



## MEMORANDUM

TO: SLDMWA Water Resources Committee Members and Alternates

FROM: Scott Petersen, Water Policy Director

DATE: April 6, 2020

RE: Committee to Consider Recommendation to Board of Directors to adopt Communications Plan

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### BACKGROUND

In 2018, the San Luis & Delta-Mendota Water Authority initiated a process to update its Strategic Plan. The Strategic Plan is the result of input and recommendations of a wide range of Authority board members, staff, outside consultants, and water policy experts.

Following a series of workshops in 2018 and 2019, the Authority board of directors adopted seven Goals and Objectives and subsequently the Mission, Vision, and Value Statements to serve as the blueprint for organizational operations. The Strategic Plan contains a series of components, from its Mission, to its Vision, Values, Goals, Objectives and, finally, its Implementation Plan.

The Communications Plan is a guide for effective, multi-directional communications channels to both seek and convey information to and from all parties engaged with the Authority, including employees, the Authority Board of Directors, elected officials and staff, appointed agency officials and staff, community leaders, water industry professionals, NGOs, the media, and residents of California.

Acting on the efforts developed during the recent strategic planning process by the Authority Board of Directors, the Authority has identified six objectives for guiding effective communications and implementing Goal 6 of the Authority's Strategic Plan. These objectives are described below:

### GOAL AREA 6. EFFECTIVE COMMUNICATIONS AND ENGAGEMENT WITH KEY PARTIES.

- *OBJECTIVE 6.1: Key parties understand the Authority's role in representing its member agencies.*
- *OBJECTIVE 6.2: The Authority supports its member agencies through effective representation of common positions.*
- *OBJECTIVE 6.3: The Authority effectively engages with member agencies and key parties.*

- *OBJECTIVE 6.4: The Authority understands the perspectives of other key parties.*
- *OBJECTIVE 6.5: Support collaborative programs to educate the broader public in California about key issues important to the Authority.*
- *OBJECTIVE 6.6: Ensure home boards are kept up-to-date and supportive of the organization's direction.*

In January, a draft Communications Plan for implementation of Goal Area 6 was presented to the Board as a guide for Authority communications efforts. At the request of Director Birmingham, subsequent to the January meeting, an ad-hoc Communications Committee was formed to review the draft plan and provide additional input and recommendations.

#### **ISSUE FOR DECISION**

Whether to recommend to the Board of Directors to adopt the Communications Plan.

#### **RECOMMENDATION**

Staff recommends that the Water Resources Committee recommend to the Board to adopt the Authority Communications Plan.



# SAN LUIS & DELTA-MENDOTA WATER AUTHORITY COMMUNICATIONS PLAN

APRIL 6, 2020

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## INTRODUCTION

Communications and outreach are complex and dynamic engagement activities. Maintaining constant awareness of key parties and critical messages, developing mastery of new tools and ever-changing pathways, conducting vigorous, proactive outreach and delivering expedient, tactical responses are all critical to ensuring active engagement in today's communications and regulatory environments.

The mission of the San Luis & Delta-Mendota Water Authority is to operate the Delta-Mendota Canal and related facilities reliably and cost-effectively, and to support member agencies in delivering and protecting adequate, affordable water supplies for agricultural, municipal and industrial, and environmental uses. Communicating that mission to all relevant parties is essential to the well-being and success of the people, businesses, and wildlife areas within the Authority service area.

## EXECUTIVE SUMMARY

*San Luis and Delta-Mendota Water Authority's Board of Directors and staff recognize the crucial role that both internal and external communications play in the effective operation of a government agency.*

In 2018, the San Luis & Delta-Mendota Water Authority initiated a process to update its Strategic Plan. The Strategic Plan is the result of input and recommendations of a wide range of Authority board members, staff, outside consultants, and water policy experts.

Following a series of workshops in 2018 and 2019, the Authority board of directors adopted seven Goals and Objectives and subsequently the Mission, Vision, and Value Statements to serve as the blueprint for organizational operations. The Strategic Plan contains a series of components, from its Mission, to its Vision, Values, Goals, Objectives and, finally, its Implementation Plan.

The Communications Plan is a guide for effective, multi-directional communications channels to both seek and convey information to and from all parties engaged with the Authority, including employees, the Authority Board of Directors, elected officials and staff, appointed agency officials and staff, community leaders, water industry professionals, NGOs, the media, and residents of California.

This Communications Plan plays a critical role in carrying out Strategic Plan Goal 6: Effective Communications and Engagement with Key Parties.

## CORE MESSAGE THEMES

The core message at the heart of all Authority communications relate back to the Authority's mission statement:

*The mission of the San Luis & Delta-Mendota Water Authority is to operate the Delta-Mendota Canal and related facilities reliably and cost-effectively, and to support member agencies in delivering and protecting adequate, affordable water supplies for agricultural, municipal and industrial, and environmental uses.*

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## RELIABILITY

Messaging related to reliability should communicate how the critical services the Authority provides contribute to California's safe, reliable water supply, including by replacing aging infrastructure, delivering water to meet member

agency water demands and implementing new technologies for effective water operations and management. Additionally, the Authority should highlight messages that educate the public about the importance of California’s water infrastructure and the role it plays in supporting healthy communities, the environment and agriculture. Specifically, messaging should highlight the “end use/product” of water supplied by the Authority’s member agencies to emphasize the importance of reliable water supplies to California and to the nation.

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## FINANCIAL STEWARDSHIP

Providing consistent and compelling messaging regarding the Authority’s fiscal reliability and conscientious management of member agency and public funding is an important theme. The Authority should illustrate how it manages public funds responsibly, minimizes operational expenses and maximizes the return on the public’s investment.

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## RESOURCE CONSERVATION

Providing clear and consistent messaging about resource conservation can help solidify public perception of the Authority and its member agencies as reliable resources and leaders in innovative water management strategies. Messages related to resource recovery can establish the Authority and its member agencies as proactive agencies engaged in a wide range of beneficial programs—from conservation to recycled water use to self-generated energy production. The value of our natural resources is a key theme throughout all such messages.

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## ENVIRONMENTAL STEWARDSHIP

The Authority should promote its role and its member agencies’ role as stewards of local and Delta ecosystems. The Authority’s efforts to operate facilities in an environmentally conscious manner, to improve the scientific body of knowledge associated with the multiple stressors contributing to the decline of California’s fisheries, and to increase efficiencies in water management have had a positive impact.

## COMMUNICATION GOALS AND OBJECTIVES

Acting on the efforts developed during the recent strategic planning process by the Authority Board of Directors, the Authority has identified six objectives for guiding effective communications and implementing Goal 6 of the Authority’s Strategic Plan. These objectives are described below:

### GOAL AREA 6. EFFECTIVE COMMUNICATIONS AND ENGAGEMENT WITH KEY PARTIES.

- OBJECTIVE 6.1: KEY PARTIES UNDERSTAND THE AUTHORITY’S ROLE IN REPRESENTING ITS MEMBER AGENCIES.
- OBJECTIVE 6.2: THE AUTHORITY SUPPORTS ITS MEMBER AGENCIES THROUGH EFFECTIVE REPRESENTATION OF COMMON POSITIONS.
- OBJECTIVE 6.3: THE AUTHORITY EFFECTIVELY ENGAGES WITH MEMBER AGENCIES AND KEY PARTIES.
- OBJECTIVE 6.4: THE AUTHORITY UNDERSTANDS THE PERSPECTIVES OF OTHER KEY PARTIES.
- OBJECTIVE 6.5: SUPPORT COLLABORATIVE PROGRAMS TO EDUCATE THE BROADER PUBLIC IN CALIFORNIA ABOUT KEY ISSUES IMPORTANT TO THE AUTHORITY.
- OBJECTIVE 6.6: ENSURE HOME BOARDS ARE KEPT UP-TO-DATE AND SUPPORTIVE OF THE ORGANIZATION’S DIRECTION.

## CURRENT EFFORTS

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### CURRENT PROGRAMS AND MATERIALS

Outreach programs are generally ongoing policy-maker focused efforts that employ strategies to achieve long-term success. Program tactics and messaging are tailored for specific audiences.

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#### EDUCATIONAL PROGRAMS

- Facilities Tours

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#### HANDOUTS/FLYERS

- About the Authority
- Water Management

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#### OTHER PRINT MATERIALS

- Mission/Vision Posters

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#### ELECTRONIC MEDIA

- Website
- Social Media: Facebook, LinkedIn, Twitter (reserved, but not live)

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### SUPPORTING MESSAGES

1. The Central Valley Project is essential to agricultural operations, municipal and industrial uses, and wildlife areas in five counties in the San Joaquin, San Benito and Santa Clara valleys. The Project consists of important infrastructure investments that have been made over decades that provide water for these uses.
2. The San Joaquin Valley economy is dependent on agriculture. It supports hundreds of thousands of jobs in agriculture, hundreds of thousands more in industries reliant on agricultural operations, and a multi-billion-dollar economy.
3. The Santa Clara Valley is home to the premier high-tech region of the world. It depends on multiple water supply sources, much of which is delivered through Authority-managed infrastructure. Its multi-billion-dollar economy includes technology, aerospace, manufacturing, medicine, sports, entertainment, agriculture, and more.
4. California's San Joaquin Valley is rich with birds, plants, animals, fish, and insects. The Authority and its members manage CVP and other water supplies that are critical to the rivers and streams that support wildlife sanctuaries hosting vast numbers of important plant and animal species.
5. Investment in new storage and conveyance infrastructure is essential to the future of California.
6. Adequate and dependable surface water supplies are essential to prevent groundwater overdraft.
7. Authority members utilize the latest technology so that water supplies are used efficiently and productively.
8. Balancing water use for people, businesses, and the environment is essential to California water management.
9. The Authority is dedicated to operating and maintaining CVP facilities cost-efficiently and reliably.
10. Authority employees are highly trained and dedicated to safely and efficiently completing every task needed to support the reliable delivery of water to its members.

11. The Authority and Authority members are dedicated to exploring innovative techniques and technologies that advance the missions of the Authority and Authority members.
12. The Authority and Authority members pursue policies and practices that promote responsible, science-based environmental stewardship.
13. The economic success and the vitality of communities in the regions served by Authority members are dependent upon water delivered through the Delta-Mendota Canal and San Luis Canal.
14. The value of economic contributions from water infrastructure investments are significant to the people of the State of California.
15. The Authority and Authority members experience recurring, substantial, and systemic operational restrictions and uncertainty on water supply- both in volume and timing.
16. The Authority is dedicated to advancing the public's understanding of California water and water management by the Authority and Authority members through educational public outreach.

## OBJECTIVES AND IMPLEMENTING ACTIONS

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### OBJECTIVE 6.1: KEY PARTIES UNDERSTAND THE AUTHORITY'S ROLE IN REPRESENTING ITS MEMBER AGENCIES.

A significant number of key parties do not fully understand the role of the Authority, the services it provides, or the relationship between the Authority and its member agencies. Establishing a recognizable identity for the Authority and applying it across all communications is a critical step toward establishing a consistent understanding regarding the Authority. Effective branding is achieved through consistency—using the same look and feel across all elements ensures familiarity. While individual messages and campaigns can be targeted to particular audiences for specific needs, the Authority should still convey a unified, overarching identity across all materials.

Effective messaging conveyed through a variety of channels can educate a growing number of people and help differentiate the Authority from other agencies. The Authority can build public awareness through general public awareness and mass media campaigns, including school outreach, in-language communications, facilities tours, presentations and project-specific signage. The Authority should focus efforts on those communities, including disadvantaged communities, that may not have a clear understanding of the Authority or its member agencies

Federal, State, local and member agency leaders can be extremely useful in distributing Authority messaging to the wider community and building participation in key programs and initiatives. Trusted members of the community (including elected officials, business leaders, faith-based leaders, teachers and environmental leaders) can influence public opinion and help persuade audiences to adopt desired behaviors. Building relationships with key parties and influencers can increase overall awareness of the Authority.

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### OBJECTIVE 6.2: THE AUTHORITY SUPPORTS ITS MEMBER AGENCIES THROUGH EFFECTIVE REPRESENTATION OF COMMON POSITIONS.

The Authority's communication efforts should support Board adopted legislative and policy objectives, as well as representation of common positions of Authority member agencies. Prior to the Authority engaging in communications efforts on individual topics, informal communication between the Authority and member agencies will take place to ensure member agencies have a common position on a communication topic.



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## BUILD RELATIONSHIPS WITH COMMUNITY LEADERS

Authority staff and Board members can identify leaders in the community who can help reach target audiences and distribute key messages. The Authority should focus efforts on those communities, including disadvantaged communities, that may not have a clear understanding of the Authority or its member agencies. Staff can provide community leaders with informational material such as fact sheets and infographics to help them educate their constituents. Staff can dedicate facilities tours for key community leaders to provide them information regarding Authority operations.

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## PROVIDE ACCURATE TECHNICAL DATA TO SUPPORT KEY MESSAGES

Topics such as water supply reliability and regulatory standards that involve complex issues that are easily misinterpreted clearly benefit from accurate data; however, data-driven messaging can be used successfully for other types of messaging as well, such as the comparative cost of planned repair vs. emergency repair of aging infrastructure, cost saving resulting from self-generated energy production, and others. The Authority can integrate data into targeted information material on the Authority website, through print material and social media.

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## BUILD AND MAINTAIN A DEDICATED EMAIL SUBSCRIPTION LIST

A dedicated email distribution list allows the Authority to keep in regular contact with an engaged audience. The Authority can build the list from attendees at facilities tours, events and presentations; the Authority can also include a prominent email subscription link on its homepage. It is also possible for the web-based email subscription page to allow users to subscribe to specific categories (e.g., emergency notifications, monthly newsletters, helpful tips, etc.). Emails generated to the list should not exceed once every two weeks or so.

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## REDESIGN THE AUTHORITY WEBSITE

The current Authority website contains much valuable information; however, the content organization and overall look and feel of the site can be improved to promote key messages and raise the Authority's profile. Going forward, the Authority should conduct a comprehensive evaluation of the current website content and navigation to determine how the user experience could be improved. Any new site should implement responsive design to ensure that it is viewable across all devices—from laptops to tablets to smartphones. Implementing a responsive design site will increase usability across a wider audience and ensure that the site follows best industry practices for website design.

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## OBJECTIVE 6.3: THE AUTHORITY EFFECTIVELY ENGAGES WITH MEMBER AGENCIES AND KEY PARTIES.

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### DEVELOP EXECUTIVE DIRECTOR "IN BRIEF"

The Executive Director, working with executive management, will provide a regular (bi-weekly) "in brief" report to the Board of Directors providing updates on key issues of high-priority to the Authority and its member agencies.

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### BUILD RELATIONSHIPS WITH COMMUNITY LEADERS

See above.

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### BUILD AND MAINTAIN A DEDICATED EMAIL SUBSCRIPTION LIST

See above.

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## PROVIDE ACCURATE TECHNICAL DATA TO SUPPORT KEY MESSAGES

See above.

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## OBJECTIVE 6.4: THE AUTHORITY UNDERSTANDS THE PERSPECTIVES OF OTHER KEY PARTIES.

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### REGULAR MEETINGS WITH KEY PARTIES

Increasing the Authority's understanding of other perspectives in California's policy landscape will require a high level of engagement with a broader set of organizations. It is critical to the Authority's ability to be a trusted representative for it to understand the perspective of other key parties.

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## OBJECTIVE 6.5: SUPPORT COLLABORATIVE PROGRAMS TO EDUCATE THE BROADER PUBLIC IN CALIFORNIA ABOUT KEY ISSUES IMPORTANT TO THE AUTHORITY.

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### EXPAND THE OVERALL REACH OF EDUCATION AND SOCIAL MARKETING

Reaching a wider audience will require the Authority to enhance existing communications channels, leverage existing networks, and enhance partnerships with the local business community, schools, industry organizations, community groups and environmental organizations.

Education and social marketing communication needs vary widely and encompass a range of issues, from water reliability to scientific investment to individual project communications in affected neighborhoods. The Authority should continue to utilize all communications channels at its disposal to build its audience and broaden the reach of its messaging. Specific tactics and channels that the Authority should use to expand its reach include creating a social media network, creating dedicated email distribution lists and increasing the number of tours and presentations.

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### CREATE AN AUTHORITY NEWSLETTER

A newsletter can be published as frequently as determined feasible and effective and provides a unique opportunity to reach interested parties directly. As the flagship publication of the Authority, the Authority newsletter should serve as a key conduit for the Authority brand and key messaging. Staff should consider the number of stories balanced between Authority accomplishments and member agency accomplishments. The newsletter is an ideal forum for case studies highlighting key messages, as well as "stories from the trenches," recounting real-life examples of the Authority's 24/7 responsiveness and dedication to protecting the community and ensuring reliable water supplies.

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### EARNED MEDIA

The Authority can utilize the media to build positive perception and increase overall awareness. Implementing a dedicated media relations effort will build relationships with mainstream press (Sacramento Bee, Modesto Bee, Fresno Bee, San Jose Mercury News, Los Angeles Times, et al.) as well as smaller community papers, industry trade journals (Irrigation Leader, etc.) and local blogs. Staff can identify newsworthy initiatives and dedicate Communications program resources toward promoting them through press releases and in-person contacts. Authority Board members can write topically relevant OP/ED pieces (e.g., the importance of adaptive management for water supply reliability) for publication. The Authority should continue to monitor the frequency and tone of news stories published on an ongoing basis, and report the findings to the Board at the end of each year.

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## OBJECTIVE 6.6: ENSURE HOME BOARDS ARE KEPT UP-TO-DATE AND SUPPORTIVE OF THE ORGANIZATION’S DIRECTION.

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### CREATE AN AUTHORITY NEWSLETTER

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See above.

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### REGULAR MEETINGS AND ENGAGEMENT WITH HOME BOARDS

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A call between the Authority Executive Director (or appropriate executive staff) and Authority member agency General Managers will be held on a regular basis and at critical decision points to ensure consistent communication between the Authority and its member agencies. In addition to this more regular communication between the Authority and its member agencies, a member of the Authority’s executive management team will attend a meeting of each member agency home board annually and key information will be provided to home boards of Authority actions on a regular basis.

### TARGET AUDIENCES

Identifying target audiences is essential to applying the right messaging with proper communication tools and channels to reach the Authority’s Goals and Objectives. The effectiveness of a message is dependent upon the audience in which it is intended. Everyone is unique in how they perceive the information around them and communicating effectively can require vastly different approaches. Some examples of different audience types include, but are not limited to:

- **Authority Employees**
- **Authority Member Agencies and Home Boards**
- **Elected Officials and Staff**
- **Appointed Agency Officials and Staff**
- **Business and Community Leaders**
- **Academic and Research Partners**
- **Water Industry Professionals**
- **Non-Governmental Organizations**
- **Media Contacts**
- **California Residents**

### AUTHORITY EMPLOYEES

The success of the Authority rests with the people who work to keep the system running smoothly and efficiently. It is essential to maintain open communication with all employees to keep them informed on the inner workings of the organization and to articulate policy changes and initiatives intended to make for the best possible customer experience.

**Tools: newsletter, staff meetings, email blasts**

### AUTHORITY MEMBER AGENCIES AND HOME BOARDS

The governing boards of Authority members make important decisions that affect their own customers and they depend on timely and accurate information. Policy changes, water costs, administrative and legal matters all have the potential

to influence decisions at the local level. Authority staff will provide timely information regarding legislative and policy objectives and common positions to member agency staff and governing Boards, as agreed upon between respective member agencies and the Authority.

Additionally, a call between the Authority Executive Director (or appropriate executive staff) and Authority member agency General Managers will be held on a regular basis and at critical decision points to ensure consistent communication between the Authority and its member agencies. In addition to this more regular communication between the Authority and its member agencies, a member of the Authority's executive management team will attend a meeting of each member agency home board annually and key information will be provided to home boards of Authority actions on a regular basis.

**Tools: Authority board meetings, memos, reports, web site, facility tours, retreats, dinners/in-person gatherings**

#### ELECTED OFFICIALS AND STAFF, APPOINTED AGENCY OFFICIALS AND STAFF

Individuals who create laws and implement policies have a large influence on the ability of public water agencies to capture, store, and deliver water. Maintaining positive contact with elected and appointed officials, as well as their staff, helps foster a better understanding of Authority operations and the connection of its operations to California's economy and the environment.

**Tools: Briefing papers, area tours, direct correspondence (written, phone, email), social media**

#### BUSINESS AND COMMUNITY LEADERS

Influential people live and work throughout the Authority service area. Maintaining a positive relationship, driven by open communication and helpful information is important to foster a clear understanding of the Authority's role in the economic and social aspects of the community.

**Tools: Social media, informational brochures, tours, speaker presentations**

#### ACADEMIC AND RESEARCH PARTNERS

Area universities and scientific research organizations focusing on estuarine ecology, habitat and wetland restoration, and natural resource management have likely heard of the Authority and/or are doing research impacting member agency interests. These parties may or may not be advancing balanced water and environmental management policy, but are typically interested in researching at least one of the priority issues impacting the Authority and/or its member agencies. This audience doesn't have direct responsibility for championing Authority priorities, but could be an influential outside voice in allocating funding or prioritizing actions.

**Tools: Social media, informational brochures, tours, speaker presentations, science conferences**

#### WATER INDUSTRY PROFESSIONALS

Operating California's water supply system efficiently helps bridge the variability of California's water supply. Maintaining positive relationships with water industry officials through open communications increases the ability of water agencies to react to changing policies, legislative proposals, and water supply conditions.

**Tools: Working groups, water policy dinners, email, board meeting presentations**

## NON-GOVERNMENTAL ORGANIZATIONS

Community activists often represent the voice of specific segments of the community, either at the local, state, or national, or all three. NGOs can be effective partners on local or regional projects, helping to steer funding or policy-level support in ways that promote the multiple benefit ethic held by Authority members.

**Tools: Meetings, conference attendance, briefing papers, social media, project planning**

## THE MEDIA

News writers, opinion page editors, and editorial boards are critical to keeping the public informed on news and information that affects them. Understanding the Authority's operations, its role as a Joint Powers Authority, and its relationship to its members can improve the accuracy of news reporting and opinion writing on water issues.

**Tools: Tours, editorial board meetings, social media, news releases, informational brochures**

## CALIFORNIA RESIDENTS

The people who live within the Authority service area benefit from its activities and, more closely, the activities of the Authority's members. Having a safe, reliable, and affordable water supply is essential to all Californians. Through public education, people are better informed on the role and responsibility of public water agencies in delivering water supplies. Telling stories on the broad range of projects undertaken by the Authority and its members, from water supply and water use efficiency to wildlife refuge support and environmental restoration, will enable the public to have a better understanding of the value the Authority and its members bring to the community. Specifically, messaging should highlight the "end use/product" of water supplied by the Authority's member agencies to emphasize the importance of reliable water supplies.

**Tools: Social media, news releases, informational brochures**

## ENGAGEMENT & OUTREACH

Effective Authority communication efforts require both outreach and engagement. Engagement is a multilateral interaction with key parties that requires active listening to ambient discussions, partner and others' positions, as well as media and public feedback. Engagement and relationship-oriented communications help to improve Authority understanding of perspectives of key parties, inform messaging tack, and promote understanding of Authority perspectives among other key parties.

Engaging a variety of audiences with multiple interests will require a variety of the tools listed above, including:

- tours,
- email,
- informational brochures,
- speakers,
- newsletters,
- social media,
- blogs,
- workshops,
- briefing papers,
- water policy events

## COMMUNICATIONS ACTION PLAN

	TARGET AUDIENCE	TIMELINE	RESPONSIBLE PARTY
<b>1.0</b>	<b>AUTHORITY EMPLOYEES</b>		
1.1	Create “Authority Insider” newsletter (Requires Constant Contact or similar account – Cost \$100/mo.)	July 2020	CFWC
1.2	Draft content and distribute newsletter to Authority employees	Monthly	Authority
1.3	Host quarterly safety meetings, and an annual company picnic or barbecue to recognize employees and summarize accomplishments for the year	Annual	Authority
<b>2.0</b>	<b>HOME BOARDS</b>		
2.1	Attend a board meeting of every Authority member on an annual basis	Two per month beginning in January 2020	Authority
2.2	Conduct semi-annual tours and/or briefings for Home Board members	March September	Authority
<b>3.0</b>	<b>ELECTED OFFICIALS, APPOINTED OFFICIALS, AND KEY STAFF</b>		
3.1	Distribute Authority “About Us” brochure	Begin March 2020 Ongoing with new electeds or appointees	Authority
3.2	Conduct Authority infrastructure and service area tours. Include relevant Home Board representatives based on tour geographic area  Legislative water committee chairs/staff  CA Resources Agency, CalEPA Interior plus USFWS, NMFS,	Start March 2020 Quarterly thereafter	Authority
3.3	Discuss tours in Authority newsletter and on Authority social channels	Coincide with tours	CFWC Authority

3.4	Provide Briefing Papers to officials and key staff on issues of importance. Include local news items that support the Authority position	As needed	Authority CFWC
3.5	Promote events and meetings with officials via Authority social media channels.	Ongoing	CFWC Authority
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<b>4.0</b>	<b>BUSINESS AND COMMUNITY LEADERS</b>		
4.1	Provide community service clubs with a list of Authority speakers and topics for local meetings	April 2020	Authority
4.2	Host a community Open House to engage with community leaders and discuss the role the Authority plays in delivering water to the region	Summer 2020	Authority
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<b>5.0</b>	<b>ACADEMIC AND RESEARCH PARTNERS</b>		
5.1	Create “Authority Insider” newsletter (Requires Constant Contact or similar account – Cost \$100/mo.)	July 2020	CFWC
5.2	Compile list of academic and research institutions engaged in water management, ecosystem and natural resource issues impacting California water supply	June 2020	Authority
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<b>6.0</b>	<b>WATER INDUSTRY PROFESSIONALS</b>		
6.1	Participate in ad hoc working groups and regional committees to help steer water policy and infrastructure topics, consistent with common positions and Board adopted Objectives	Ongoing	Authority
6.2	Host semi-annual reception at ACWA Conference to gather water industry professionals in an informal setting	May 2020 December 2020 Ongoing	Authority
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<b>7.0</b>	<b>NGOS</b>		

7.1	Interact with allied NGOs on social media channels. Promote project partnerships. Talk about success stories that benefit farmers and wildlife interests.	Ongoing	Authority CFWC
7.2	Co-author opinion pieces for news publications with NGO leaders	Ongoing	CFWC

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## 8.0 THE MEDIA

8.1	Working with Authority staff on topic and content, develop and place four opinion articles during the year under the Authority byline for distribution to select news media	October (water year setup), February (initial allocations), April (water year mostly setup), Varying (key priority)	CFWC
8.2	Meet with editorial boards within and outside of the Authority service area. Include relevant Home Board members. Inform news writers on the Authority's operations, important water policy issues and how they impact employment and the regional and statewide economy. Distribute "About Us" brochure. <ul style="list-style-type: none"> <li>• San Jose Mercury News</li> <li>• Fresno Bee</li> <li>• Modesto Bee</li> <li>• Sacramento Bee</li> <li>• Los Angeles Times</li> </ul>	Semi-annual	Authority CFWC
8.3	Host tours for reporters that work on water and environmental issues. Include farms and wildlife areas and discuss the ongoing partnerships to develop and sustain more reliable water supplies	Semi-annual	Authority CFWC
8.4	Disseminate news releases, statements, and opinions on the leading edge of a news cycle on issues relevant to Authority business. Follow day-to-day water news to anticipate stories and have statements prepared in advance whenever possible.	Ongoing	Authority CFWC
8.5	Re-distribute Authority news and commentary through social media channels and allied groups to maximize its distribution and visibility both within and outside of the agriculture and water industries	Ongoing	Authority CFWC

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## 9.0 CALIFORNIA RESIDENTS



9.1	Support collaborative programs to educate the broader public in California about key issues important to the Authority	Ongoing	Authority
9.2	Create digital media content showing the public how Authority activities help grow food, support rural and urban communities and businesses, and benefit critical wildlife areas in the San Joaquin Valley	Monthly	CFWC
9.3	Distribute local news releases to share information on Authority or Authority-member projects aimed at informing “neighbors” about activities in the area that affect their quality of life	Semi-Annual	CFWC Authority

