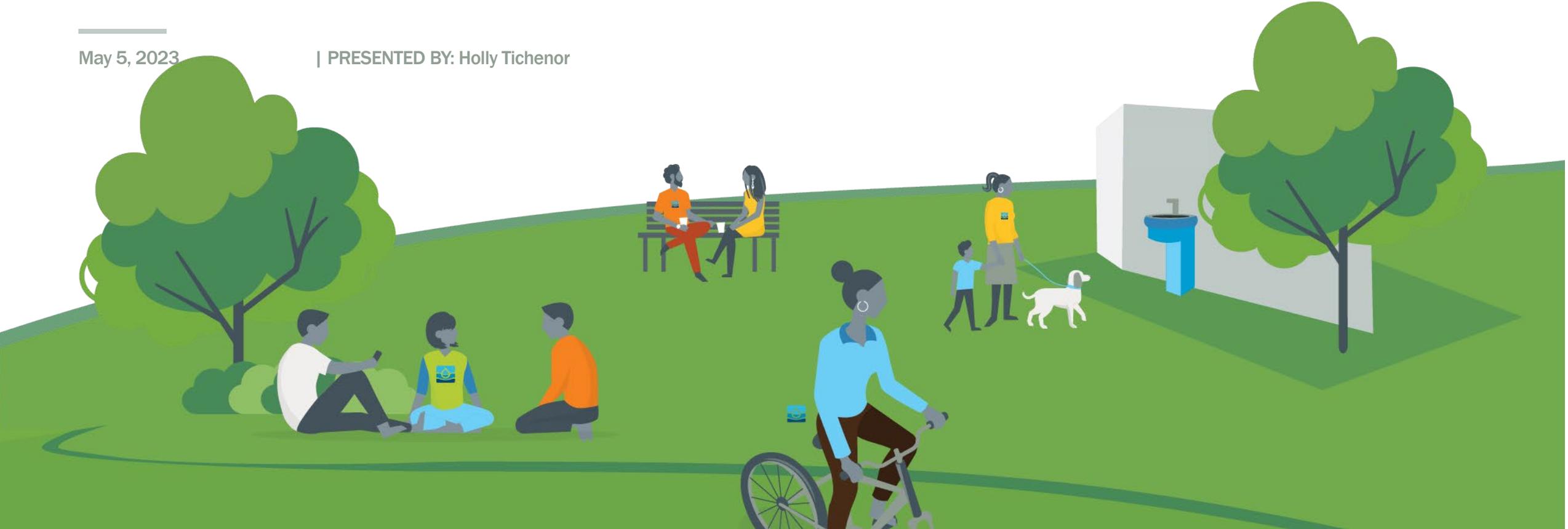




Aligning Strategic Priorities and Agency Goals to Improve Delivery/Outreach

May 5, 2023

| PRESENTED BY: Holly Tichenor



Common Challenges

“Need rate increases!”

“Need community to understand.”

“Need elected official support!”

- Limited awareness of the data / context
- Limited time for input
- Quick focus on the solutions

Transformation is a journey requiring strategy and communications



Agenda

1. Enhance connection with context –
set the course
2. Build alignment around framework input –
bring others along
3. Utilize frameworks to improve communications
– build trust and lead transformation



context



input



frame



deliver

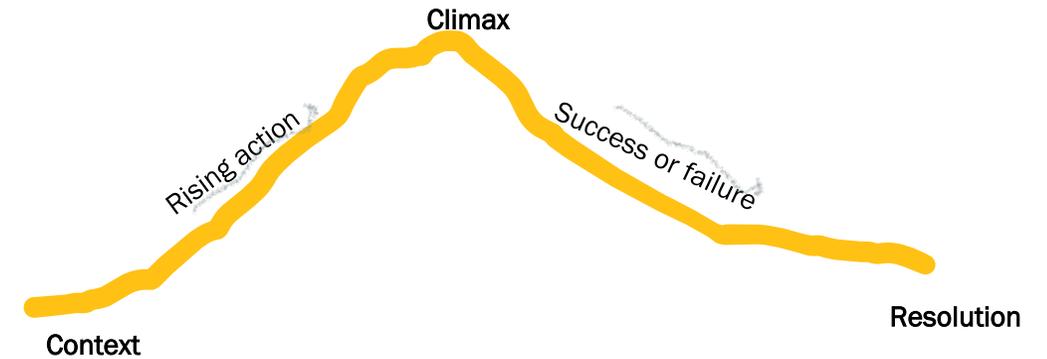
Enhance connection with context



Brown and Caldwell

Context is relational

- Setting
- Situation
- Facts
- Challenges
- Consequences



Think of a good story!!

Context begins to set stage for input

Vancouver, WA

Changing Utility Needs

IN THE PAST

- Three utilities worked independently
- CIP projections based on a 6-year view
- Projects financed on a “pay as you go” model

TODAY

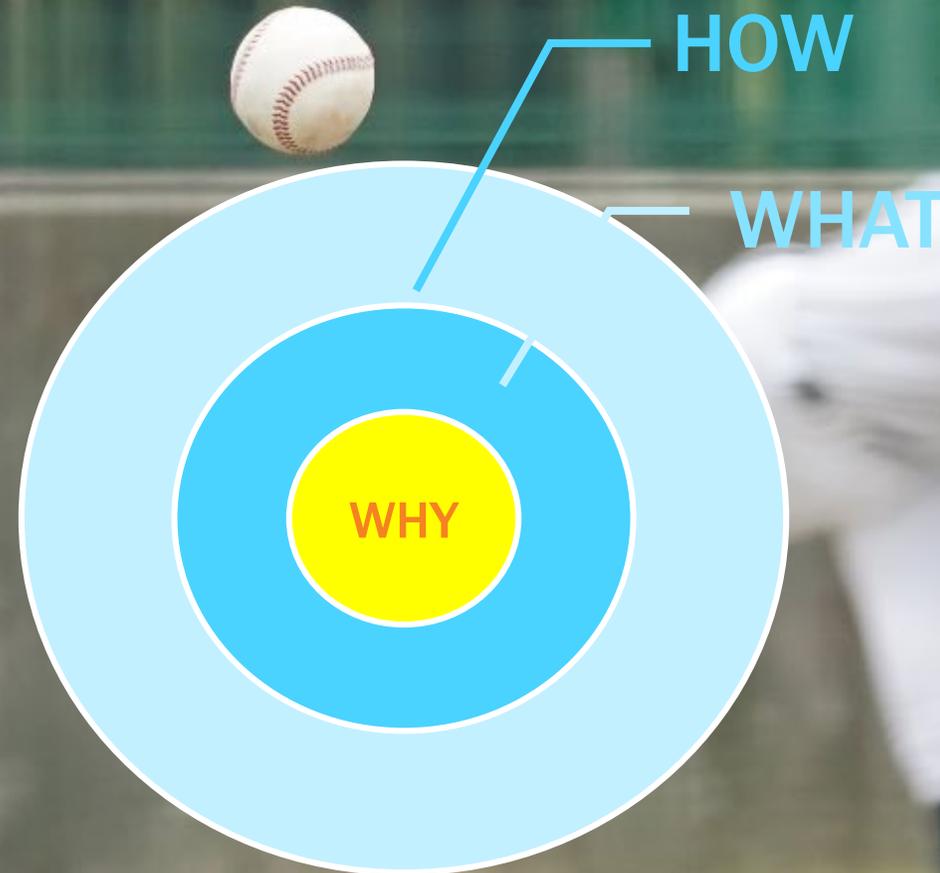
- Water utilities want to integrate work
- CIP projections based on a 15-year view
- Increasing project needs and costs require new financing solutions



Appreciate WHY we are here

Context:

- CIP annualized costs will double
- Changing regulations
- Treatment capacity limits
- Climate priorities
- PFAS
- Changing City leadership



Who is rumbling with context.

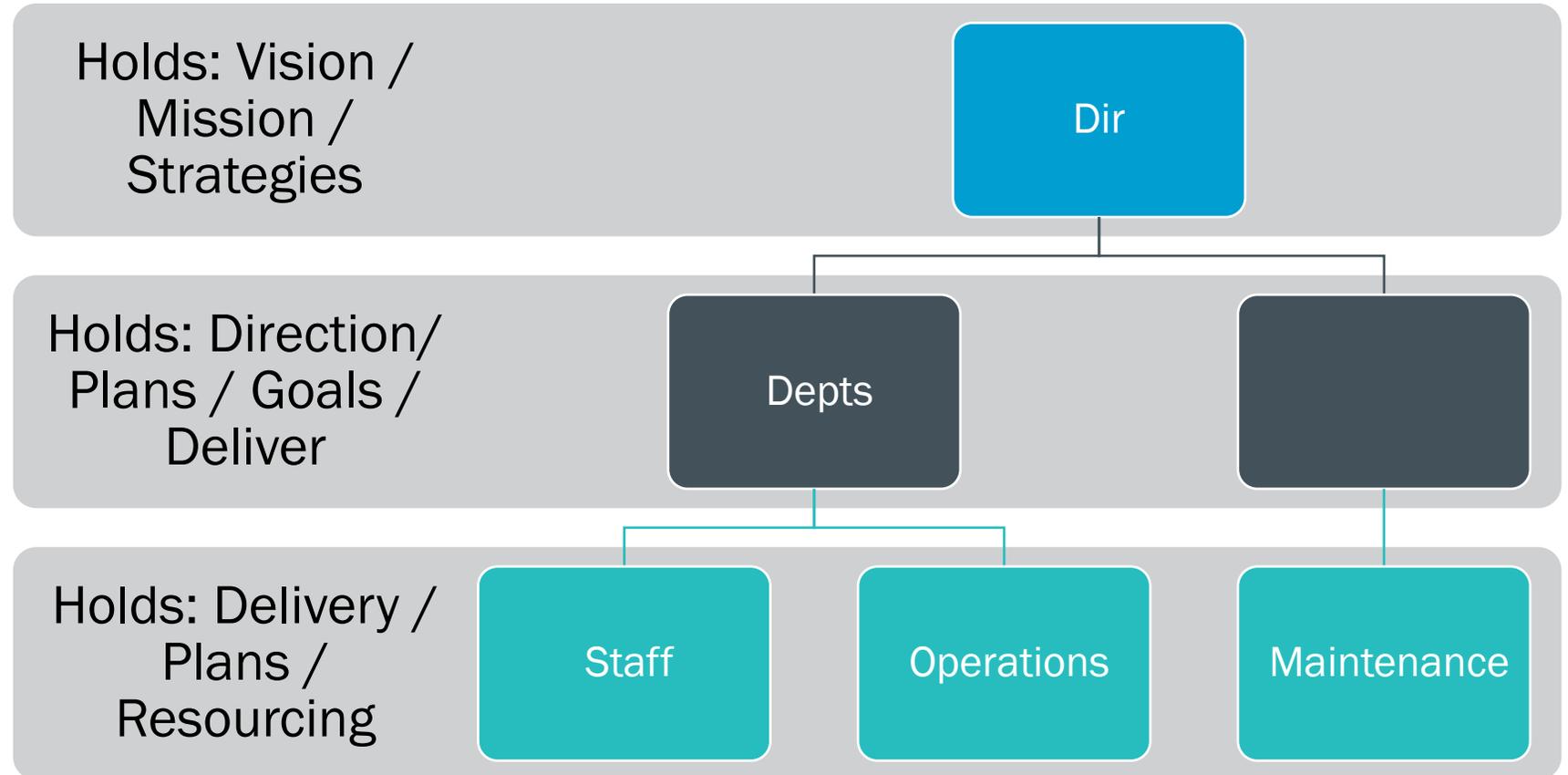
Internal alignment first.

Doers – drive activity

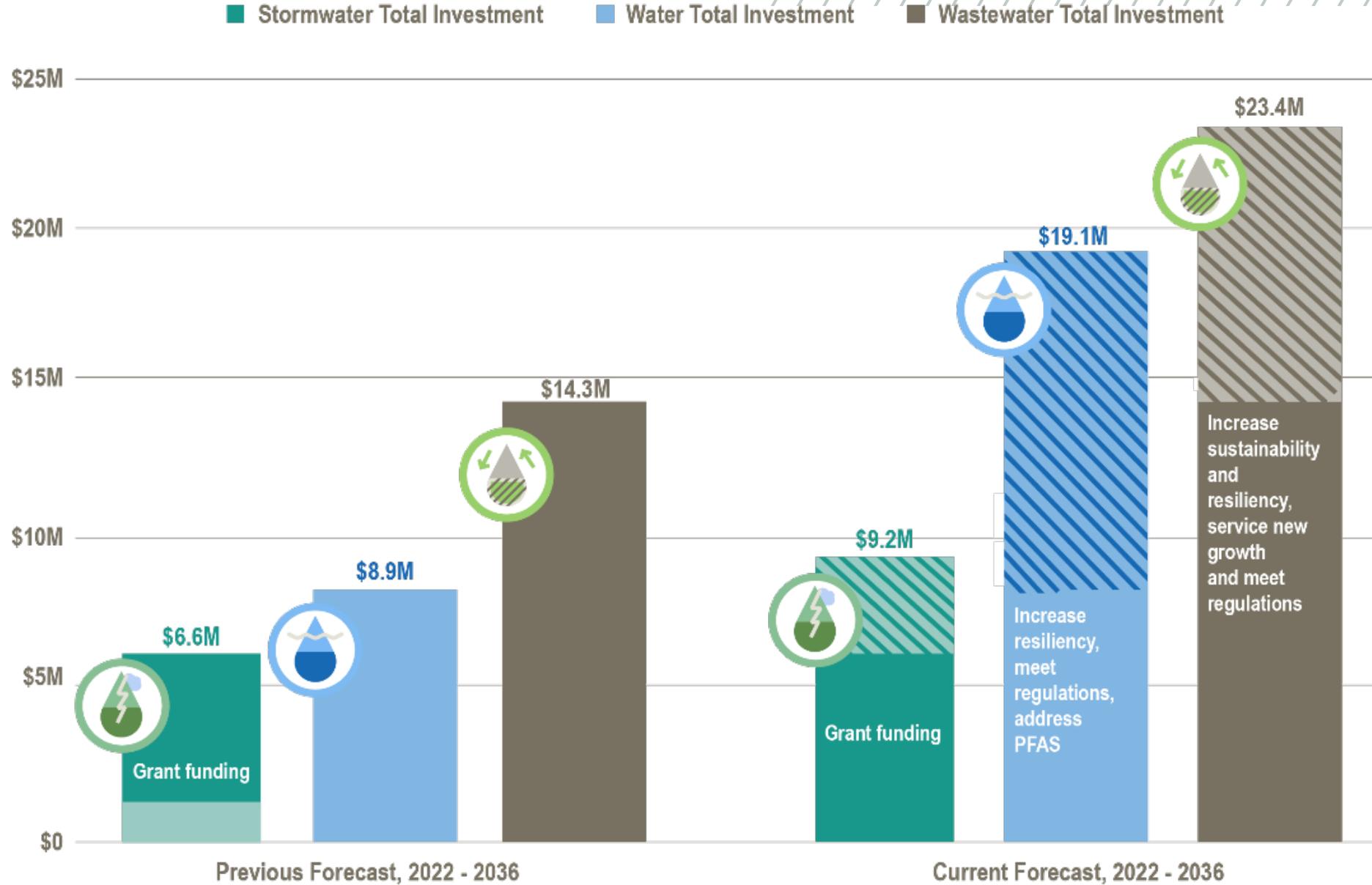
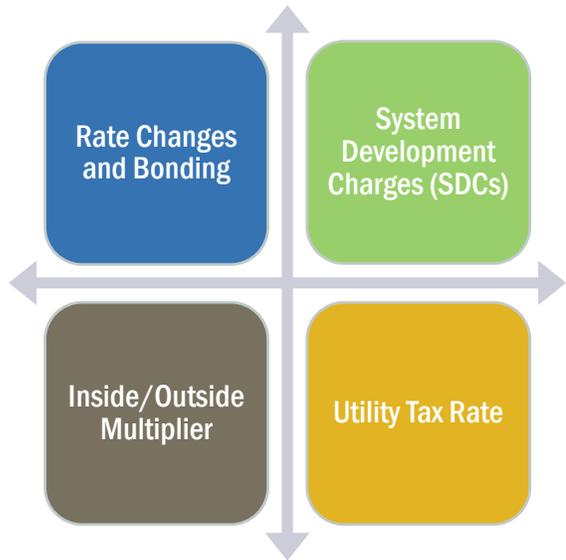
Suppliers – get resources

Influencers – empower

Innovators – generate ideas



Visual Context

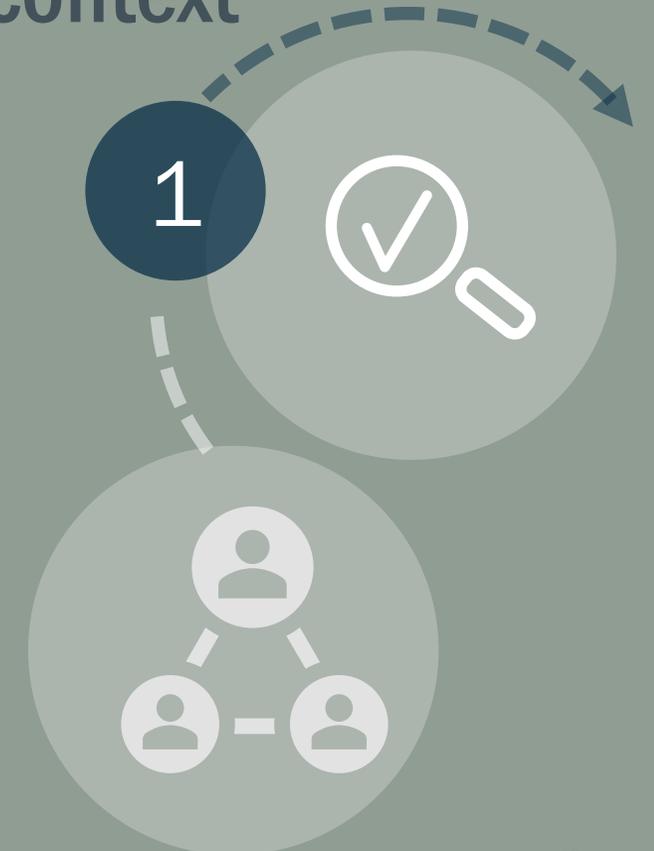


The new Operations Center is not included in the amounts shown.

Facilitation Tips

- Start with what you know.
- Facilitate input.
- Align around context ahead of solutions.
- Begin education with visual communications.

Enhance
connection with
context



Build alignment around a framework



“Your travelers need to understand your vision and find inspiration in the journey”

- Nancy Duarte

Start with what you have and know.

Focus on Healthy Neighborhoods and a Thriving Puget Sound

Last year, the Environmental Services Department worked to create a strategic plan to serve as the department's agenda and help guide decisions through 2025. Environmental Services believes that everything each employee does supports healthy neighborhoods and a thriving Puget Sound, leaving a better Tacoma for all. The department will fulfill this by having a clear focus on customers, employees and operations.

Throughout the planning process, customer surveys were reviewed, employees were engaged, and stakeholder outreach was completed to provide an understanding of the future vision for Tacoma's environment. This plan aims to take the necessary steps now in order to achieve that vision.

We believe everything we do supports healthy neighborhoods and a thriving Puget Sound, leaving a better Tacoma for all.
Environmental Services Department

HEALTHY NEIGHBORHOODS + THRIVING PUGET SOUND = A BETTER TACOMA

CUSTOMERS Partner with our community on customer-valued services to meet the diverse needs of our neighborhoods.		EMPLOYEES Foster a safe culture built on trust, conversation and equity.		OPERATIONS Operate using best practices and innovation to meet changing environmental and community needs.	
--	--	--	--	--	--



Context:

- Financial Capacity
- External Drivers
- Asset Performance
- Community Expectations

Context informs Levels of Service

Financial Capacity
 External Drivers
 Asset Performance
 Community Expectations



	Level of Service Category	Summary Statement
	Environmental Protection	Optimize positive impacts from utility operations to protect water quality , the environment, and the Puget Sound ecosystem.
	Customer Satisfaction	Understand community values and engage the community in utility planning through transcreational communication on project goals, expectations, and decision making.
	Collaboration and Partnerships	Collaborate with community partners, businesses, and governmental agencies to promote equity, inclusion, and environmental protection within Tacoma and the surrounding region.
	Community and Economic Development	Foster affordable growth , housing, and development within Tacoma by proactively planning and investing in sustainable solutions, enhanced livability and equitable systems.
	System Reliability and Business Efficiency	Achieve long-term resiliency and redundancy in facility design to meet changing climate, demographic, and economic conditions, promote business efficiency, and reduce risk of infrastructure failure.
	Employee Relations and Labor Partners	Attract and retain engaged employees by encouraging growth and development, and by fostering a safe culture built on trust, communication, collaboration, and equity.

Seek input from
inside and
outside

Level of Service areas inform survey of community

Community's priority LoS



Community Feedback Summary

Top Priorities

- **Affordability** and maintaining low rates
- **Reliability** and replacing aging sewers

CUWA Strategic Aspirations



Reliable Water Supply Available to All Californians



Consumers Trust the Quality of Tap Water



Safe Water is Accessible and Affordable to All



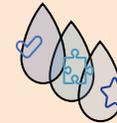
Water Agencies Embody DEI Through Culture, Practices, and Accountability

MISSION

Vision and Values



Strategic Aspirations



Target Audiences

Message Pillar One

Proof Point

Proof Point

Proof Point

Message Pillar Two

Proof Point

Proof Point

Proof Point

Message Pillar Three

Proof Point

Proof Point

Proof Point



WHAT

What CUWA does to achieve MVV

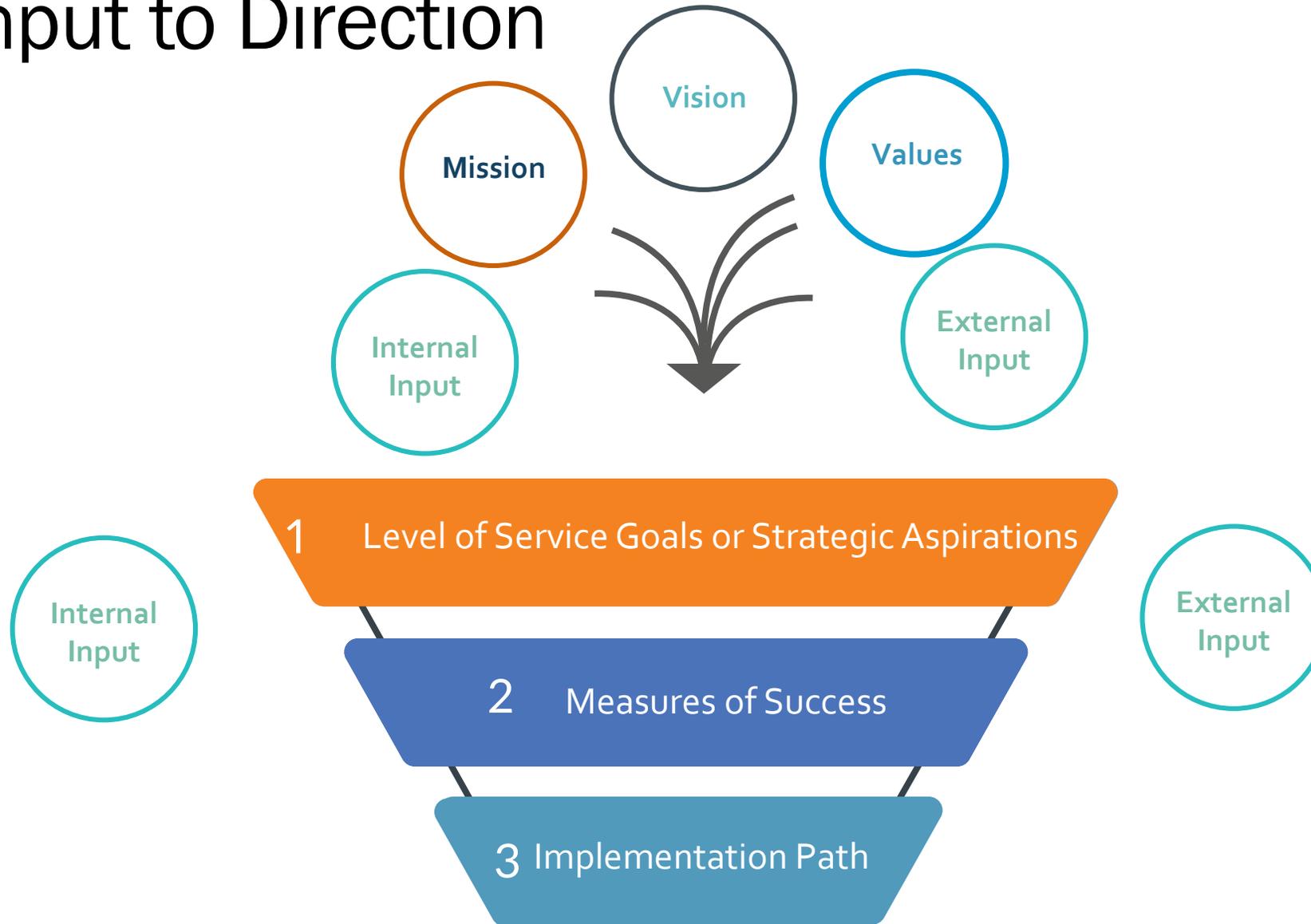
HOW

How CUWA does its work and the values that guide activities

WHY

CUWA exists and does what it does.
Essence and purpose

From Input to Direction





Mission Statement Options

1. One Voice for California's (our) water future.
2. Clearly committed to safe and accessible water for all Californians.
3. Together. Shaping our water future.
4. A unified voice for water solutions that keep our communities thriving.

Vision

A California
where everyone
can rely on safe
and accessible
water.



MISSION

Vision and Values



Strategic Aspirations

Target Audiences

Message Pillar One

Message Pillar Two

Message Pillar Three

Proof Point

Top Audiences Identified

Top Identified Strategic Aspirations

FIRST

SECOND

1

State Agencies



2

Governor's Administration



3

Educational and Research Institutions,
Industry Associations



Reliable Water Supply
Available to all Californians



Safe Water is Accessible and
Affordable to All



Consumers Trust the
Quality of Tap Water

Build alignment around a framework



Facilitation Tips:

- Start with Mission and Vision.
- Build LOS or Strategies.
- Communicate it / frame it

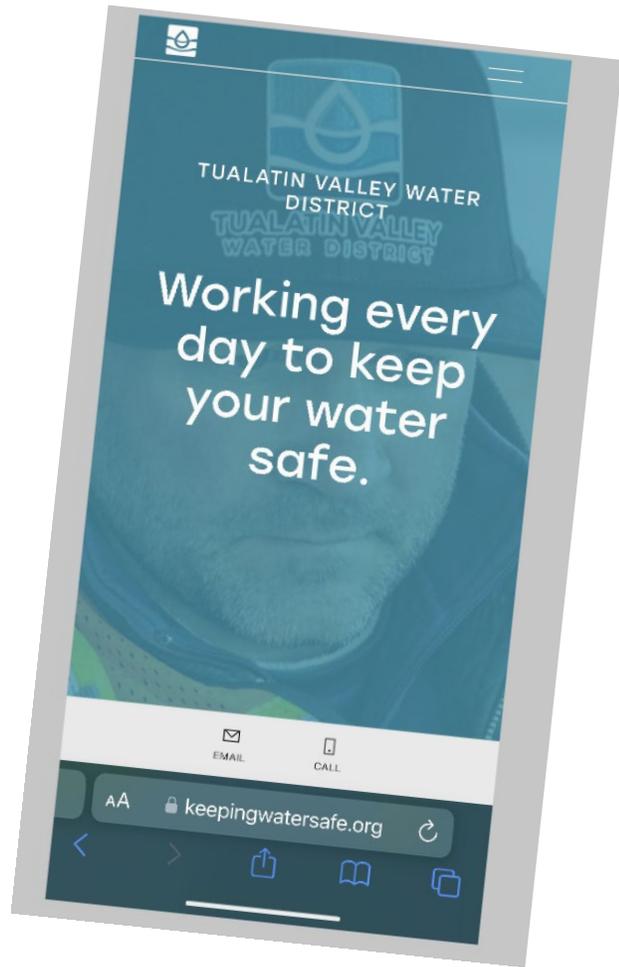


Utilize frameworks to inform communications and deliver

3



Outreach aligned with mission and vision



What you need to know about the
2023 SERVICE LINE INVENTORY PROJECT

Your Drinking Water Utility

Tualatin Valley Water District (TVWD) is your drinking water utility, providing nearly 225,000 residents in Washington County with high-quality, safe, and reliable drinking water every day. As part of TVWD's ongoing work to provide safe, reliable drinking water to you, we are leading the **Service Line Inventory** project, described within.

How water gets to your home

What is a service line?

Service lines are the pipes that connect to the larger water main pipes, usually under the street, that bring water to your home or business.

Service Line Inventory project

The **Service Line Inventory** project is a proactive effort to inventory service lines to confirm that there are no lead materials in use. This project meets new federal requirements to identify service line materials in the water systems by October 2024. Identifying lead services lines and replacing them, if found, is important to protecting public health.

Installation records and prior inspections tell us that our potential to find lead service lines is very low.

Factors contributing to **low probability** of lead in our system:

DATE OF INSTALLATION	PIPE MATERIALS	PAST OBSERVATIONS
Lead was banned in 1986.	Use of lead service lines was less common in Oregon.	The district has identified copper as the primary service line material in our system.

Lead is generally not found in the source waters that supply your drinking water, nor is it introduced through the treatment processes TVWD uses to keep your water safe. However, when the drinking water distributed by TVWD comes into contact with plumbing materials that contain lead, a small amount of that lead may dissolve into the water. The most common source of lead in TVWD's system is lead solder, which was used prior to 1985 to connect copper pipes.

When is the inventory?

How were properties selected?

TVWD is using a statistically-sound method approved by the Oregon Health Authority (OHA) to confirm that there are no lead service lines in our system. Beginning in July 2023, crews will be inspecting approximately 380 randomly selected service lines across the District.

How does it affect me?

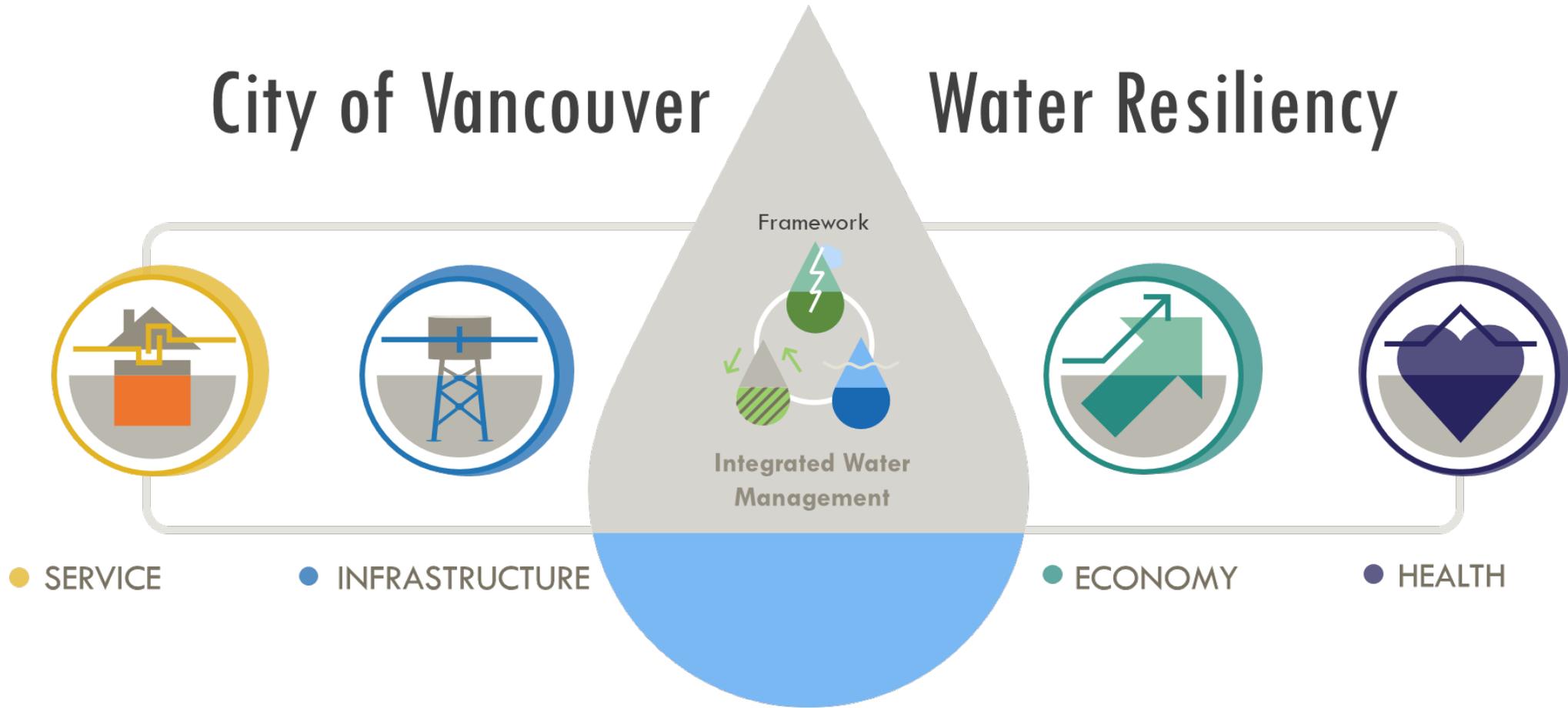
If the service line for your home is selected for inventory, you will be notified by mail by *TBD July 2023.

Learn More
 Scan the QR code with your phone camera or visit keepingwatersafe.org

Visual Framing Leads to Education

City of Vancouver

Water Resiliency



Visual Framing Aligns Strategies

	NEEDS	STRATEGIES
 <p>● SERVICE</p>	<p>Meet growth demands and capacity needs Improve watershed health Achieve regulatory compliance</p>	<p>Update financial strategy to support investment</p> 
 <p>● INFRASTRUCTURE</p>	<p>Renew infrastructure Reduce risks Improve operations and safety</p>	<p>Wastewater facility upgrades</p> 
 <p>● ECONOMY</p>	<p>Protect environment Enhance livability Deliver sustainable rates</p>	<p>Solids management renewal</p> 
 <p>● HEALTH</p>	<p>Climate resilient Protect habitat and environments Protect water quality Manage flood risks</p>	<p>Enhanced operations and renewal of water system</p>  <p>Green infrastructure solutions</p> 

From framework to education

The City leads a capital improvement program that identifies project needs 15+ years out. Projects identified here are among the priority investments needed to meet our resiliency goals.

Water Resiliency Priority Projects

Drinking Water:

- 1. System Reservoir, Pump Station, and Well Replacements:** Replace aging assets to improve system resiliency.
- 2. Upgrade Water Treatment Systems:** Prepare to meet future regulations and keep water clean and safe.

Wastewater:

- 3. Marine Park Wastewater Treatment Plant:** Improve operations and increase capacity for future growth.
- 4. Westside Water Reclamation:** Build capacity to support future growth.
- 5. Solids renewal:** Build equipment to process and recover energy from solid waste produced during wastewater treatment.

Surface Water:

- 6. Improve Infiltration Systems:** Protect groundwater quality and meet regulations.
- 7. Stormwater Treatment:** Provide systems to treat polluted stormwater before it flows into local waterways.
- 8. Address Drainage Issues:** Repair and upgrade drainage system to prevent flooding and reduce pollution.

Stay Connected.

Now is the time for lasting solutions that secure our community's water future.

Here are some ways to stay informed and learn more:
 Visit our website at: XXX
 Take a virtual tour of one of our facilities: XXX
 Contact us at: XXX

Shaping a Resilient Water Future for Vancouver

The City adopted a **Water Resiliency Framework** (Framework) to look more closely at impacts on our system and proactively address changing conditions like growth, climate change and aging infrastructure. The Framework recognizes the intrinsic connection of our water and relation to community **health, economy, reliable infrastructure and service**. In Vancouver, water surrounds us. Sustaining clean water is essential to our community's future livability and vitality.

Water Resiliency Framework

● SERVICE ● INFRASTRUCTURE ● ECONOMY ● HEALTH

Integrated Water Management

What Happens Next?

We want to stay connected with you as we share plans to implement the Water Resiliency Framework. Through this process, **we intend to:**

- Increase community awareness and commitment to invest in water
- Streamline capital project delivery
- Continue investing in more efficient operations and staff development
- Efficiently comply with existing laws
- Find balanced and affordable financing options

We must invest about \$750 million over the next 15 years to upgrade our infrastructure and make it more resilient.

A Resilient Water Future: What does it look like?

- Improve water quality
- Improve air quality
- Refurbish/restore aging systems/infrastructure
- Reduce flooding
- Provide better seismic protection
- Support growth
- Improve security
- Improve operations/energy use
- Better use of water resources for community benefit

Let's light the path for our travelers



context



input



frame



deliver

Transformation is a journey requiring strategy and communications



Thank you.

Questions?

Brown AND **Caldwell** :



