

Staff Report

for the Water and Hydroelectric Operations Committee Meeting of May 20, 2020

TO: WHO Committee Members

FROM: Greg Jones, M.B.A., Assistant General Manager

DATE: May 13, 2020

SUBJECT: Plan for Water Public Outreach Process Design Presentation

ADMINISTRATION

RECOMMENDED ACTION:

Hear a presentation for the Plan for Water's Public Outreach Process Design and advance a recommendation to the Board of Directors.

BACKGROUND:

NID is in the process of updating the Raw Water Master Plan (Plan for Water or Plan). The Plan will project ranges of potential water demand and supply scenarios, and the potential effects related to climate change. When complete, the Plan will show how a variety of future water supply and demand scenarios may be integrated to ensure the community enjoys the same high-quality, reliable water system it has now and for the past 100 years.

Changes in the community NID serves have contributed to an ongoing discussion about what the collective vision of the community's future is, particularly as it relates to the significant factor of reliable water supply and delivery. NID recognizes that including the public in long-range planning is a best practice recognized and recommended by the American Water Works Association. NID's development of the Plan will benefit from a public outreach process that increases public understanding of water resource supply and demand challenges; considers the community's long-term priorities; and listens to and learns from community members.

The Public Outreach Process Design, as presented today, has been developed to outline the communication, outreach and engagement needed to inform the development of the Plan.

A Public Outreach Process Design Request for Proposal was finalized for release at the May 22, 2019 Board of Directors Meeting. The RFP was distributed on May 28, 2019 to 25 firms &/or individuals, and posted on NID's website. Three

proposals were received. Raftelis was selected for the project and NID engaged in a consulting agreement with Raftelis on August 29, 2019.

On January 15, 2020, Raftelis conducted a Board workshop intended for the Board to provide direction on key goals and critical success factors for the Raw Water Master Plan's Public Outreach Process Design. The workshop included discussion of, among other items, budget and schedule, stakeholder identification, RWMP outreach milestones, and public outreach process success factors.

Raftelis has since conducted a series of in-depth interviews with representatives of local community groups and individuals to hear their questions, opinions and issues related to the Plan and public outreach needs. Raftelis staff met with seventeen members of the community, inclusive of the following organizations: Auburn Valley Golf Course, Bear Yuba Land Trust, Foothills Water Network, Lake of the Pines Association, Nevada Co. Cannabis Alliance, Nevada Co. Contractor's Association, Nevada Co. Farm Bureau, Nevada Co. Relator's Association, Placer Co. Contractors Association, SCO Engineering, South Yuba River Citizens League, Sierra Streams Institute, and the Turkey Creek Golf Club.

All one-on-one interviewees were engaged, were appreciative of the invitation, and were interested in learning more about the process moving forward. As expected, Raftelis staff received a range of opinions and inputs in response to prepared questions, and those responses have been incorporated within the development of the public outreach process design.

In addition, Raftelis developed an on-line Survey Monkey questionnaire for further and wider community input. The questionnaire was promoted via the NID website, news releases, social media posts, newsletters, water bill inserts, and a Yubanet banner ad. The online survey was conducted between March 15, 2020 and April 30, 2020. The survey collected 487 responses. Of these, 320 self-identified as NID water customers.



Yubanet Banner Ad – March 15 – April 30, 2020

Today the Committee will hear from Raftelis a presentation on the final Public Outreach Process Design for the Plan for Water (Raw Water Master Plan Update).

It is the recommendation of staff that the Committee advance this Process Design to the Board of Directors for consideration.

This item supports Goal No. 3 of the District's Strategic Plan by developing and managing our resources that protects and provides for local control of our community's most valuable assets – a fairly priced and available water supply.

BUDGETARY IMPACT:

Not at this time. Raftelis is currently under contract to complete the Process Design under account 10151-52603-1041.

The Process Design estimates a potential \$300,000 cost to implement the public outreach beginning late Q1, 2021.

ATTACHEMENT:

- Plan for Water Public Process Design



Nevada Irrigation District

Plan for Water Public Process Design

May 2020



Table of Contents

Section 1: Foundational Elements	3
Plan for Water project scope	
Context	
About this Public Process Design	
Plan for Water Stakeholder Groups	
Plan for Water phases and timing	
IAP2 Spectrum	
Why engagement is necessary	
How feedback will be used	
Reporting back to stakeholders and the community	
Plan for Water's engagement objectives	
Anticipating emerging issues	
Section 2: Communication Strategy	12
Recommended communication strategies for each phase	
Plan for Water key messages	
Section 3: Proposed Engagement Techniques	16
Phase 1 Engagement	
Phase 2 Engagement	
Phase 3 Engagement	
Why this public process design does not include an advisory group	
Section 4: Evaluation Plan	24
Section 5: Support Elements	25
Recommendations for roles and responsibilities	
Recommendations for comment management and response plan	
Budget	

SECTION 1: FOUNDATIONAL ELEMENTS

Background

The Nevada Irrigation District's (NID) Raw Water Master Plan (RWMP) was last updated in 2005. The previous RWMP helped guide decisions related to the water system. In April 2018, the NID Board of Directors approved an effort to update the RWMP, which included the development of a robust public involvement plan.

In September 2018, the Board approved contracts for both technical support and public involvement for the RWMP. The public involvement effort began soon after but was halted in January 2019 because of concerns about cost and schedule. At the time the work was halted and the contract for public involvement was cancelled, NID had named the project Plan for Water (the Plan) and had developed a website, held two stakeholder engagement sessions, and developed a brand logo with messaging guidelines.

Since then, NID has been working to resolve misperceptions about the RWMP itself and the accompanying public involvement process. In September 2019, NID contracted with public outreach professionals to develop a new public outreach process for the Plan that would meet a \$300,000 budget including facilitation, third-party technical data review, and all other related expenses.

Plan for Water Project Scope

The Plan will be a very different approach than the former RWMP—the new plan is a long-range planning effort that will produce an organizational tool to help guide NID's decisions related to its water system over the next 50 years. It will project ranges of potential water demands and supplies, and the potential effects of climate change. In developing the Plan, NID seeks to align water resource decision making with community values and district operational needs, including technical and cost criteria requirements. When complete, the Plan will show how a variety of future water supply and demand scenarios could be integrated to ensure the community enjoys the same high-quality, reliable water system it has now.

The Plan is an Integrated Resource Plan, meaning it is a comprehensive approach to water resource planning that incorporates the potential changes and trends in water supply and demand so that NID can be well prepared to adapt to future needs and challenges.

A range of potential demands and supplies will be projected and will factor in land use policies, population growth and demand projections, regulatory requirements, climate change impacts, and other future conditions. The forecast projections will establish a range of scenarios between demand and supply. The Plan itself will consist of a suite of possible water resource and demand management strategies to address the range of future conditions. These strategies will be evaluated to identify efficacy, implementation needs, community and other potential impacts, order of magnitude costs, and triggering events. A critical element of the Plan is that it does not include a specifically selected or recommended strategy from which projects will be defined. Instead, a multitude of options are presented for consideration and selection in the future. The goal of the Plan is to allow the Board to have many options to choose from as time progresses and triggering points are neared.

Context

The community that NID serves is changing rapidly. Nearly 100 years old, NID is an independent special district operated within a 287,000-acre boundary. NID provides service in an expansive geographic area that makes NID one of the largest irrigation districts in California. As an irrigation district, NID's original customer base was agricultural and 90 percent of the water sold is still for agriculture. Today, the number of treated

water residential customer accounts is greater than the number of agricultural customer accounts. Social changes in the community NID serves, and in the agricultural industry itself, have contributed to an ongoing discussion about what the collective vision of the community's future is. Water is a significant factor in the discussion about the community's future.

NID's approach to a public process related to the Plan has created concerns among some stakeholders while being upheld as a wise decision by others. Consensus is difficult to come by. NID staff and the Board have expressly stated their intent and commitment to engage the public in decisions that will affect the long-term water outlook of customers and the community.

NID has been making strides to improve communication efforts on a variety of fronts. They have recently hired a communication specialist and a public information officer, developed the framework for a communication plan, and reached out for customer and stakeholder feedback on their communication needs. Recently NID held stakeholder engagement sessions related to the development of a District Strategic Plan that were well received.

About this Public Process Design

Including the public through outreach and direct involvement in long-range planning is a best practice recognized and recommended by the American Water Works Association and other similar organizations. NID's development of the Plan will benefit from a public outreach process that increases public understanding of water resource supply and demand challenges; considers the community's long-term plans and priorities; and listens to and learns from community members.

For the Plan, we recommend that the public and stakeholder engagement take place in three phases that overlap:

Phase 1 (Months 1 through 11): Raise awareness and understanding about NID itself, the services NID provides, and the Plan for Water

Phase 2 (Months 12 through 18): Engage stakeholders and community members in the planning process, develop scenario designs, and identify water resource and demand management strategies

Phase 3 (Months 18 - 21): Present the draft Plan for Water and results of the public process in preparation for Board adoption

A range of public and stakeholder consultation has already taken place to inform this public process design including in-depth interviews with stakeholders and a public survey. Materials developed for the original public involvement effort for the RWMP were also reviewed.

This public process design outlines the communication, outreach and engagement needed to launch the development of the Plan and eventually bring it to the NID Board of Directors for adoption. Its objective is to build upon activities completed and information gathered to date to provide a process to inform, consult and involve the community as NID develops its Plan.

Plan for Water stakeholder groups

The Plan has attracted interest from a broad cross section of the community, both within the NID service area and from the region.

Stakeholders are individuals or groups who are directly or indirectly affected by the future water supply scenarios and strategies that the Plan may consider, as well as those who have an interest in the Plan or the ability to influence its outcomes.

There will be a significant focus on engaging NID customers and stakeholders that live within NID's service area and those that have expressed an interest in engaging. Participation in the engagement program will also be sought from special interest groups, advocacy stakeholders, and agriculture, environmental, and business communities.

Examples of Plan for Water external stakeholder groups (listed alphabetically)

Nevada
Irrigation
District

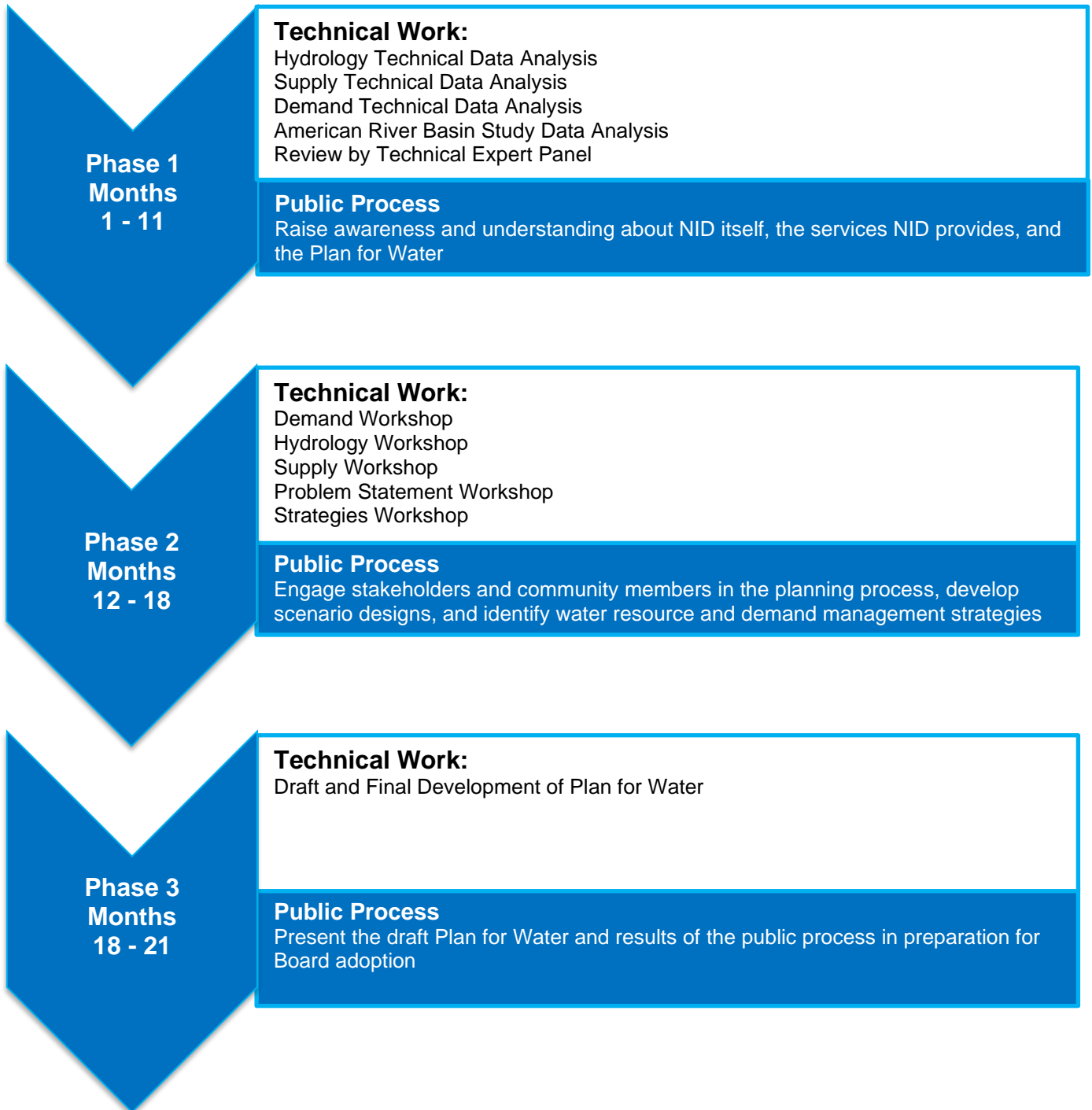
- Agriculture
- Business
- Conservation & Environment
- Treated Water Residential Customers
- Local Government
- Mutual Water Company
- Neighborhood Associations
- Regional Governments
- Rural Residential Customers
- Special Districts
- Tribal Government

Plan for Water phases and timing

Planning, development and adoption of the Plan will occur in phases. The public process design is separate from the technical work and is tailored for each phase. Some of these phases will occur simultaneously or overlap.

Broadly, the Plan for Water phases are as follows:

Proposed Plan for Water delivery timeframe



IAP2 Spectrum

The International Association of Public Participation (IAP2) Spectrum is an internationally recognized tool for planning public participation and is used to clarify the role of the community in planning and decision making. The spectrum has five levels of engagement, of which three have been selected for this public process design based on the need and context of the Plan’s development.

It is recommended that NID use the IAP2 Spectrum to guide how the community and stakeholders will be engaged during the development of the Plan from the beginning through Board adoption.

How the IAP2 Spectrum will be used in the development of the Plan for Water

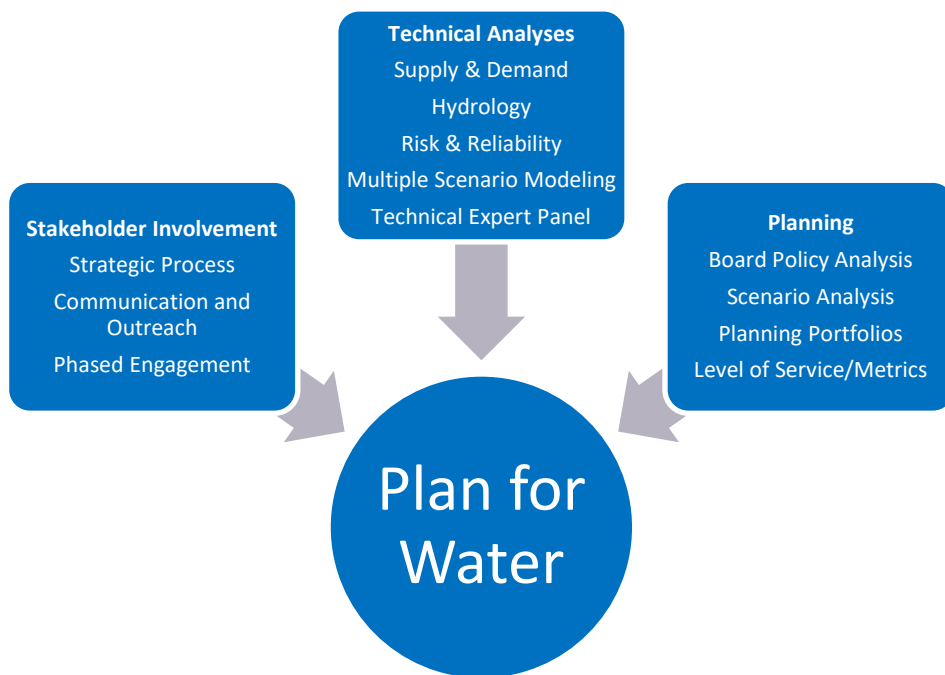
	INFORM	CONSULT	INVOLVE
GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, scenarios, opportunities, and potential strategies	To obtain feedback on analyses, scenarios, and potential strategies	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.
PROMISE	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and show how public input influenced the Plan for Water to the extent feasible.	We will work with you to ensure that your concerns and aspirations are reflected in the scenarios and strategies developed to the extent feasible. We will provide feedback on how public input influenced the final Plan for Water
PLAN FOR WATER STAKEHOLDERS	NID community and stakeholders that have expressed interest in engaging about the plan – educate on key elements of the plan and explain how they can be involved	All community and stakeholders—encourage feedback during information sessions	Key stakeholder groups, government agencies, and community – feedback on scenarios and potential strategies
ACTIVITIES AND TOOLS <i>(can span more than one spectrum level)</i>	Advertising and promotion Bill inserts and messages Central information contact Display at events Electronic newsletter Fact Sheet FAQ's Infographics / materials for all sessions Glossary Orientation session Plan for Water website Pop-up sessions Presentations Social media Tours of water system White paper	Comment forms Drop in sessions Facilitated interactive workshops Key stakeholder engagement Online engagement Reports on engagement outcomes	Availability session Comment forms Drop in sessions Facilitated interactive workshops Online engagement Public Board Meeting Reports on engagement outcomes Roundtable discussions

Why engagement is necessary

The Plan’s development process is governed by two basic tenets: policy-level direction and technical support. Policy-level direction is set by the NID Board of Directors, and technical support encompasses all the technical data, tools, and analyses needed to inform and assist the Board in setting that policy direction. As NID develops the Plan, three areas will support these two tenets: 1) specific Board policy questions and planning goals and objectives that serve as the foundation for the technical work; 2) technical analyses to assess risks, investigate water supply scenarios and develop feasible water supply and demand management strategies, and expert technical review; and 3) external stakeholder discussion that informs both the technical and policy analyses.

In the development of the technical analyses, NID will convene a Technical Expert Panel composed of subject matter experts from across the following disciplines: hydrologic and climate change modeling, hydraulic modeling, and demand forecasting. This Panel will review the technical analysis methods and results and provide feedback on whether additional analysis is needed.

Key Plan for Water activities are shown below and include planning, technical analyses, and stakeholder involvement.



It is important to note that the Plan does not set out defined actions and/or projects that NID will potentially implement as it relates to water supply planning. Rather, the Plan is a risk-based planning approach that is “forward looking” in which risks and uncertainties affecting future supply availability and demands are identified and analyzed in the context of multiple possible future scenarios.

The Plan itself does not have significant environmental, social and economic effects, but the strategies and projects selected in the future may have these associated effects. Once adopted, as NID uses the Plan to help chart a course forward, projects that may be selected will include public processes specific to those projects such as environmental impact reports.

That said, understanding the interests, concerns, requirements and preferred outcomes of key stakeholder groups enables NID to find solutions to issues and challenges that will be faced in delivering any of the future water resource and demand management strategies identified within the Plan for Water.

How feedback will be used

The input NID receives from the community and stakeholders during the engagement process will be used to inform the Plan’s scenario development and the development of water supply and demand management strategies that address the need determined by the technical analyses.

Using feedback received on the Plan for Water

Project element	Who provides feedback?	How feedback will be used:
Technical analyses	Technical Expert Panel	To determine analysis validity and whether additional analysis is needed
Scenario development	Board of Directors Community and Stakeholders	To inform development of scenarios that are most likely to be encountered and to inform the development of trigger points for future decisions
Strategies development	Board of Directors Community and Stakeholders	To inform development of water supply and demand management strategies that address the scenarios
Plan development and adoption	Board of Directors Community and Stakeholders	To help inform areas of concern and interest in the community and from stakeholders so that these are addressed to the extent feasible before Board adoption is sought

Reporting back to stakeholders and the community

A vital part of any community and stakeholder engagement is “closing the loop” – reporting back to those who were engaged, as well as to the broader community, about what feedback was received and how it will be used.

During and following completion of Phase 1 and Phase 2 of public and stakeholder engagement the input gathered will be analyzed. A public engagement summary report will be developed at the end of Phases 1, 2 and 3. These reports will be made available on planforwater.org.

The Plan for Water technical and planning teams will be briefed on feedback that has been received. These teams will identify any changes that could be made to the draft Plan based on this feedback. The feedback will also be provided to the Board of Directors and included in the community and stakeholder public process chapter of the Plan that will detail what feedback was received and how it has been considered in the Plan’s development.

Plan for Water’s engagement objectives

A comprehensive community and stakeholder outreach process was a priority from the beginning of the Plan—effective, timely and meaningful community and stakeholder engagement is crucial to its development.

To be effective, engagement needs to take place over a period of time—providing information to the community and stakeholders about the project as it develops, listening to their feedback, responding to questions and incorporating feedback where possible.

This process needs to happen in a timely manner—coinciding with stages of the plan’s development where feedback can be used to shape its final form.

Significantly, engagement must be meaningful. It must be made clear what elements of the plan are fixed and why, and what elements are open to feedback. Stakeholders and the community must also be told how their feedback has been used.

Plan for Water engagement and communication objectives

Phase	Engagement objectives	Engagement outcomes
<p>Phase 1: Raise awareness and understanding about NID itself, the services NID provides, and the Plan for Water</p> <p>Technical Expert Panel reviews all technical analyses</p> <p>Months 1 - 11</p>	<p>Raise public awareness about NID, it’s services and the Plan and inform community members and stakeholders of how they can be involved.</p> <p>Technical Expert Panel reviews all technical aspects of the work that NID and consultant team has developed.</p>	<p>Community and stakeholders begin to understand the Plan’s purpose and are motivated to be involved in Phase 2.</p> <p>Early feedback obtained and used in the beginning stages of plan development.</p> <p>Technical Expert Panel provides an independent third-party review of technical analyses.</p>
<p>Phase 2: Engage stakeholders and community members in the planning process, develop scenario designs, and identify water resource and demand management strategies</p> <p>Months 12 - 18</p>	<p>Encourage feedback from the community and stakeholders on the Plan for Water.</p> <p>Continue raising public awareness and understanding about the purpose and development of the Plan and the information gathered from the technical analysis and reviewed by the Technical Expert Panel.</p> <p>Report back to stakeholders and community on engagement and how their feedback was used.</p>	<p>Community and stakeholders have been provided with opportunity to provide feedback into the Plan’s scenarios and strategies.</p> <p>Community and stakeholder feedback is considered in the development of scenario designs and strategies development.</p> <p>Community and stakeholders understand how their feedback will shape the Plan.</p>

Phase	Engagement objectives	Engagement outcomes
<p>Phase 3: Present the draft Plan for Water and results of the public process in preparation for Board adoption</p> <p>Months 18 - 21</p>	<p>Present draft Plan for Water to the community and stakeholders.</p> <p>Encourage formal feedback from the community and stakeholders on the Plan for Water.</p> <p>Report back to stakeholders and community on engagement outcomes and how their feedback was used.</p>	<p>Community and stakeholders have been provided with an opportunity to comment on the draft Plan for Water.</p> <p>Community and stakeholder feedback considered in the development of the final Plan for Water as recommended to the NID Board of Directors.</p> <p>Community and stakeholders understand how their feedback has shaped the project.</p>

Anticipating emerging issues

It's important to recognize that a range of issues may emerge during the development of the Plan. Identification of key issues and concerns (along with associated strategies to manage these appropriately) is a critical part of the communications and public engagement planning process and the effective development of the Plan for Water. It is highly recommended that NID be committed to being responsive to new and emerging issues identified throughout the engagement process so that development of the Plan continues to progress.

SECTION 2: COMMUNICATION STRATEGY

Recommended communication strategies for each phase

Phase 1 engagement: Communicating to clearly describe and raise awareness about NID and the Plan for Water

The public and stakeholder consultation that has taken place to inform this public process demonstrate that there is a lack of clear understanding in the community and among stakeholders about what the Plan for Water is, and how NID intends to use it. There is also a general feeling that NID should enhance its overall communication efforts. In addition, there are also a range of perspectives on how the community and stakeholders should be involved, if at all.

Communication Strategies for Associating NID with its Service and Role in the Community:

- Current descriptions about NID, its history and its role speak more to timelines and logistics of NID's organization versus a narrative of NID's whole story and critical role - historically and today. As part of communication planning efforts, develop NID's story and create a narrative to succinctly and consistently explain NID's role in the community and in future planning. Stakeholders interact with or are impacted by NID in different ways. By creating an overarching narrative that explains all aspects of NID service, stakeholders will better understand the big picture as planning efforts are launched.
- Use photography, video and visuals to demonstrate the range and breadth of NID responsibilities. Much of this is about "humanizing" NID – these visuals and corresponding content will help put a face with NID's name.
- Ensure spokespersons are "NID ambassadors" – making sure their active representation of NID in the community aligns with the messages being communicated. NID has very strong visibility with some stakeholders, less with others. Through the use of brand ambassadors NID will be represented uniformly throughout the community.
- Incorporate branding into all aspects of NID communication – using a graphic palette and style guide that makes all materials and information easily recognizable and associated with the agency's planning for the region's water future.

Communication Strategies for Increasing the Amount of Communication from NID:

- NID should do more to communicate about the District, planning issues and even day-to-day events through a variety of formats, including social media. Review NID's communication plan framework to ensure that it supports NID's strategic plan and provides for consistent and sustained communication about NID in general, and the Plan for Water efforts specifically.
- Use a multifaceted approach. Some communication is one-on-one in the field. This means equipping NID staff with key information like a quick facts card. Increasing NID's visibility at community functions will mean sharing the responsibility of attendance among staff to ensure regular participation. Other stakeholders want up-to-date information available electronically on a continual basis. NID's communication plan should prioritize activities and create a realistic implementation calendar that meets widely varying information needs.

- Embrace new technologies that allow NID to share the same information across multiple platforms, reaching a broader audience without the need to fine-tune content for each and every platform. As one example, Hootsuite helps manage all social networks in one dashboard, so the message is broad while the communication effort is virtually the same.
- Develop infographics and easy to understand graphic depictions that describe the complexities of NID services and Plan for Water efforts in understandable ways.

Communication Strategies for Understanding of Plan for Water Purpose:

- Describe NID's water planning process so stakeholders understand – first, that there is a process, and second, how that process works.
- Begin by clearly defining the purpose and need for the Plan for Water and the process moving forward. What are the drivers that necessitate this process and what will a completed plan look like? What are the various scenarios and strategies under consideration and what is the timeline for needing to make a decision about which of those strategies to pursue? Articulating this information in a concise manner and across multiple communication channels should help more people to understand why focus is needed on long-term planning for future water supplies.
- Make sure all content and outreach materials explain, in easily understood language (layperson terms), NID's current situation and planning activities for the future.
- Make information easily accessible. Provide quick online information without the need for multiple clicks and review of a lengthy document. Community members and stakeholders will want to access information about the Plan and will want easily digestible information.

Phase 2 engagement: Communicating to build a deeper understanding of water supply and demand issues

Phase 2 of engagement will seek to expand the community and stakeholder's understanding of water supply and demand issues, and NID's understanding of issues and concerns raised by the community and stakeholders. To help the community and stakeholders provide well-informed feedback about the project at this time, a range of technical project analyses will be completed and presented for consideration. During this phase the technical analyses will be presented to the community to obtain feedback in clearly defined areas.

NID will host a number of drop-in sessions for people to learn more about the Plan for Water and speak to specialists that have prepared the technical analyses. Stakeholders and community members will be able to participate in facilitated workshops and several other consultation and involvement activities to provide their feedback.

Communication Strategies for Building Understanding About Water Supply Planning Data:

- At the earliest stage, explain existing data and what it means for NID water supply, and how it will inform future planning efforts.
- If possible, facilitate discussion of other data that stakeholders have or believe should be considered in order to ensure a transparent process from the beginning.
- Find visual opportunities to display or explain, complex data. Some stakeholders will want to dive into the details, others will want a high-level view. Accommodate both through different displays of information.
- Maintain a transparent approach to sharing data throughout the planning process. Questions about data, what exists and how it will be used has already led to questions and even distrust among some stakeholders.

Communications Strategies for *Understanding Impacts of Climate Change*:

- Understanding the impacts of climate change on future water supply and planning efforts is a shared interest among stakeholders. However, what this means to each individual could be quite different. As part of efforts to describe the purpose of and process for the Plan for Water, be clear about consideration that will be part of the planning effort, including definition of how climate change impacts will be analyzed and addressed.

Phase 3 engagement: Communicating on the draft Plan's content and how to review and provide comments leading up to Board adoption

The finalizing of the plan and adoption phase will present the draft Plan for Water to the community. To help the community and stakeholders provide well-informed feedback. Availability sessions and online engagement will be offered.

Communication Strategies for *Building Understanding About The Plan for Water Adoption Process*:

- Ensure that the availability of the draft Plan for Water is widely promoted, and that the community is provided an opportunity to review it.
- Facilitate discussion and access to NID staff and technical experts to ensure the community and stakeholders have an opportunity to ask questions and seek help in understanding the Plan in a way that is convenient to them.
- Maintain a transparent approach to sharing how community and stakeholder input has been used to develop the draft Plan.

Plan for Water key messages

Overview

To facilitate effective and meaningful engagement, stakeholders and the community need to be provided with key information about NID's Plan for Water.

To help prepare stakeholders to engage and to encourage participation, the following key information has been prepared to support the various phases of the engagement program and explain how participation will be encouraged and feedback will be used.

Plan for Water Overview

- NID's Plan for Water will be a tool that helps guide decisions related to our water system for the next 50 years.
- NID is using an integrated water resource planning process to develop the Plan for Water, which is a common approach to long-range planning used by western U.S. water agencies.
- The Plan will set out a range of potential water resource and demand scenarios that could impact our community in the future and a broad range of strategies that would address both the water system's operational needs and our community's values.
- The Plan will not include specifically selected or recommended strategies; instead a multitude of options will be presented for consideration and selection in the future.
- Three areas will support NID's development of the Plan: 1) specific Board policy questions and planning goals and objectives that serve as the foundation for the technical work; 2) technical analyses to assess risks, investigate water supply scenarios and develop feasible water supply and demand management strategies, and expert technical review; and 3) community and stakeholder discussion that informs both the technical and policy analyses.
- In developing the technical analyses, NID will use a Technical Expert Panel made up of experts in hydrologic and climate change modeling, hydraulic modeling and demand forecasting to review the methods and results and provide feedback on whether additional analysis is needed.
- Including the public through outreach and direct involvement in long-range water resource and demand management planning is a best practice recognized and recommended by the American Water Works Association and other similar organizations.
- The development of the Plan will benefit from a public engagement process that increases our community's understanding of water resource supply challenges; considers the community's long-term plans and priorities; and listens to and learns from our community
- A phased public process has been created that includes communication, outreach and engagement to inform the development of the Plan.
- A key component of the Plan's public engagement process will be seeking feedback from NID customers and stakeholders that have expressed an interest in being engaged.

SECTION 3: PROPOSED ENGAGEMENT TECHNIQUES

Phase 1 Engagement

A variety of communication and engagement activities will be undertaken during the public awareness-raising phase (Phase 1) of the engagement and communication program.

A range of communication channels will be established to provide information and updates and enable members of the public to provide feedback to NID.

The table below provides an overview of the activities that will be completed in this phase, including direct engagement with key stakeholders to encourage feedback in Phase 2 of the public process.

Phase 1: Proposed Engagement Techniques

Activity/ Techniques	Timing	Resources*	Notes
<u>“Getting Ready”</u>	Months 1-4	NID staff <i>Consultant to assist with structure, training, and design elements</i>	NID will develop the communication materials and channels it needs to begin engagement on the Plan that go beyond those included in its organizational communications plan. During this time staff will be trained, and staff resources will be assigned to the Plan. <u>Elements of “Getting Ready” are identified in the table below in bold and underline</u>
<u>Develop an outreach plan and content calendar</u>	Months 1-2	NID Staff* <i>Consultant to support this effort</i>	Develop a calendar and outreach plan that will focus all the content for communications channels for the Plan. Social media, events, key stakeholder group meetings, community presentations, water system tours, pop-up events, bill messages, bill inserts, e-Newsletters, etc., should all be calendared to ensure resources are scheduled and that outreach is consistent in this phase.
<u>Display**</u>		<i>Consultant to design display</i>	Display set up in NID’s entry and for use at community events
<u>Identify Media Spokesperson and Media Training</u>		NID staff* <i>Consultant to provide training</i>	Spokesperson will serve as the Plan’s primary resource for news media. Media training to include on-camera work.
<u>Community Presentation**</u>		<i>Consultant to design presentation</i>	For use with key stakeholder group (organization level) meetings. High-level presentation that explains NID, NID’s services and the Plan for Water. Need a PowerPoint presentation and also information boards that can be used during tours or for audiences/locations where there is no presentation capability.

Activity/ Techniques	Timing	Resources*	Notes
<u>Presenter Training</u>		NID staff <i>Consultant to provide training</i>	For presenters at key stakeholder group (organization level) meetings and tours. Training to include overview of presentation, all communication materials, FAQ's, how to respond to questions, how to make sure public input is documented, following up on questions and inquiries, and how to evaluate a meeting/presentation
<u>Develop a comment management system process**</u> <u>OPTIONAL – purchase a CMS</u>		<i>Consultant to develop a process</i>	Comment management system should allow for managing various comments that are submitted, regardless of format, assessing what the comments actually say, and determining how NID should respond to comments. <i>See Section 5: Support Elements for more information</i>
<u>Develop FAQ Document**</u>		NID staff <i>Consultant to assist with developing Q&A</i>	FAQ will be developed at the outset of the Plan's development but will be added to as the effort progresses and more questions are received from the community. Printed and on website.
<u>e-Newsletter**</u>	Send bimonthly throughout the Plan's development	NID staff <i>Consultant to develop template</i>	Electronic newsletter specific to the Plan, appears as a blog on planforwater.org. Recipients will initially be anyone who has expressed interest and others can sign up throughout the Plan's development to receive a copy.
<u>White Paper**</u>		NID staff	Develop a guide that informs readers concisely about the Plan and helps readers understand the issues NID is addressing through the Plan.
<u>Bill Insert**</u>	Insert in bills quarterly throughout the Plan's development	NID staff*	Topics to include planforwater.org relaunch, updates on technical analyses, etc., and used to raise awareness about the Plan
<u>Fact Sheet**</u>	For use in Phase 1	NID staff <i>Consultant to design</i>	Develop fact sheet to provide at events, presentations, and tours.
<u>Central Information Contact**</u>	Ongoing throughout the Plan's development	NID staff	Designate staff member to serve as single point-of-contact for inquiries about Plan. This person will also document inquiries and requests for information.
<u>Glossary**</u>		NID staff	Create a glossary of terms that are used by NID, and in the technical analysis. This will be used and updated throughout the Plan's development.

Activity/ Techniques	Timing	Resources*	Notes
<u>planforwater.org</u> ** —		NID staff provides ongoing maintenance <i>Consultant to redevelop and ensure relaunch</i>	Update planforwater.org, redevelop materials as needed, create an information repository, etc. Once relaunched, ongoing site maintenance will be required to keep site up to date. Website to have a materials repository for all communication materials developed in all phases. Establish a sign-up function for email to notify people when new information is posted. Establish a way to address comments and inquiries.
Pop-up sessions**	Held during community events	NID staff	Pop-up sessions to distribute postcards promoting Plan for Water's website and social media channels. Primarily done during community events but can also take place at businesses.
Social media**: Twitter Facebook Nextdoor		NID staff*	Use NID's established social media channels to encourage stakeholder and community connection with the Plan and provide updates as it progresses.
Meetings with key stakeholder groups*	Host at least one meeting with each stakeholder group in Phase 1, more if needed	NID staff*	Meetings with key stakeholders including governments, key stakeholders in Nevada and Placer counties, environment and business community, etc., to brief them on the Plan and encourage feedback to be used during plan development.
Bill Messages**	Quarterly	NID staff*	Short message encouraging review of planforwater.org for updates
Tours of water system**	Weather dependent	NID staff*	Provide key stakeholders with system tours to promote understanding of raw water supply, hydrology, and demand.

*denotes regular daily work by NID staff that would include the Plan effort

**denotes activities/techniques that will carry over into Phase 2

Phase 2 Engagement

Phase 2 of the public engagement program will take place between Months 12 and 17.

This phase is focused on consulting and involving the community and stakeholders by engaging them in activities designed to get input that will inform the Plan's development.

Phase 2: Proposed Engagement Techniques

Activities/ Techniques	Timing	Resources*	Notes
“Review and Revise”	Months 12-13	NID Staff <i>Consultant to assist with structure, training, and design elements</i>	NID will review and evaluate progress on public process and update, revise and develop communication materials and channels (beyond the NID communication plan) it needs to begin Phase 2 engagement on the Plan. During this time staff and technical consultants will be trained, and additional staff resources may be assigned to the Plan. <u>Elements of “Review and Revise” are identified in the table below in bold and underline</u>
<u>Update FAQ’s, fact sheet, presentation, glossary, white paper, and display developed for Phase 1</u>	Months 12-13	NID Staff* <i>Consultant to assist with content and design elements</i>	These communication materials will be updated to reflect the technical analysis that has been done to date and to promote the engagement efforts that will happen in Phase 2
<u>Infographics, discussion guides, and materials for each orientation session, information session, and facilitated workshop</u>	Months 12-13	NID Staff <i>Consultant to assist with developing infographics, materials, presentations and discussion guides</i>	Materials must be developed for each public session that help explain information visually
<u>Training for staff and consultants</u>	Months 12-13	NID Staff Technical Consultants <i>Consultant to provide training</i>	Training to include overview of presentation, all communication materials, FAQ’s, how to respond to questions, how to make sure public input is documented, following up on questions and inquiries, and how to evaluate a meeting/presentation. Specific training that orients all the Plan’s people resources (NID staff and all consultants that will be engaging with the public) to how the orientation session, drop in sessions and workshops will be facilitated.
<u>Develop an outreach plan and content calendar</u>	Months 12-13	NID Staff* <i>Consultant to support this effort</i>	Continue the activities from Phase 1 that carry over into the communications efforts for the Plan: social media, events, key stakeholder meetings, community presentations, water system tours, pop-events, bill messages, bill inserts, e-newsletters, etc.

Activities/ Techniques	Timing	Resources*	Notes
<u>Create an online engagement platform for planforwater.org</u>	Months 12-13	NID Staff <i>Consultant to develop online engagement tool, or provide a tool such as Bang the Table</i>	Online engagement platform to include project information and interactive elements such as surveys designed to encourage feedback on key Plan elements.
Promotion of upcoming drop in sessions via postcard handouts	Months 12-13	NID staff*	Pop-ups to distribute postcards promoting Plan for Water's drop-in sessions and workshops/website and social media.
Advertising and promotion	Months 12-17	NID Staff* <i>Consultant to design and assist with promotion</i>	Use online and print advertising, social media, e-newsletters and all appropriate communication channels to raise awareness of opportunities to participate in sessions and workshops.
Key stakeholder engagement	Months 12-17	NID staff*	Continue regular meetings with stakeholder groups including governments, stakeholders in Nevada and Placer counties, environmental and business community, etc.
Orientation session	Month 14	NID Staff Technical Consultants <i>Consultant to facilitate and plan for meeting objectives</i>	Information session that provides a high-level overview of the public engagement efforts to come: 1) what will happen at the drop-in sessions, 2) how the workshops will be facilitated, 3) explanation of the Plan itself and how to read the technical materials, 4) provide direction to community members and stakeholders about where their particular interests will lie (i.e. where will climate change be addressed? What chapters will be in the Plan?). Provide interpretation services as appropriate.
Online engagement	Months 14-17	NID staff <i>Consultant to assist with online facilitation</i>	Community members who wish to review project information and comment from home or work can be engaged online through videos of presentations, interactive maps of the water system and surveys.
Drop-in sessions	Month 15	NID staff <i>Consultant to facilitate and assist with layout and engagement</i> <i>Consultant to assist with materials development</i> <i>Technical consultants to assist with materials and engagement</i>	Sessions held two weeks before each workshop: <ul style="list-style-type: none"> • Demand Workshop • Hydrology Workshop • Supply Workshop • Problem Statement Workshop • Strategies Workshop • Board Review Workshop Explain that the coming workshops are public forums where participants work together on prescribed exercises to provide specific input into the process. Project team members in attendance to include technical and specialist staff to respond to questions. Project materials include project brochures, fact sheets, maps, graphics, and videos/3D animations. Provide interpretation services as appropriate.

Activities/ Techniques	Timing	Resources*	Notes
Facilitated interactive workshops	Months 16-17	NID staff <i>Consultant to design workshop and facilitate and additional co-facilitators</i>	Facilitation for the following: <ul style="list-style-type: none"> • Demand Workshop • Hydrology Workshop • Supply Workshop • Problem Statement Workshop • Strategies Workshop <p>Workshops are public forums where participants work together on prescribed exercises to provide specific input into the process.</p> <p>Participants requested to register in advance to ensure space and facilitation needs are met. Provide interpretation services as appropriate.</p>
Roundtable Discussions (OPTIONAL)	Month 18	<i>Consultant to design and facilitate process</i>	For use after the workshops, to ensure NID generates dialogue about the input received and how best to incorporate the different values and perspectives within the community on any issues that are raised. Roundtables will be set up for specific key stakeholder interests such as governments, environmental and business community, etc.

* denotes regular daily work by NID staff that would include the Plan effort

Phase 3 Engagement

The last phase of community and stakeholder engagement will take place as part of the Board’s review and adoption of the Plan for Water during months 18 – 21. This will involve presenting the draft Plan for Water to stakeholders and the community along with the results of the public process.

At this point the community and stakeholders will have the opportunity to make formal comments to the NID Board of Directors as part of their regular public meeting on the topic, or in advance through a written submittal.

Stakeholders and community members will be informed about the Board’s process for adoption and the Board’s public meeting for adoption through already established communication channels.

Phase 3 proposed engagement techniques

Activities/ Techniques	Timing	Resources*	Notes
“Ready for Public Review”	Month 18	NID Staff <i>Consultant to assist with structure, training, and design elements</i>	NID will review and evaluate progress on public process and update, revise and develop communication materials and channels (beyond the NID communication plan) it needs to begin Phase 3 engagement on the Plan. During this time staff and technical consultants will be trained. <u>Elements of “Ready for Public Review” are identified in the table below in bold and underline</u>
<u>Update FAQ’s, fact sheet, presentation, glossary, white paper, and display developed for Phase 2</u>	Month 18	NID Staff* <i>Consultant to assist with content and design elements</i>	These communication materials will be updated to reflect the technical analysis that has been done to date, the input received, and to promote the engagement efforts that will happen in Phase 3
<u>Infographics, and materials for availability sessions</u>	Month 18	NID Staff <i>Consultant to assist with developing infographics, materials, presentations and discussion guides</i>	Materials must be developed for availability sessions that help explain information visually
<u>Training for staff and consultants</u>	Month 18	NID Staff Technical Consultants <i>Consultant to provide training</i>	Training to include overview of presentation, all communication materials, FAQ’s, how to respond to questions, how to make sure public input is documented, following up on questions and inquiries, and how to evaluate a meeting/ presentation. Specific training that orients all the Plan’s people resources (NID staff and all consultants that will be engaging with the public) to how the availability sessions will be provided.
<u>Develop an outreach plan and content calendar</u>	Month 18	NID Staff* <i>Consultant to support this effort</i>	Continue the activities from Phase 2 that carry over into the communications plan for the Plan. Social media, events, bill messages, bill inserts, e-newsletters, etc.

Activities/ Techniques	Timing	Resources*	Notes
Promotion of upcoming availability sessions via all communication channels	Month 18	NID staff* <i>Consultant to design and assist with promotion</i>	Use all communication channels to promote availability sessions: Online and print advertising, e-newsletter to subscribers to raise awareness of opportunities to participate, social media updates to promote availability sessions and encourage participation in online forums, etc.
Post the draft Plan on planforwater.org	Month 19	NID staff*	Provide a draft copy of the plan for everyone to review at least three weeks before availability sessions
Availability sessions	Month 20	NID Staff Technical Consultants <i>Consultant to facilitate and plan for meeting objectives</i>	Availability sessions that provide an overview of the Plan to include: 1) looping presentation explaining the plan 2) stations for major chapters in the plan 3) ability to have one-on-one discussions with technical experts, 4) comment forms for the draft Plan. Sessions should be held during one weekday morning and afternoon and one weekend day for at least six hours each session to allow for people to drop by at their convenience
Online engagement	Months 19-20	NID staff	Community members who wish to review project information and comment from home or work can do so through the online engagement platform.
Public Meeting	Month 21	NID staff*	NID Board of Directors considers final Plan for Water for adoption.

* denotes regular daily work by NID staff that would include the Plan effort

Why this public process design does not include an advisory group

In preparing this public process the consultant team carefully weighed the techniques that would be the most effective in meeting NID’s goals and objectives for a comprehensive public/stakeholder outreach process that provides effective, timely and meaningful community and stakeholder engagement for the Plan.

Advisory groups can be an effective public involvement technique, but there are several key factors that the consultant team considered in determining whether an advisory group would be of value: 1) does the Plan include a specific recommendation or consensus? 2) how would an advisory group affect the budget and timing of the Plan’s development? 3) does the Board prefer a narrow, focused path for stakeholder input, or a broader focus?

In weighing these questions, the consultant team determined that it was best to use many other techniques that better addressed NID’s public engagement needs for the following reasons:

- The role of an advisory group is to provide a recommendation to a governing body. The Plan for Water will be a very broad-based document with many different scenarios and strategies. Because of this, the Plan doesn’t require a recommendation, nor stakeholder consensus to be adopted. The Plan will be intentionally broad and has the potential to be highly inclusive of stakeholder input.
- Advisory groups work best when there is not a schedule imposed on them—people are individuals and it is difficult to ensure that an advisory group will come to a place of consensus within the determined project schedule.
- Input received from advisory groups is often weighted very heavily by decision-makers. It was clear during the January 15, 2020 Board workshop that the NID Board of Directors wanted significant input from a broad range of stakeholders.
- Advisory groups require extensive resources, both in terms of staffing and funding

SECTION 4: EVALUATION PLAN

Effectiveness of the engagement and communication activities will be measured and based on outcomes and outputs achieved against the objectives identified in Section 1 of this public process design.

Participation levels for all activities and techniques will be closely monitored. Website traffic and social media followers will be regularly tracked and reported. The success of engagement will be assessed using the following metrics.

Measures of the Plan for Water’s community and stakeholder engagement success

Phase and objective	Measure of success
<p>Phase 1 – Raise awareness</p> <ul style="list-style-type: none"> • Raise public awareness of the Plan and inform community members and stakeholders of how they can be involved. • Gather early inputs from the community and stakeholders to inform Phase 2. • Technical Expert Panel reviews all technical aspects of the work that NID and consultant team has developed. 	<ul style="list-style-type: none"> • Good community understanding and awareness of the Plan as measured through survey. • Good public recall (>50%) of Plan communications. • No adjustment of communications approach required to meet community communications expectations (as measured by survey).
<p>Phase 2 – Engage stakeholders</p> <ul style="list-style-type: none"> • Encourage feedback from the community and stakeholders to inform the development of the Plan. • Continue raising public awareness and understanding about the purpose and development of the Plan and the information gathered from the technical analysis and reviewed by the Technical Expert Panel. • Report back to key stakeholders and community on engagement and how their feedback was used 	<ul style="list-style-type: none"> • Strong participation in engagement process and interaction during public engagement activities. • Strong participation and desire for involvement demonstrated by registrations for email updates, follows on social media and visits to project website. • Informed comments received during public engagement that can be used to support Plan development. • Minimal suggestions by public for improvements to engagement approach.
<p>Phase 3 – Present for adoption</p> <ul style="list-style-type: none"> • Present draft Plan for Water to the community and stakeholders. • Encourage formal feedback from the community and stakeholders on the Plan for Water. • Report back to key stakeholders and community on engaging and planning outcomes and how their feedback was used. 	<ul style="list-style-type: none"> • No new issues identified during formal Board adoption process. • No significant criticism of the engagement approach.

SECTION 5: SUPPORT ELEMENTS

Implementing a public process design requires applying basic support elements. These include assigned roles and responsibilities, a comment management and response plan, and a budget.

Recommendations for roles and responsibilities

Role	Recommendation (NID Staff/Consultant)
Overall responsibility for public process	NID Staff – lead Consultant - support
Spokesperson	NID Staff
Graphic Design	Consultant
Facilitator for sessions and workshops	Consultant
Independent Technical Experts	Consultant
Communications Specialist	NID Staff – lead Consultant – support
Logistics Coordinator	NID Staff
Public Participation Team	NID Staff – lead Consultant – support
Comment management and response coordinator	NID Staff – lead Consultant - support

Recommendations for a comment management and response plan

Collecting and compiling input for use in the development of the Plan includes three main tasks:

1. Comment management: managing the various comments that are submitted, regardless of the format
2. Content analysis: assessing what the comments actually say
3. Comment responses: determining how NID should respond to the comments

NID staff and the consultant identified to assist with the Plan’s public process should consider how and when the information will be used to determine how it will be managed. It will be critical that NID does not collect information that is irrelevant or input that can’t or won’t be used in the development of the Plan and in the Board’s consideration of Plan adoption. Collecting unnecessary information not only adds to the cost of developing the Plan but can undermine the process.

Before information is collected a system should be in place to manage and analyze it. Many comment management tools are available, ranging from sophisticated proprietary software to common databases and spreadsheets.

Regardless of whether comments are received in writing, verbally or online, they should be recorded in the comment management system. Budget and resources will need to be allocated for this task, and it is critical that this be done in a timely manner.

Common fields for information gathered include:

- Name and contact information
- Geographic location
- Stakeholder category
- Stakeholder group affiliations
- Issue category or sub-category
- Comment received
- Activity or communication channel through which input was received (email, survey, availability session, etc.)
- Stakeholder's preferred method of receiving information about the Plan
- Follow-up required

Once the fields and categories have been determined, a "code book" should be developed to determine how the various comments will be coded and entered into the comment management system. Time spent developing a detailed coding system will increase the accuracy of data entry and aid in analysis of the input received.

Content Analysis

The goal of content analysis is to provide an accurate reflection of public comment and, in so doing assist decision-makers to make the best possible evaluation of those comments. To achieve this, people's ideas, opinions, and reasoning much be displayed in an organized way.

Effective content analysis does the following:

- Displays public comment in an organized, systemic way
- Extracts verbatim opinions and reasons from comments received, tying those opinions and the associated reasons to decision items or issues and organizing them in a way that clearly and accurately reflects the full range of public concerns as they relate to a specific subject area
- Retains the ability to retrace each extracted comment to its source
- Identifies sources of responses by geographic location and by affiliation categories to distinguish groups from each other within an opinion range
- Produces an accurate report that can stand on its own or be the basis for a highly valid summary report that clearly and succinctly reports on the range of input received

Content analysis is meant to reproduce ideas presented by the stakeholder in a way in which they said them. Care must be taken not to include in the comment management system interpretations or judgement about what the stakeholder has said. By recording stakeholders' comments as accurately as possible, content analysis can be highly valuable to NID as it develops its Plan.

Comment Response

The process of reporting to the public on the nature and range of comments received and on how NID will address those comments is called comment response. For NID's Plan for Water, a formal comment response document may be helpful in building trust with the community and stakeholders. This document would specify how comments can be received and the types of comments that NID will respond to formally. Regardless of how NID chooses to respond to comments, comments from stakeholders should be acknowledged and NID should communicate to participants how input affected the development of the Plan, which is covered in Section 1 of this public process design.

Budget Estimate

The following budget estimate has been developed to align with the identified consultant needs within this public process design. Costs include project management, communications strategy and support, facilitation, and graphic design. **This public process design relies heavily on NID staff resources to support all elements including participating and staffing all meetings with the public.**

Tasks	Labor
1. Develop Communication Plan (revise & update for phase 2 & 3)	\$15,150
2. Phase 1 Support "Getting Ready" includes training	\$29,220
3. Phase 1 Materials Development and Website Relaunch	\$24,165
4. Phase 2: Support "Review and Revise"	\$17,190
5. Phase 2: Materials Development	\$40,785
6. Phase 2: Training, Meeting Design, Facilitation	\$71,460
7. Phase 3: Support "Ready for Public Review"	\$6,780
8. Phase 3: Materials Design	\$19,110
9. Phase 3: Training, Meeting Design, Facilitation	\$25,080
10. Develop Process for Comment Management System	\$14,700
11. Technical Expert Panel	\$49,961
Total Professional Fees	\$300,018

This budget assumes that NID will pay for all printing costs, rental of equipment and meeting rooms, advertising, social media boosts, and display production.

Travel expenses are not included.

Expenses for technical consultants to participate in meetings with the public are not included.

Website cost is limited to content development and does not include any technical redevelopment of the planforwater.org website.

Additional services that NID may wish to consider and estimated costs:

Purchase/subscription of an online engagement tool such as "Bang the Table"	\$25,000
Purchase/subscription of a comment management system	\$15,000
Facilitation of up to four Round Table Discussions in Phase 2	\$24,000
Videos and animation	Varies per need