summit County Runoff Season Safety.** Since 1983, based on a handshake agreement with public officials in Silverthorne, Denver Water has worked to keep outflows from Dillon Dam to the lower Blue River to 1,800 cubic feet per second or lower. This agreement has helped limit property damage, but may have also led to complacency. Due to changing conditions created by uncertainties of climate change and reduced flexibility in our water collection systems over time, Denver Water has concerns that our ability to maintain outflows at or below 1,800 cfs will diminish. Over the past couple of years, Public Affairs and Water Resource Strategy staff have been coordinating with staff on the town and county level in Summit County, along with local emergency managers and first responders, to communicate this information. In 2018 and in cooperation with our Summit County partners, Public Affairs is coordinating the launch of a public awareness campaign to foster higher public awareness of these issues with the goal of encouraging the community's preparedness culture.
  
4. **Recycled Water and Landscape Management.** Communities hosting Denver's old and historic parks are concerned about the impacts of recycled water on the landscape at these parks — specifically old growth evergreen trees. Denver Water has been working with the Denver Parks and Recreation Department to manage these concerns. Denver Water and Denver Parks hosted a yearlong "Recycled Water Advisory Committee" to work with the community on identifying impacted species and developing mitigation measures. Community Relations is managing our ongoing participation in the advisory committee, as well as outreach and communication efforts to other interested external stakeholders. The Community Relations team serves as the liaison between Denver Parks and Denver Water, updating other Denver Water staff, monitoring public interest and feedback, developing appropriate messaging and assisting in the development of collaborative solutions to issues related to landscape management.

**For More Information:**

Appendix C: Communication Channels

## APPENDICES

Appendix A: 2018 Sponsorship Plan and Budget

Appendix B: Tactics for Building a Capital Construction Communications Plan

Appendix C: Communication Channels

## APPENDIX A: 2018 Sponsorship Plan and Budget – Reviewed by Denver Water Board November 2017 2018 Sponsorship Program

### WHY DOES DENVER WATER HAVE A SPONSORSHIP PROGRAM?

Denver Water strives to be the best water utility in the nation and a vital contributor to the betterment of our community. We consider contributions and sponsorships with external organizations that advance our mission, vision and strategic initiatives. There are several goals within the Strategic Plan that focus on the building communities and having strategically effective relationships. Providing small amounts of funding to selected organizations can deliver significant progress toward these goals.

### HOW DOES DENVER WATER DETERMINE WHAT ORGANIZATIONS TO SPONSOR?

All requests for in-kind or financial support must be made in writing using Denver Water's request form. A full list of sponsorship guidelines is on [denverwater.org](http://denverwater.org) and includes examples and a listing of the types of requests Denver Water will not support. Generally, Denver Water supports the community we serve through contributions and sponsorships to civic, nonprofit, education and business programs, activities and events that:

- Build awareness and appreciation among the public for the value of water as a vital resource.
- Align with our mission, strategic goals and annual budget.
- Build support for our core business objectives.
- Help build brand awareness of Denver Water's mission, vision and value to the community.

Specifically, nearly half of Denver Water's sponsorship program budget is allocated to multi-year contract commitments. For sponsorships that are not within a contract, Denver Water aims to proactively identify sponsored events that connect to the following initiatives or strategic plan focus areas:

- **National Western Water Center:** Opportunities that support Denver Water's goals for the redevelopment of the National Western space and our goal to develop a new water center and water quality lab. (*Strategic Plan: Excellent Operations/Trusted Reputation*)
- **Neighborhoods of Interest:** We target support for communities where Denver Water has a presence through a capital project or other visible work or where Denver Water would like to increase awareness about a certain issue (water quality acceptance, water efficiency, etc.). (*Strategic Plan: Customer/Trusted Reputation*)
- **West Slope:** these sponsorships are targeted at maintaining and, where possible, expanding our relationships with West Slope communities where Denver Water infrastructure is located – building on our success with the CRCA and maintaining it. (*Strategic Plan: Customer/Trusted Reputation*)
- **Thought Leader:** These sponsorships are directed to organizations where Denver Water has the opportunity to present success stories, help guide policy decisions, lead industry issues, showcase Denver Water achievements, provide opportunities for professional development, etc. (conferences, forums, regulatory/legislative events, etc.) (*Strategic Plan: Inspired People/Trusted Reputation*)
- **Environmental Education:** Sponsorships that support Denver Water's education goals and environmental stewardship brand. (*Strategic Plan: Trusted Reputation*)
- **Water Connects Us All:** Sponsorships that align with Denver Water's marketing efforts. We look to sponsor events that connect with this message and where we can showcase this theme. (*Strategic Plan: Trusted Reputation*)

### WHAT IS NEW ABOUT THE SPONSORSHIP PROGRAM FOR 2018?

There are a few changes in store for 2018 as we work to continuously improve the program. First, we want to continue to move away from events that have tables to fill. We find we get more value from actionable projects, or activities that have a lot of interaction for us, rather than lunches and dinners where we have a table. That said, many of the organizations that



meet our sponsorship goals remain focused on these types of events, so it's a balancing act. We will be having conversations with these organizations about how we can steer our limited sponsorship funds to activities that provide better outcomes for Denver Water and the organization.

Next, we're developing an evaluation form for every sponsorship that staff must fill out after the event to determine whether we believe the sponsorship met our guidelines, we received the agreed upon recognition and we'd recommend doing it again and at what level. In addition, we sent our Community Relations Manager to a course on Corporate Social Responsibility this year to learn best practices for sponsorship programs. She's in the midst of that now, but we believe what she learns will help us evolve this program more.

Last, we want to ensure that new sponsorship requests are getting enough vetting before we say yes. The sponsorship categories we have defined above for 2018 will allow us to better assess whether sponsorship requests are a good fit and will have a stronger rationale for declining those that do not. For new opportunities that seem to fit our program and guidelines but not our 2018 budget, we will instead send a staff person to check out the event in 2018 to determine if it should receive priority in 2019.

#### WHAT IS THE BREAKDOWN ON THE 2018 SPONSORSHIP BUDGET, AND HOW DOES IT COMPARE TO 2017?

CONTRACT COMMITMENTS				
Sponsorship Category	Organization	Strategic Plan	2018 Budget	2017 Forecast*
Thought Leader	Metropolitan State University	Inspired People	\$23,000	\$23,000
Environmental Ed	Denver Zoo	Trusted Reputation	\$1,500	\$0
Environmental Ed	Keystone Science School	Trusted Reputation	\$8,000	\$8,000
Environmental Ed	Children's Museum	Trusted Reputation	\$50,000	\$50,000
Neighborhood	9News/Parade of Lights	Trusted Reputation	\$16,000	\$15,000
Water Connects Us	History Colorado	Trusted Reputation	\$30,000	\$30,000
Thought Leader	Colorado Water Trust	Trusted Reputation	\$10,000	\$10,000
Neighborhood	NEWSED – Cinco de Mayo	Customer		\$3,000
Environmental Ed	Solar Decathlon	Customer		\$15,000
<b>TOTAL Contracts</b>			<b>\$138,500</b>	<b>\$154,000</b>
ANNUALLY SPONSORED EVENTS				
Sponsorship Category	Description	Strategic Plan	2018 Budget	2017 Forecast*
Various	Events we've sponsored in the past that are still valuable; requests that come in through the sponsorship request form on the website.	Inspired People/ Customer	\$81,500	\$151,099**
National Western	Requests related to National Western; events we seek out that would be achieve our goals in being part of National Western	Excellent Operations	\$10,000	0
Neighborhood	Requests from communities where we have current projects or issues of interest; events we seek out to	Customer	\$10,000	0

	help us communicate in these areas			
West Slope	Requests from communities where we have infrastructure; events we seek out to help support communities in these areas and raise awareness about Denver Water	Trusted Reputation	\$15,000	0
Thought Leader	Events, conferences, speaking engagements where Denver Water can showcase our initiatives and the work of our staff	Inspired People	\$10,000	0
Environmental Ed	Events that provide an opportunity for us to bring our water curriculum to students, families, educators	Trusted Reputation	\$10,000	0
Water Connects Us	Events that connect to our marketing message	Trusted Reputation	\$25,000	0
<b>TOTAL Annually Sponsored</b>			<b>\$161,500</b>	<b>\$151,099</b>
<b>TOTAL SPONSORSHIP BUDGET</b>				
			<b>\$300,000</b>	<b>\$305,099</b>

\*Includes one-time monetary sponsorships in 2017: Biennial, PBS "America's Forests," National Western CSU Internship Program, Colorado Mesa University, etc.

\*\* As of Oct. 31, 2017.

## APPENDIX B: Tactics for Building a Capital Construction Communications Plan

### **Government and Stakeholder Relations' Construction-related Public Information Process**

#### **Overview**

The role of Denver Water's Community Relations Section (CRS) is to work collaboratively with other divisions; serving as an intermediary to foster mutually beneficial relationships with Denver Water's myriad stakeholders. These relationships are meant to increase understanding, share information, manage expectations, build support, lower barriers to success, resolve conflict and defuse opposition.

For many of our ratepayers, Denver Water is not top of mind every time they turn on the tap, take a shower or water outdoor plants. Our product is a commodity — one that is taken for granted. Only when we disrupt their lives — whether that's during a planned outage for general maintenance, excavating their front yard to work on a service line or closing a street in their neighborhood to perform work — do we enter their consciousness. This sudden disruption is most often seen as a negative, which can impact our work and, by extension, our brand negatively.

Ask any field crew and they'll have stories of when they've been the target of a rude gesture, coarse insult or angry scowls from members of the general public. They'll also let you know about times they've had property owners get dangerously near to a trench in an effort to check out what was going on. While our crews are trained professionals who can work under these — and worse — conditions, these instances reduce work efficiency, create safety issues and take a toll on morale.

In most cases described above, the missing piece that would have improved each situation is effective communication and the positive relationships that can be built when effort is made. Our role in Community Relations is to communicate and build relationships so other divisions can focus on their expertise: performing efficient, quality work and getting customers back in service without delay.

The purpose of this document is twofold. First, as a primer for other divisions to better understand the process, strategies and tactics we employ in the course of our work. It also serves as a roadmap/checklist for our group internally to ensure all components are considered for each unique project we encounter.

## Research

The first step in any project is to perform thorough primary and secondary research; collecting information and data from a variety of sources. No matter how similar a project may seem on its face to a previous one, key differences are likely to emerge during this phase. The information developed/collected is the foundation on which the overall plan is built. Research will include:

- Meeting with Engineering – Initial Notice of Project
  - Engineering will assign a Public Affairs rep to capital projects in the project plan. This will allow PA to be brought in at the very start of a project and assist in guiding the community relations aspect.
  
- Meeting with the Project Manager – Initial Meeting
  - Key Information:
    - What work is being performed
    - Why does this need to happen
    - How will this work benefit ratepayers
    - Where is the work taking place
      - What are demographics of the community
    - Who is performing the work
      - If not DW, get name, phone and email of the contractor's Project Executive and on-site Superintendent(s)
    - When do you expect the work to begin
    - How long do you expect the work to take
    - What work hours do you plan to keep
    - Will you be working on weekends
    - Which business or residential structures will be impacted
      - How will they be impacted (sidewalk closure(s), water shutoff, etc.)
    - Do you anticipate any impacts to roads (full closure, partial closure, detour, etc.)
      - Secure copy of Methods of Handling Traffic (MHT) plan or "traffic" plan.
    - What is the thing or things that are most uncertain about this project; in other words, what could go wrong that you'll need to be ready for
    - When complete, are you aware of any special instructions we will need to communicate to customers (flushing instructions, etc.)
  
- Site Reconnaissance – Via internet searches, Google Maps, etc.
  - Key Information:
    - What stakeholders will be impacted by our work
      - Businesses
        - How do they/their customers access the building
        - Are they a critical care facility
        - How do they use water

- Residential
    - Is the work being performed inside a Registered Neighborhood Association
    - Which Homeowners Association(s) will be impacted
    - Will our work block their access to their driveway(s)
    - Will our work block their street parking
  
  - Are there any stakeholders with special needs we should account for
    - Example: Work impacting a school, hospital, church, eldercare facility, etc.
  - Are the streets we need to close busy or residential
    - Is our work along a key route used by first responders, ambulances, etc.
  - Will locals intuitively understand how to get around the detour
- Site Walk – Preferably with Project Manager
- Key Information:
    - Confirm all information collected from prior research
    - Discuss challenges identified from prior research and ID workaround(s)

## Planning

It's cliché, but true: If you fail to plan you plan to fail (Benjamin Franklin). Planning combines research findings with professional experience and results in a clear path forward. The plan shows how we will communicate key facts to impacted stakeholders in a way that is easy to understand and meets them where they are.

- Stakeholder List (Audiences)
- Who will be impacted in a primary way (reduced access to their property or business, impacted by street closure/detour, temporary water shutoff, etc.)
  - Who will be impacted in a secondary way (HOA Board President, Property Manager, first responders, outlying neighborhoods, etc.)
  - Who will not be impacted, but has existing communication channels to communicate with impacted stakeholders (community newspaper publisher, City Councilperson, Registered Neighborhood Organization(s), etc.)
  - Collaborate with internal audiences (including your Project Manager, other members of the Project Team, contractors, media relations, etc.) on how and when do you plan to communicate with stakeholders.
- Key Message Development
- By definition, key messages are the bite-sized summations that engage your audience and convey the bottom-line information you want them to take away from your interaction

- These messages should be easily identifiable and appear consistently across all communication channels and vehicles
- For most construction-related Denver Water communication vehicles, key messages should allow your audiences to answer the “Five Ws” (also known as Who, What, When, Where, Why), with the “Big H” (How) thrown in for good measure
- A good resource on key messages is available [here](#).

☑ Communication Channels/Tools

- For each audience identified above, which communication channels are they likely monitoring that we also have access to, which may include, but not be limited to
  - Direct mail, email, community newspaper (earned or paid media), in-person visits, flyers, door hangers, posters, project banners, project-specific contact cards, Nextdoor, social media, one-on-one meetings, phone calls, elected official briefings, newsletters (mailed or emailed), public meetings, webinars, community presentations, kiosks, public information centers, contributed articles for HOA newsletters, page(s) on DW website, etc.
- What flaws/cracks may be present with each channel/tool, and how will you overcome it
  - Example Audience: Property Owners
    - Tool: Letter via USPS
    - Consideration – Letters will reach residents, but not always property owners
      - Workaround – send letters to property owner according to address on file at Assessor’s Office
  - Example Audience: ESL Residents
    - Tool: Letter via USPS
    - Consideration: Residents may not speak English as a primary language
      - Workaround – include Spanish translation of letter on reverse
- Seek communication channels that reach multiple audiences
- Built matrix to show stakeholders on one axis and communication channels/tools on the other axis; ensure all stakeholders have at least one form of communication
- See below for an ongoing list of commonly used channels and tools used by the CRS team for your consideration

☑ Mitigation Strategies

- Are there audiences with special needs that we can make accommodation for
  - Example: English is a second language

- Workaround: Ensure all materials are translated into appropriate primary language
  - Example: A stakeholder is elderly and could use some special attention
    - Workaround: Plan to stop by and visit with them in-person to explain work and impacts; plan to drop-off bottled water to ease their time out-of-service
  - Example: Business owner's customers will lose access to parking area for extended period
    - Workaround: Work with Project Manager to phase work; Ensure at least one entrance to parking lot is available at all times during business hours; Identify feasibility of performing work over weekend(s) to limit closure of parking area
- Extraordinary Means and Methods (typically only for major, ongoing projects)
  - Lengthy projects with difficult impacts may warrant more expensive and extensive accommodations
- See below for an ongoing list of small and large accommodations brainstormed by the CRS team for your consideration

Timing of Communication

- In all cases, the CRS team will provide a baseline of communication that consists of:
  - At least one advance project notification
    - Rule of thumb: At least 2 weeks in advance of visible project work or impacts
  - Reminder
    - Rule of thumb: Within 2-3 days to one week prior to project start to keep the project top of mind for impacted customers
- The effect of communication delivery timing and the effect of multiple consistent messages delivered over time is difficult to overstate. The clearest way to show the plan for release of information to various stakeholders is often through the use of a Gantt chart. This becomes even more effective when combined with the audience/communication channel matrix described earlier.

Peer/Supervisor Review

- A best practice in plan development is to ask a peer and/or supervisor to review your documents. They should question assumptions, recommend additional strategies and tactics and serve as a second set of eyes to ensure what we recommend to our client (the Project Manager) is a quality product

Project Manager Buy-in

- The final step in plan development is to take the time to share it with the Project Manager and secure their support/buy-in

## **Implementation**

With the support of the Project Manager in place, it's time to work your plan.

- ☑ Tool Development
  - Build your communication tools by combining your key messages with specifications for each piece
  - Don't forget that with enough advance notice, internal resources are available from Communications and Marketing Section (graphic design, web development, copywriting, media relations, etc.)
  
- ☑ Course Correction
  - Be ready for your tools to have varying degrees of effectiveness; make adjustments during the project to have maximum success
  - Be willing throughout the project to let new information guide implementation of your plan

## **Evaluation**

We always strive for constant improvement; seeking efficiency to maximize impact while minimizing wasted effort. Without effective evaluation to guide adjustment of future plans and projects, we will not achieve these goals.

Unfortunately for communication, objective quantitative evaluation can be difficult to track. Often we will have to settle for subjective qualitative evaluation of our work, which can be collected via a post-project survey of internal and external audiences.



## **Standard Protocols and Procedures: Community Relations Options for Communication Channels and Tools**

### **Commonly Used Tools**

- Mailings
- Nextdoor
- Doorhangers
- Email
- Website/webpage
- News Releases
- Door-to-door outreach
- Posters
- HOA/Council Meetings
- Meetings w/City Officials
- HOA Newsletters – Contributed Articles
- Permitting Offices Outreach
- VMS Boards
- Meetings w/ Business Organizations
- Businesses Open Sign(s)
- Business Walks
- First Responder Notifications

### **Uncommonly Used Tools**

#### **(Need Higher Justification – Generally Used for High Impact Projects)**

- Businesses Open (on mobile VMS)
- Planting Trees/Landscaping
- Coffee Tent/Cart
- Water Bottles Delivered
- Hotel Rooms
- Car Wash Coupons
- Safety Fencing
- Sponsorship of Neighborhood Events
- Renting/Buying Property
- Coffee Gift Cards
- In-kind Donation
- Coupon Circulars for locally impacted businesses
- Window Washing
- Pest Control (large and long-term construction sites/projects)
- Water Bill Credits

