

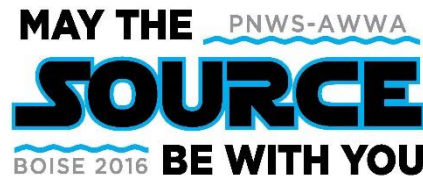


**Lake Oswego · Tigard  
Water Partnership**  
*sharing water · connecting communities*

# **Help Us, Communications Team – You’re Our Only Hope!**

## **Navigating Communications for a Multi-City Water Project**

**Katy Kerklaan,  
Citizen Information Specialist,  
Lake Oswego-Tigard Water Partnership**



# Partnership Overview

- Intergovernmental agreement signed in 2008 by the cities of Lake Oswego and Tigard to upgrade, upsize, replace water infrastructure for both cities
- Lake Oswego's existing facilities are old, unreliable, undersized
- Tigard needs secure, dependable water; system ownership
- Cost approx. \$254 million
- Partnership approach saves money for both communities
- Total population of both cities approx. 100,000

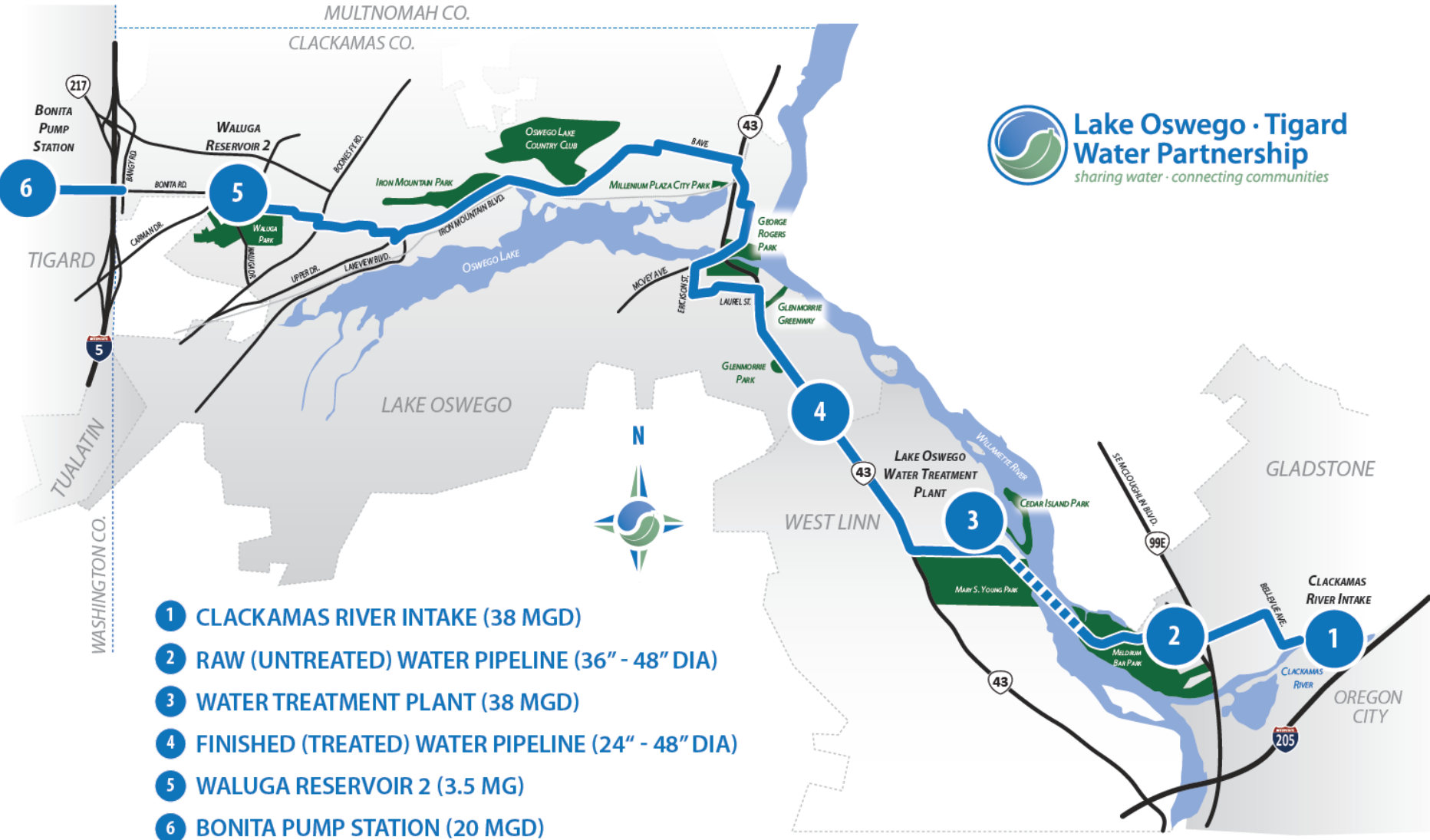


# So where is Lake Oswego & Tigard?



# In a nutshell, what's involved?

## All facilities online by July 2016



- 1 CLACKAMAS RIVER INTAKE (38 MGD)
- 2 RAW (UNTREATED) WATER PIPELINE (36" - 48" DIA)
- 3 WATER TREATMENT PLANT (38 MGD)
- 4 FINISHED (TREATED) WATER PIPELINE (24" - 48" DIA)
- 5 WALUGA RESERVOIR 2 (3.5 MG)
- 6 BONITA PUMP STATION (20 MGD)

# Communications and outreach – both strategic & targeted

- Overarching strategic communications plan
- Updated yearly as project phases changed from definition, pre-design and permitting, facilities design and construction.
- Six key messages about the system

Gladstone		West Linn	Lake Oswego/Tigard	
<p><b>Water Intake</b></p> <p><b>Goal:</b> Maintain current collaborative communications with the City of Gladstone and RIPS neighbors through project construction.</p> <p><b>Objectives:</b> Continue periodic communications with the City of Gladstone through RIPS project construction. Provide periodic updates for RIPS neighbors and Gladstone residents.</p>	<p><b>Raw Water Pipeline</b></p> <p><b>Goal:</b> Familiarize the Cities of Gladstone and West Linn neighbors, park users and other affected parties with the RWP construction process/schedule. Maintain communications and responsiveness through construction. Meet all public outreach requirements for land use applications.</p> <p><b>Objectives:</b> Maintain communications with City of Gladstone through RWP construction. Inform involve residents, property owners and businesses along the RWP alignment. Ensure compliance with all communications-related conditions of approval. Familiarize stakeholders with HDD process/impacts and schedule.</p>	<p><b>Water Treatment Plant</b></p> <p><b>Goal:</b> Maintain communications and responsiveness with the City of West Linn and neighbors through construction and ongoing operations.</p> <p><b>Objectives:</b> Look for opportunities to stay engaged and be responsive. Provide regular updates for WTP neighbors through construction. Maintain communications with City of West Linn through WTP project design and construction. Build personal relationships with neighbors. Monitor Good Neighbor Plan compliance. Ensure compliance with all communications-related conditions of approval.</p>	<p><b>Finished Water Pipeline</b></p> <p><b>Goal:</b> Notify people in West Linn and Lake Oswego, who will be most impacted by construction. The focus is on people who live, attend school or do business near the alignment and those who travel on impacted roads.</p> <p><b>Objectives:</b> Continue communication with neighborhood associations. Extend awareness of website information. Grow participation in email list. Work directly with most impacted neighbors to explain construction impacts. Target commuters for regular traffic impact information.</p>	<p><b>Waluga Reservoir / Pipeline</b></p> <p><b>Goal:</b> Maintain communications and responsiveness with Waluga Reservoir neighbors throughout construction.</p> <p><b>Objectives:</b> Ensure implementation of the Waluga Good Neighbor Plan. Maintain open communications with neighbors during construction.</p> <p><b>Bonita Pump Station</b></p> <p><b>Goal:</b> Notify neighbors in Tigard, who are near and most impacted by construction</p> <p><b>Objectives:</b> Familiarize pump station neighbors and nearby businesses with purpose and need for facility. Maintain open communications with neighbors during construction. Respond to the needs of business owners in the area. Provide travel information to commuters.</p>
<p><b>Project-Wide Goals</b></p> <p><b>Policymaker Communications</b> Keep policymakers engaged, informed. Update policymakers on project progress and educate them on new elements of facility design, construction and project funding.</p> <p><b>Media</b> Provide local media with a steady flow of positive project news, as a channel to reach policymakers and utility customers.</p> <p><b>Ratepayers</b> Maintain and enhance utility customer / ratepayer awareness of Partnership benefits, and keep customers informed of progress.</p> <p><b>Environmental Permitting and Water Rights</b> Continue messaging in support of environmental goals and natural resource stewardship goals.</p> <p><b>Water Conservation</b> Continue messaging the important role of water stewardship, prepare Lake Oswego customers for possible curtailment during construction.</p>				

## Six Facts You Should Know About Lake Oswego's Water System

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lotigardwater.org



# Targeted outreach plans

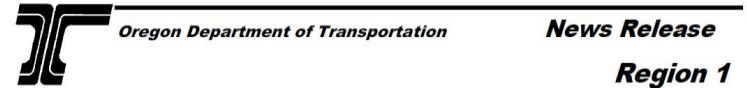
- Specific, targeted plans for construction in **each community** and for **each package of work** – incorporated “Good Neighbor Plan” elements
- Separate business outreach plans for four significant business districts impacted by construction:
  - Bonita Road, Tigard
  - Downtown Lake Oswego
  - OR 43, West Linn
  - OR 99E, Gladstone



# Key tools that worked well



# Leveraging existing communications channels



Washington, Multnomah, Clackamas and Hood River Counties  
 Apr. 22, 2016 16-17  
 For more information: Brandy Steffen, 503-731-8230  
 Brandy.Steffen@odot.state.or.us

## Weekly Construction Update: Apr. 23-30, 2016\*

\*Schedules are subject to change due to weather and site conditions.

The following highways have projects included in this week's construction report. Scroll down to see traffic impacts in the following order (interstate, U.S., and state highways).

Sat.	Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.
04/23	04/24	04/25	04/26	04/27	04/28	04/29	04/30



As of March 18, 2016



### TWO YEARS OF PIPELINE CONSTRUCTION NOW COMPLETE!

Last week construction was action packed on McVey Avenue as crews safely maneuvered cranes and large equipment to install the new pipe bridge support footings and place the final portion of the new finished water pipeline! This is a significant

milestone for the cities of Lake Oswego and Tigard, marking the end of two years of pipeline construction, where more ...

[Read more.](#)

### Draft Future Council-LORA Schedule

Draft Schedule

## Lake Oswego Review

EDUCATION HOMES SPORTS OBITUARIES BUSINESS INSIDERS

[rainy Sunday - Friday, 29 April 2016 11:29](#)



### City Notes

Created on Thursday, 07 April 2016 01:00 | Written by (none) |

[0 Comments](#)

**TRAFFIC ALERT:** First Street between A Avenue and the Lake View Village parking entrance will be closed next week from Monday through Wednesday while construction crews erect a second tower crane on the Wizer Block. Vehicle access to Lake View Village will remain open on the south side from Evergreen Road. The east sidewalk on First Street will be open for pedestrian access.



### Green design features of Lake Oswego and Tigard's new water facilities





# Creating targeted materials – emails


- Over 2,000 people “active” on our email distribution list
- Individuals separated into target groups – by facility or pipeline location
- Best way to stay informed
- Won a PNWS-AWWA award for best electronic communications in 2014



Share this:

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## Waluga Reservoir 2 (WR2) Construction Update



**Site restoration**  
The invasive plants have been removed around both WR1 and WR2 and crews have begun placing native trees, shrubs and plants around the site (pictured left). Over the next few weeks, crews plan to grade the site, continue installing irrigation systems, and install fencing and an entrance on Carman Drive.

**WR1 – Testing Ph**  
Crews completed the testing to the inside and outside of the reservoir and, last week, chlorination in preparation for WR1 is now in its test phase. Crews are expected to return to work in one month.

**Rock chipping**  
Around the reservoir site, crews will be rock chipping large boulders to break them into smaller, more manageable sizes and remove them from site. During this process, crews will also be installing erosion control measures.



**2014 Excellence in Communications AWARD WINNER**

**PNWS**  
IDAHO · OREGON · WASHINGTON

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## West Linn Pipeline Construction Update: Mapleton Drive

Dear Katy,

Last week, crews installed the last major piece of pipe on Mapleton Drive! Two small pieces of pipe remain for the final connections, which will be placed shortly.

This week, crews began filling the pipeline and pressure testing it. Once the pressure testing is complete, the pipeline will be disinfected, which is expected to begin early next week. Following the disinfection, crews will install the final connecting pieces at the intersection of Highway 43 and Mapleton Drive, and at the water treatment plant site staging yard. These final connections will allow the new finished water pipe to be placed into service!



Crews place the last major piece of pipe on Mapleton Drive! Two small pieces of pipe remain for the final connections, which will be placed shortly.

**Traffic Reminder:** During work hours, the road will remain closed to through traffic at Highway 43 until the final connection is installed – this is expected to be placed in late February. Crews will continue to be active on Mapleton Drive, predominantly between Highway 43 and the street. Crews will be active on the pipeline in forested, disturbed and disforested patches.

# Direct mail – postcards, mailers, flyers



SPRING 2014

## What to Expect During Pipeline Construction



Crews conduct geological testing to determine soil conditions before pipe is installed.

### Water System - Construction Update

In August 2008, the cities of Lake Oswego and Tigard endorsed a Partnership Agreement for sharing their resources and costs. This agreement was the result of planning effort by Lake Oswego and Tigard to meet the need to continue providing reliable, safe drinking water for future residents and businesses.

In 2013, the Partnership began construction on the pipeline and laying more than ten miles of pipeline from the Gladstone through West Linn and Lake Oswego up to the Reservoir and in Tigard, along Bonita Road. New pipeline is planned in Gladstone, West Linn and Lake Oswego.

The following provides general information about the pipeline work you may see. Project specifics will be on the location.

### Our Promise

The Lake Oswego Tigard Water Project team is dedicated to:

1. Minimizing impacts to residents and the environment during construction;
2. Constructing a fiscally responsible project within budget;
3. Avoiding unplanned interruptions to water service;
4. Providing timely and detailed information about the project;
5. Listening to citizen concerns; and
6. Working with citizens to address their needs.



Lake Oswego has provided fresh Clackamas River water to customers since 1969.



lotigardwater.org • 503-697-6502 • @lotwater@ci.oswego.or.us



## Downtown Pipeline Construction

VOLUME 3: FALL 2015

### Pipeline Construction: Old Town Neighborhood

Pipeline construction is underway in the Oswego Village Shopping Center and will begin soon in the Old Town neighborhood. Final pipeline construction activities in the City of Lake Oswego include construction along McVey Avenue and in George Rogers Park. This work will continue through winter into early 2016. Soon Lake Oswego residents will enjoy even better drinking water from our new system.

#### Key Information

- Construction on Leonard and Durham Streets will occur during the winter months.
- Work in this area is expected to begin early October and will be completed by late November. Schedules are subject to change.
- Work on Durham Street is expected to begin at Leonard Street and proceed east.
- Two blocks of Durham Street will be closed to through traffic during construction.
- The contractor will coordinate deliveries as well as garbage and recycling during construction.
- The contractor will work with neighbors to maintain access to their properties.
- Detours will be in place during work hours. Steel plates will be used to maintain access to properties.

### Exploratory Digging Work in Your Area

December 3, 2013

**Beginning in mid December**, crews will be working along the proposed water pipeline route that runs east from Boones Ferry Road, along Lanewood Street, Douglas Circle, Twin Fir Road, Upper Drive, Iron Mountain Blvd and Chandler Road. They will dig small holes in the roadway to locate all underground utilities and pipes, to ensure the pipeline route does not conflict with existing utilities.

Workers will use a vacuum truck and small excavator, digging holes 50 to 150 feet apart as they travel along the pipeline route. Holes will be repaired as work progresses. Work is expected to **continue through the end of January 2014**.

The work will occur **between 7:00 a.m. and 3:30 p.m.** There will be **single-lane closures** to accommodate equipment. Some **narrow streets may be temporarily closed to through traffic** during work hours, with access restricted to local residents during this time. Roads will be repaired after work is complete. Please watch for flaggers.

### Project Map: Downtown Lake Oswego



Where will crews be?	When?
Lanewood Street	Mid – late December
Lower Douglas Circle	Late December
Lake Grove School & Boones Ferry Road	School Winter Break, late December – early January 2014
Twin Fir Road (between Upper Drive and Douglas Circle)	Early January 2014
Upper Drive (between Iron Mtn., and Twin Fir)	Early – mid January
Iron Mountain Boulevard	Mid - late January 2014
Chandler Road (between Iron Mtn. and 10 <sup>th</sup> )	Late January 2014

### Latest news? Join our email list!

Stay informed as construction progresses by visiting [www.lotigardwater.org](http://www.lotigardwater.org) and signing-up to the "Water pipelines in Lake Oswego" list, email [lotwater@ci.oswego.or.us](mailto:lotwater@ci.oswego.or.us) or call the hotline at 503-697-6502.

#### KEY

- Nighttime Pipeline Construction
- Daytime Pipeline Construction
- 48-hour period of Construction at Railroad tracks



# Door hangers

- Easy to distribute, particularly for last minute notifications / changes
- Targets a small area / neighborhood where work is occurring
- Used effectively with the contractor for paving notifications

## Grinding and Paving Notice – E. Clackamas Blvd.

10/7/15

On Thursday, October 8, **crews will grind the asphalt at the RIPS site and on E. Clackamas Blvd. between Portland Ave and Charles Ames Park.**

On Friday, October 9, crews plan to place the new pavement in this area.

Work hours are 7 a.m. to 6 p.m. During paving, the **street will be temporarily closed to traffic.**

**For residents located in the paving zone, please find an alternate location to park on a side street or prepare to leave your home before work begins at 7 a.m. during these days.** Traffic will not be allowed to drive on the new asphalt until it is completely cooled. The contractor will coordinate any deliveries and mail services during the paving.

Thank you for your patience and cooperation.

For more information, please email [lotwater@ci.oswego.or.us](mailto:lotwater@ci.oswego.or.us), call the hotline at **503-697-6502** or visit [lotigardwater.org](http://lotigardwater.org).



# Project hotline

- Number provided in every form of communication
- Answered by our team from 8 a.m. – 5 p.m.
- After hours contact



# Website lotigardwater.org

- Focused on active construction in the four communities
- All construction / traffic alerts & emails posted on the website
- Helpful “work underway” interactive google map – useful to show active work areas, closures
- Twitter feed

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Construction Activities >  
About the Project >  
Meetings and Committees >  
Materials Library >  
Contractor Information

Contact Us

**Project Hotline:**  
(503) 697-6502

**Stay Informed!**  
[Join our email list \(opens new window\)](#)  
[Facebook](#)  
[RSS Updates](#)  
[En Español](#)

**Tweets by @LOTWater**

**LOTigardWater** 7h  
@LOTWater  
Crews working on State St today from 9am - 3pm to install traffic loops. Lane closure between A and B Ave. @LakeOswegoInfo #pdtraffic

**Mayor Cook** 9 Oct  
@TigardMayor

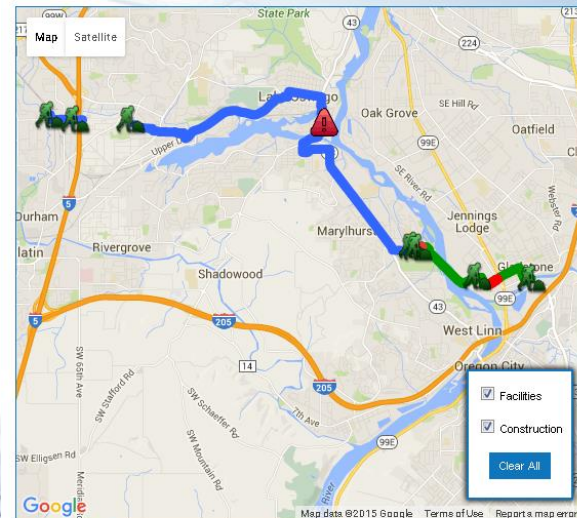
**What is this Project?**  
This project increases system capacity to deliver high-quality drinking water from the Clackamas River to the communities of Lake Oswego and Tigard. Together these two communities can secure long-term access to clean, safe water for less than it would cost them to do it alone. [Learn more...](#)

**Project News**  
**Concrete pours progressing for new structures at the WTP** Friday - October 9, 2015  
Water Treatment Plant Construction Update  
Information about onsite work includes:  
**Administration building - north of site**  
Crews are installing structural steel and decking for the administration building. During this work, neighbors may notice an intermittent metal-on-metal like noise as crews install the steel and rebar. Soon, the second story slab will be formed and poured.  
[Read More](#)

**LOT: Green and resilient** Thursday - September 24, 2015  
Lake Oswego-Tigard Water Partnership designed to be energy efficient, environmentally responsible and earthquake resistant  
A year and a half shy of its projected completion date, the Lake Oswego-Tigard Intake Pump Station Clackamas River

**IN THE NEWS**

## All Work Underway



Reset Map Find a place Search

Work underway
 Road closure
 Partial closure
 Night Work



# Social Media



**LOTigardWater** @LOTWater · 1h

Intermittent night work on Bonita Road scheduled for this week, 8pm-5am. Expect lane closures, watch for flaggers.

[@TigardOR](#) [@Tigard\\_Roads](#)



**LOTigardWater** @LOTWater · 2h

Traffic loop work continues tonight on State St between A & B Ave. Work hours 8pm-5am. Watch for lane closures.

[#pdxtraffic](#) [@LakeOswegoInfo](#)



**LOTigardWater** @LOTWater · Oct 12

Crews working on State St today from 9am - 3pm to install traffic loops. Lane closure between A and B Ave. [@LakeOswegoInfo](#) [#pdxtraffic](#)



 **LOTigardWater** Retweeted



**Mayor Cook** @TigardMayor · Oct 9

A memorable ribbon cutting for [@LOTWater](#) new Waluga reservoir today. Thanks to all the workers and neighbors!



# Videos



# Meet the Contractor Meetings

- Held before construction started for each package of work
- Good opportunity for neighbors to meet project staff and the contractor





# Business canvassing

- Business canvassing and F2F door knocking before construction begins – very effective, good feedback
- Visited at different times when the businesses are open
- Obtained contact details
- Left helpful construction information

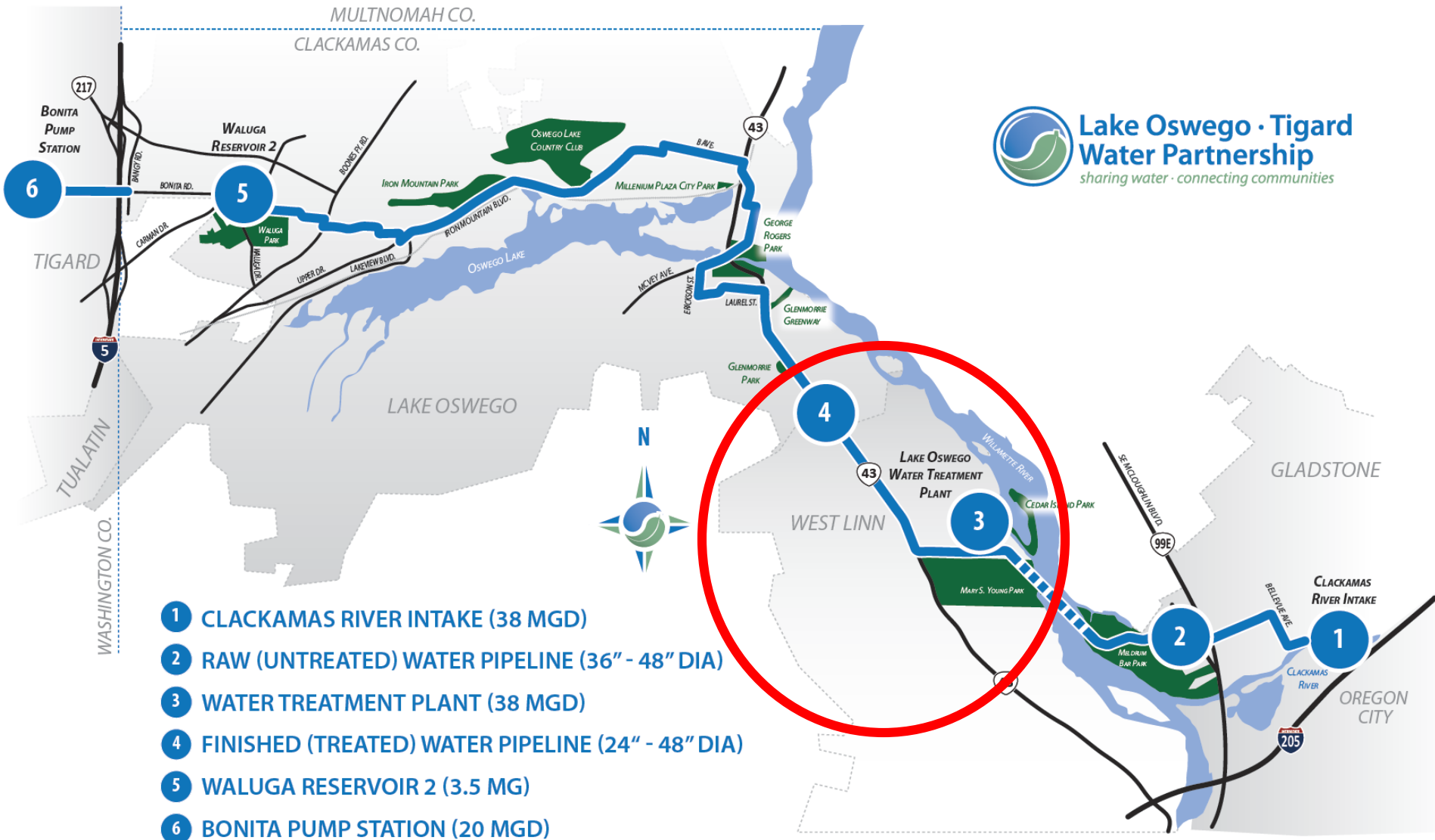


# Other useful tools

- Media – news releases, interviews, updates
- Signage – at construction sites, parks
- Information kiosks – at WTP, RIPS, Meldrum Bar Park, HDD
- Site tours with neighbors, elected officials, media
- Presentations to neighborhood associations, business alliances, community groups, rotaries, special interest groups
- Attending tabling events – Fairs, Farmers' Markets, Community Festivals, other local events



# A special case study: West Linn



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# Who are we dealing with?



- Highly interested and engaged stakeholders
- A community that has fought the project since day one
- Very vocal in their opposition
- Not afraid to use scare tactics
- Dialed into the local government and local newspaper

- Attempted to recall the West Linn Council
- Not willing to negotiate, or work together

# West Linn Conditions of Approval

- Strict land use conditions of approval for the project in West Linn
- Any violations could be enforced by a \$1,000 fine, or result in a stop work order
- Many relating to outreach and communications:
  - Logging all calls and written correspondence from West Linn citizens
  - Employing an “ombudsman” to promote communication
  - Holding up to two meetings a month with residents
  - Providing advanced notice to stakeholders at specific times
  - Adhering to work hours at all times
  - Others incl. noise, back-up beepers, truck traffic haul routes, size limit of construction zones, parking provisions, busing workers to and from the site, emergency access, pedestrian access



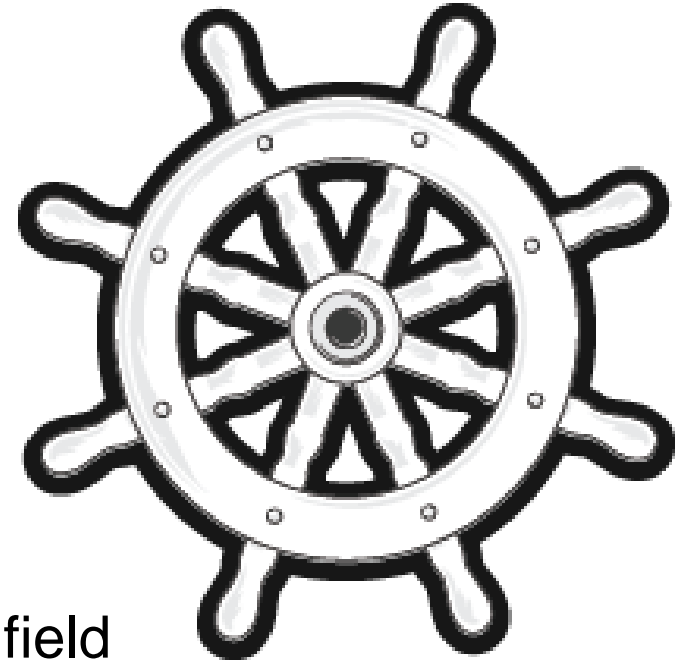
# Going above and beyond

- Daily communication with neighbors
- Majority of calls on the hotline from WL neighbors
- Thousands of emails
- Hundreds of mailings
- Multiple presentations to council
- Over 60 neighborhood construction meetings
- Ombudsman on site during pipeline construction
- A lot of hand holding
- Tours and face-to-face meetings
- Extensive business outreach plan & shop local marketing campaign for OR43 businesses
- Thousands of dollars in car wash coupons, local gift certificates



# So, how do you keep your sanity and navigate through rough construction waters?

1. Plan ahead
2. Prioritize
3. Set up a regular system
4. Divide and conquer
5. Take feedback on board
6. Rely on others
7. Build relationships with crews in the field
8. Utilize every tool at your disposal
9. Keep it simple and clear
10. Avoid giving specifics



# Dealing with conflict and managing issues

1. Switch gears
2. Call the inspector!
3. Offer to meet F2F
4. Listen carefully and read between the lines
5. Take complaints seriously
6. Avoid making promises you can't keep
7. Offer goodwill gestures
8. Close out the issue
9. Don't be afraid to stand up for yourself or walk away
10. Remember to breathe





At the end of the day...



**KEEP  
CALM  
AND**

**CELEBRATE  
GOOD TIMES**



# Questions? More information?



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# Recent media coverage

**“What cannot be denied, is the project sent ripple effects far beyond the confines of the Robinwood area where the plant is located”**

**“There has always been a small group who wants to politically influence every decision, from who gets hired to who gets fired on staff. That group used the LOT project as a vehicle to shift the city policies in their favor”**



## WestLinn Tidings

THURSDAY, APRIL 28, 2016 • THE WEST LINN LEADER IN NEWS FOR 36 YEARS • WESTLINNTIDINGS.COM • VOLUME 36, NO. 17 • 75 CENTS

### Council approves contract for new city manager

Stein's agreement sets annual salary at \$140,000

By PATRICK MALEE  
The Tidings

The West Linn City Council voted 5-0 during an April 20 special meeting to ratify a contract for incoming City Manager Eileen Stein.

The contract will go into effect June 1, and it runs two years through May 31, 2018. If the City decides not to renew the contract, it must notify Stein by Dec. 1, 2017.



STEIN

Stein holds undergraduate and graduate degrees from the University of California at Irvine and has more than 25 years of local government experience in Oregon.

West Linn address. Stein was previously employed as City Manager in Mt. Angel.

By comparison, Stein's \$140,000 salary is slightly less than former City Manager Chris Jordan's \$147,000 at the time of his departure.

The contract agreement came shortly after the City formally announced Stein's hiring April 14.



## SPARKPLUG FOR CHANGE

■ LOT project proved to be impetus for political upheaval in West Linn

By PATRICK MALEE  
The Tidings

On the night of Feb. 11, 2013, the five members of the West Linn City Council took their seats at council chambers knowing exactly what they were up against.

This is the second installment of a two-part series on the impacts of LOT. Part one ran April 21.

A flurry of contentious meetings in January and early February, the council was close to approving the project — but every councilor knew that, in doing so, he or she would have to look in the eyes of disgruntled residents and tell them why the chaos of large-scale construction would soon be invading their neighborhood.



After speaking openly of their dissatisfaction with LOT and other projects, Brenda Perry and Russ Axelrod defeated incumbents Mike Jones and Jody Carson in the November 2014 City Council election.

difficult decision this Council will probably ever make — and perhaps the most far-reaching," Kovash said.

He had no idea just how prescient that statement would be.

**Seeds of change**

More than three years after that fateful February night,

maining in his term. In a special mayoral election that May, Axelrod defeated Frank by a convincing 10-point margin (though Frank retained his council seat).

Jordan resigned that summer, and was followed out the door by several other senior staffers including Pelz, Com-

his record of voting "no" on LOT as a planning commissioner.

Each of those elections and resignations came with its own unique set of circumstances, but interviews with a number of councilors — past and present — as well as staff members, LOT officials and residents, reveal a general consensus: the LOT marked the beginning of a sea change in West Linn. It is one that continues today as major projects shift in focus and yet another election looms in November.

"LOT was like the final lighting of the fuse," Perry said. "And everything snowballed from there."

**'I was shocked'**

LOT Project Director Joe Komarek has worked with the City of Lake Oswego for more than 20 years, but he still found himself stunned by the anger he saw when the project was going through West Linn's land use process.

"I was shocked," Komarek said. "I was shocked at how angry residents were, and that anger just kept building, through the land use process and the aftermath. Because then the anger, instead of just being focused on us, was now focused on the council and anybody that the

Though it has been more than three years since the LOT project was approved, that decision still casts a heavy shadow over city politics.

TIDINGS PHOTO: PATRICK MALEE