

Casitas Municipal Water District

PUBLIC RELATIONS COMMITTEE

Baggerly/Spandrio
Casitas District Office
1055 Ventura Ave.
Oak View, CA 93022

February 20, 2020

10:00 a.m.

AGENDA

1. Roll call
2. Public comments
3. Board/Management comments
4. Review of Staff Recommended Consultant Proposals for Public Relations Services.

Right to be heard: Members of the public have a right to address the Board directly on any item of interest to the public which is within the subject matter jurisdiction of the Board. The request to be heard should be made immediately before the Board's consideration of the item. No action shall be taken on any item not appearing on the agenda unless the action is otherwise authorized by subdivision (b) of ¶54954.2 of the Government Code.

If you require special accommodations for attendance at or participation in this meeting, please notify our office in advance (805) 649-2251 ext. 113. (Govt. Code Section 65954.1 and 54954.2(a). Please be advised that members of the Board of Directors of Casitas who are not members of this standing committee may attend the committee meeting referred to above only in the capacity of observers, and may not otherwise take part in the meeting. (Govt. Code Sections 54952.2(c)(6).



Proposal for Public Relations Consulting Services

Prepared for
Casitas Municipal Water District
February 4, 2020

Kelley A. Dyer, Assistant General Manager
& Acting Public Affairs and Resource Manager
Casitas Municipal Water District
1055 Ventura Avenue
Oak View, California 93022

Dear Kelley,

Thank you for the opportunity to present our proposal to Casitas Municipal Water District. Following this letter is a proposal outlining the services we offer to help you engage with your community regarding your water infrastructure needs and prepare a potential bond measure for the ballot.

TBWBH is a different kind of political consulting firm. We specialize in bonds and tax measures. We don't work on candidate elections, and therefore we avoid many of the conflicting priorities and demands for attention that other political consultants will face in the lead-up to a busy Presidential election year. Unlike our competitors, whose firms are comprised of one or two principal consultants, TBWBH has a large team of professionals to ensure your project receives the attention it deserves. I, one of nine members of our management team, will serve as your day-to-day point of contact. We understand the importance of continuity, which is why key personnel working with Casitas Municipal Water District will not be replaced without the District's prior approval.

Our proven approach to uniting voters through transparent public engagement and building consensus has helped secure over \$10 billion in voter-approved public funding. We take full advantage of modern communication tactics, including social media, and help you leverage your existing channels of communication to engage community allies and voters.

We believe that TBWBH is uniquely qualified to lead your bond measure for the following reasons:

- **Unmatched Public Finance Measure Experience.** The partners and consultants at TBWBH have experience on passed over 430 successful public finance ballot measures that have raised tens of billions in voter-approved revenue for California districts.
- **Experience Working in Similar Communities.** We have demonstrated success in achieving broad community support for bond measures, even in conservative-leaning communities like yours. Our prior clients will tell you that our commitment to personal attention, client responsiveness and the unique details of your political environment set us apart from others in our industry.

The remainder of this proposal provides detailed information about our firm, our services and our approach to passing successful bond measures and a list of clients we have worked with, including references.

Please don't hesitate to contact me at 415.816.3412 (cell), or via email at jboigon@tbwbh.com if you have any questions or need additional information.

Sincerely,



Jared Boigon
Partner, TBWBH



About TBWBH

TBWBH is a unique election strategy and communication firm. We specialize in helping public agencies create and pass public finance ballot measures. We analyze scientific research measuring voters' attitudes and opinions related to a potential ballot measure, guide District staff in how best to use the results of the research, create an effective public information and education plan, and develop the best possible ballot measure.

We've helped LA County Flood Control District and Santa Clara Valley Water District pass tax measures. In Ventura County, we've helped the City of Ventura, Conejo Valley Unified School District, Simi Valley Unified School District and Oxnard Union High School District to prepare or pass taxes or bonds.

Public Consensus » Winning Propositions

TBWBH was formed around a simple basic idea: passing taxes is different from other types of political endeavors. For example, candidates run campaigns to differ from their opponents and stand out from the crowd. But when the issue is taxes, winning requires consensus: uniting people around shared priorities and values. We help public agencies develop public consensus leading to successful ballot propositions.

Commitment to Client Service

We view our working relationship with our clients as a partnership. We know public finance measures, and you know your community. We pride ourselves in developing unique plans for every client as opposed to applying a "cookie cutter" model that may have worked in other places or at other times. We also understand that the reputation of your agency is at stake when you seek funding from your community. It's not enough just to "win" in the short term. Your measure, your message and your outreach efforts must help you strengthen your relationship with your community for the long term.

In-House Design and Production

TBWBH is one of the few firms in our industry that maintains in-house art and production departments. Our full-time Art Director manages a studio of graphic designers who produce award-winning, creative concepts. Our full-time Production Director attends to the details required for efficient and timely delivery of media, advertising and printed materials.

Today's communication tools

We take full advantage of modern communication tactics, including social media and digital advertising. We are experts in traditional print media and direct mail, allowing us to help you efficiently leverage a full array of communication channels to engage residents and voters.

Project Understanding

As discussed in the cover letter and later within this proposal, TBWBH is uniquely qualified to manage the demands of this project. No firm has more experience talking to voters about taxes than we do.

Casitas Municipal Water District has taken the first step by conducting a feasibility study. The results of the bond measure feasibility study conducted by True North Research last fall demonstrated that voter support needs to be solidified before the District is in a position to place a successful measure on the ballot. We know from the study that having a reliable source of drinking water is by far the most important priority to your voters. However, the proposed ballot measure itself polls well shy of the required 67% and voters don't appear to move easily, even with persuasive information. It's critical for the District to begin engaging stakeholders in the Spring of 2020 in order to identify any issues or concerns and address them before committing to a November 2020 election.

An important consideration are modern challenges the District faces in ensuring water access for people of the District. For example, climate change/drought is a pressing issue today. The level of stress climate change is putting on freshwater sources must be considered and incorporated in the strategic plan and outreach communications.

An additional challenge is that the November 2020 ballot in Ventura County is likely to be chock-full of candidates and measures. Due to the projected high voter turnout for the Presidential Election, it's likely that voters will be forced to wade through a multitude of ballot measures at the state, regional, county, city and school district level. While the presence of other measures on a ballot doesn't necessarily have an impact on a Casitas Municipal Water District measure, it's an important factor to consider and monitor during the outreach phase.

As your strategic consultants, TBWBH is prepared to hit the ground running from Day one and work with your team to accomplish the goals and deliverables described in the RFP.

TBWBH's approach to every public agency client and our standard operating procedures include all of the items in the scope of services. This includes project management (i.e. kickoff meetings, preparing a work plan, regular meetings, coordination/communication with other agencies, and public outreach). The work items listed under Building Public Consensus and Building a Strong Measure are also standard to our public agency contracts and reflected in our five-step process detailed later in this proposal.

Project Team

Jared Boigon, TBWBH Partner and Project Manager

Jared Boigon joined TBWBH's parent firm, then-Terris Barnes & Walters, in 2001, and joined TBW's partners to create TBWB Strategies in 2005. Today, TBWBH is California's top public revenue campaign firm in overall winning percentage and number of projects, having raised tens of billions in voter approved local revenue.

Jared has been the project lead for a large parcel tax renewal effort for Santa Clara Valley Water District, an extensive public engagement program for the LA County Flood Control District, and many local city ballot measure efforts. He has also led LA County informational programs related to a parks and recreation ballot measure (2015-16) and homelessness ballot measure (2017), and led the statewide campaigns for Props 1 & 2 (2018: Affordable Housing Bond, No Place Like Home).



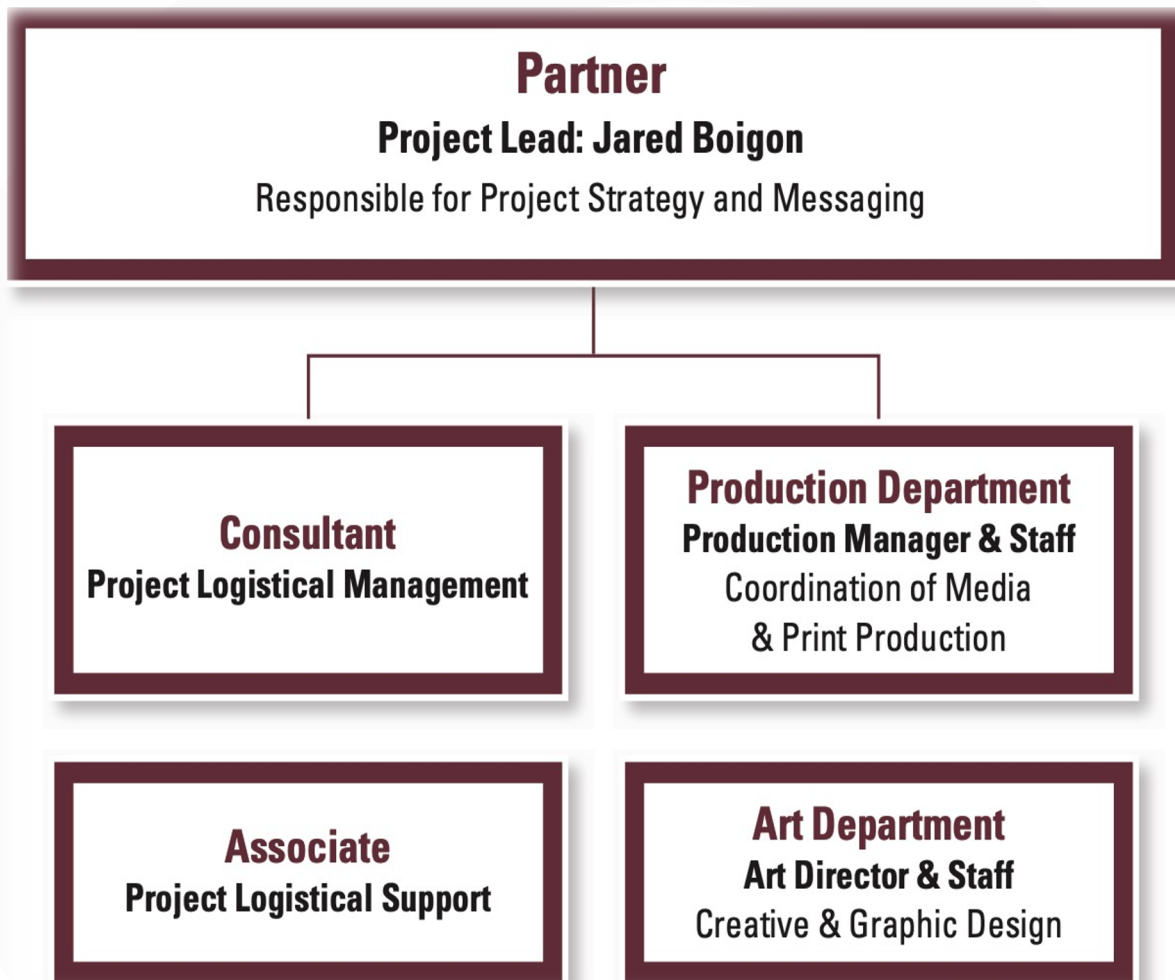
Jared began working in grassroots campaigns in the early 1990s. He later worked in a Congressional office and as a policy analyst for then-Colorado Governor Roy Romer. He also helped pass more than a dozen local public finance ballot measures in his home state of Colorado before coming to join the firm in California.

Jared's extensive experience in political campaigns, from volunteer organizer and campaign manager to media consultant, helped him guide his mother's successful at-large election to the Denver City Council in Spring 2003, where she outpaced six competitors to win an open seat in her first-ever bid for elected office, and ultimately served two terms (She retired from City Council in 2011).

Jared and his wife Kimberly live in San Francisco with their two daughters.

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400 Montgomery Street, 7th Floor
San Francisco, CA 94104

Organizational Chart



TBWBH’s Proven Approach



TBWBH has a proven approach for developing and implementing successful ballot measures that unite communities. While never applied identically across communities or projects, our approach has been tested on hundreds of successful projects over 15 years.

Throughout this approach, our goal is to work collaboratively with District staff and other professionals to implement each stage of the process quickly and efficiently, without increasing unnecessary workload.

Benchmark 1: Feasibility study to determine if, and under what conditions, the District can pass a local funding measure – and if so, what type of measure is feasible.

Benchmark 2: Build consensus with outreach, awareness-building and public input strategies that position your measure for success.

Benchmark 3: Build a strong measure by aligning the measure’s features with the community’s priorities and sensitivities.

Benchmark 4*: Campaign for the win by efficiently getting your message out to persuade voters and mobilize your base of support.

Benchmark 5: Bridge to the next election by continuing positive and transparent community dialogue about how you are utilizing voter-approved funding and delivering on your promises.

**A public agency cannot fund campaigns; this benchmark is for informational purposes only.*

TBWBH will help you craft and implement a unique plan that meets the District’s needs, makes sense in your community and meets these essential benchmarks.

Feasibility



You've already completed this step: Worked with a qualified polling firm to help you assess the basic viability of a potential revenue measure and identify the strategic elements needed to maximize the chances for success.

Together, we will analyze the True North Research study, and tackle the most basic strategic questions that must be answered in order to identify a path to success:

- What are your highest priority needs?
- Is it reasonable to think that a funding measure can be successful with voters? At what threshold?
- What services or projects are voters most likely to fund?
- What is the optimal timing for a measure going to the ballot? Are you better off in a primary election or general election?
- Does sufficient community awareness of your needs already exist, or is proactive outreach required to build awareness? What are the key messages voters need to hear and what are the most effective channels for communication?
- How might specific exemptions or accountability protections be included in a successful measure?
- What controversies or competing issues must be considered before moving forward?

Build Consensus



Assuming the feasibility study identifies a path for moving forward with a local revenue measure, TBWBH will use the results of the voter research to help develop and implement a public information and outreach program to educate the community about your funding needs and build broad community consensus around a revenue solution.

Specifically, TBWBH will:

- Develop informational messaging and a plan for getting the message out to key audiences
- Provide talking points, answers to frequently asked questions and message training to key staff, employee groups, and Board members
- Provide information to be added to your website, distributed through social media and included in newsletters
- Prepare a presentation for community meetings
- Write, design and produce informational mailings to educate, inform and engage voters
- Develop strategies for managing coverage of this issue in the local press
- Develop strategies and plans to inform and engage influential external groups including elected leaders, business leaders, neighborhood leaders, faith community leaders, taxpayer groups and residents/water users at large.

TBWBH has expertise in traditional communication strategies like direct mail, print advertising and earned media. We are also experts in utilizing new media strategies such as social media, online advertising and video. Our in-house graphic design and production capabilities allow us to deliver the highest level strategic and creative communication for our clients.

Build a Strong Measure



Once we know what a viable, winnable ballot measure looks like, TBWBH will work with you to develop a revenue measure and qualify for the ballot.

During this phase of work, TBWBH will:

- Work with you and your financial team to finalize amounts, tax rates and the structure of your measure
- Refine the description of your needs to make sure they are written in clear and understandable language featuring projects and programs that are high priorities for voters
- Work with you and your legal counsel to define important taxpayer accountability protections, including any potential independent Citizens' Oversight Committee and public reporting process, if needed
- Work with you and your legal counsel to develop all ordinances/resolutions required for calling the election
- Develop the critical ballot question that will appear on ballots
- Develop and refine the full text of the measure and other materials that will appear in the ballot pamphlet mailed to all voters
- As directed, help present recommendations and documents to your Board for formal approval

Campaign for the Win



***Note: The information provided on this page is intended as information to convey our team's full range of services available to assist with the tax measure process. If a tax measure is placed on the ballot and an independent advocacy committee forms, these services would be offered to that group and privately funded under a separate agreement.*

The next step in the process is to mount a strategic advocacy campaign to secure the votes needed to win on Election Day. This is the only step in the process that cannot be funded with public dollars. While agencies can continue to provide information to residents about the measure, only a privately funded campaign committee can advocate for the measure. We will work with your agency to understand if volunteers are available and motivated to step forward to run such an effort. Typically, as consultant to volunteer campaign committees, we build campaign plans with the following elements to ensure the best possible chance of success on Election Day:

- **Effective messaging and materials.** Campaign logos, brochures, websites, social media and other materials must be eye-catching and have a local feel in order to persuade and motivate voters effectively.
- **Avoiding controversy and obstacles.** We can't take anything for granted in today's economic and political environment. To win, it is important to run an organized campaign that avoids controversy and neutralizes opposition to the extent possible.
- **Good teamwork.** We work closely with pollsters, professionals, committee members and other local partners. We strive to build broad coalitions that include support from business, labor and the full spectrum of political ideologies.
- **Efficient grassroots organizing.** The time and energy of your volunteers are precious resources. We'll work with you to develop a plan that maximizes the impact of their efforts on the outcome of the election.
- **Strong fundraising.** Fundraising for local ballot measures can be a challenge. It takes resources to get your message out to the voters who will determine the outcome of your election. We can help you create a fundraising plan to help you achieve the resources needed to win.

Bridge to the Next Election



Step 5: Bridge to the Next Election

After voters have approved your measure, it is important to continue positive and transparent community dialogue about how you are utilizing voter-approved funding and delivering on your promises. When taxpayers hear nothing, they assume the worst and fall back on unfair stereotypes about how government spends money.

If the District decides to go forward with a bond measure shortly after this measure, then this phase may focus on determining the feasibility of and preparing for a bond election.

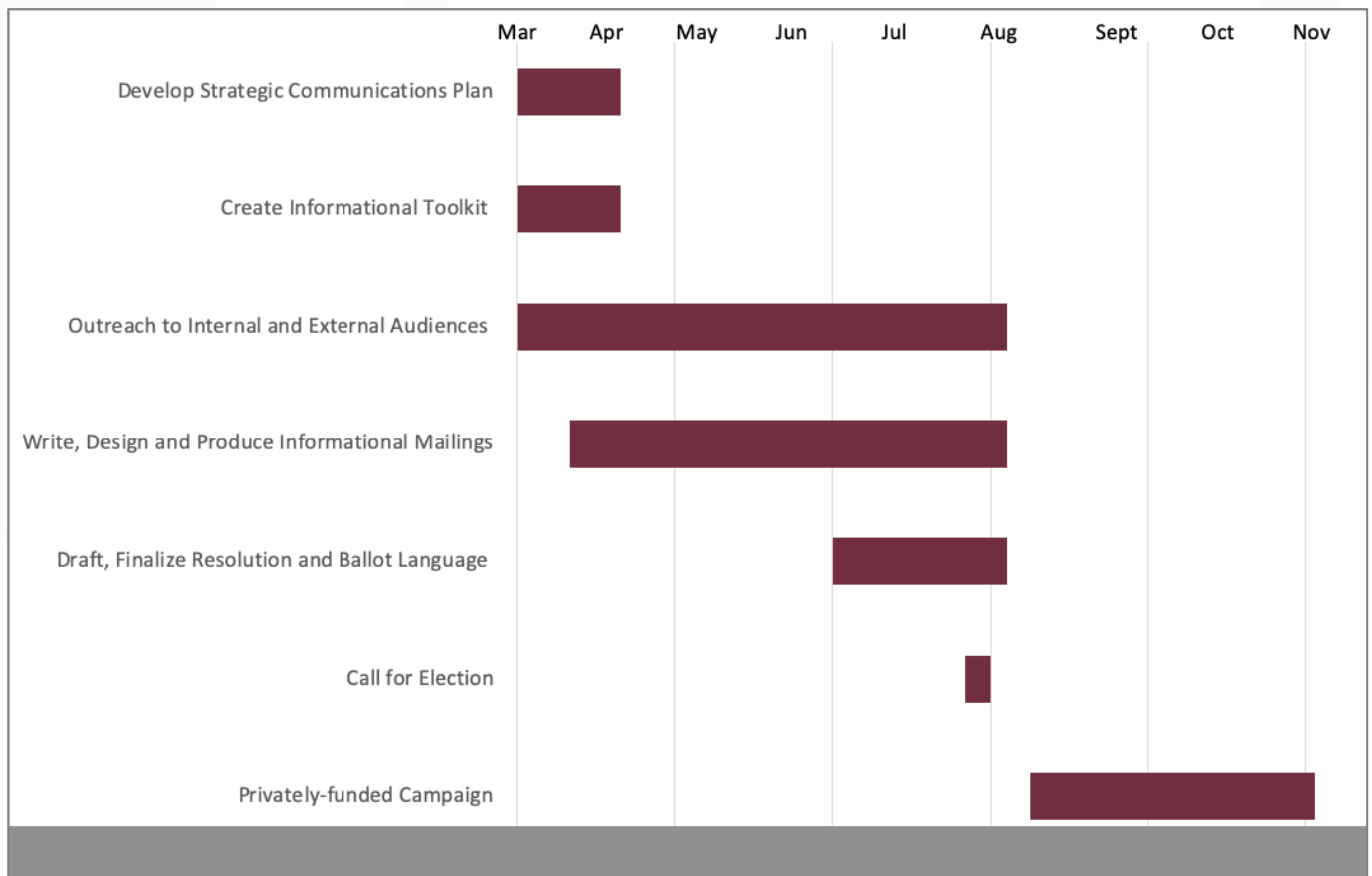
We offer a full range of ongoing communication services to our clients:

- Creation of regular updates to highlight progress related to your measure, including messaging for email blasts, websites, social media and newsletters
- Assistance with crafting responses to community or media inquiries regarding a local funding measure
- Assistance with preparing presentations to community groups and oversight bodies
- Regular direct mail updates to the entire community to ensure broad awareness beyond the most active and engaged citizens

Project Timeline

Each measure is unique and requires a strategy that weights the specific needs of the District. TBWBH will work with key District staff to craft your plan of action and point our specific next steps. Below is a Gantt graph that gives you an abstract idea of what a campaign might look like over the course of the 2020 cycle.

This does not take into consideration the vital input from the District and is subject to change. TBWBH will integrate our custom plan of action accordingly once we have decided what steps address the needs of the District.



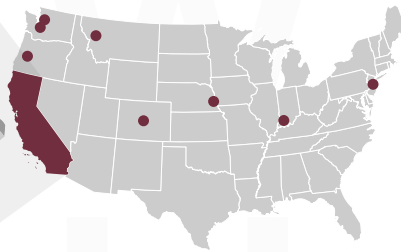


COMBINED EXPERIENCE OF TBWBH'S PARTNERS



With experience on over 430 successful local funding measures for all types of public agencies, TBWBH has worked in virtually all parts of our home state.

We've passed measures in sparsely populated rural areas, suburban communities in Northern and Southern California as well as the urban neighborhoods of California's biggest cities.



Parks, Open Space & Water Districts

- Alameda County Clean Water Program
- Camden Water
- Fresno Parks
- Greater Vallejo Recreation District
- Hayward Area Recreation District
- Los Angeles County Regional Park and Open Space District
- Los Angeles County Safe Clean Water Program
- Marin Agricultural Land Trust
- Marin County Parks and Open Space
- Midpeninsula Regional Open Space District
- Missoula Open Space (Montana)

- Monterey Peninsula Regional Park District
- Napa County Regional Park and Open Space District
- Pleasant Hill Recreation and Park District*
- Santa Clara County Open Space Authority
- Santa Clara County Parks
- Santa Clara Valley Water District
- Save the Bay
- Sonoma County Agricultural Preservation and Open Space District
- Zone 7 Water Agency (Alameda County)

(Partial List)

*Projects managed by Charles Heath while at a prior firm.



Cities & Towns

City of Alameda
City of Barstow
City of Burlingame
City of Campbell
City of Chula Vista
City of Colton*
Town of Corte Madera
City of Del Mar
City of Diamond Bar
City of Downey
City of Emeryville
City of Fairfield
City of Foster City
City of Fremont
City of Glendale
City of Gustine
City of Kerman
City of Lafayette
City of Laguna Beach
City of Los Altos
City of Madera
City of Manteca
City of Marina
City of Merced
City of Morgan Hill
City of Murrieta
City of Oceanside
City of Pacifica
City of Palmdale
City of Palm Springs
City of Palo Alto
City of Pleasant Hill
City of Pomona
City of Port Hueneme*
City of Redwood City
City of Salinas
Town of San Anselmo
City of San Bernardino
City of San Gabriel*
City of San Jose
City of San Rafael
City of Santa Cruz
City of Santa Fe Springs
City of Santa Monica
City of Santa Rosa
City of South Lake Tahoe
City of South Pasadena
Town of Truckee
City of Union City*
City of Vacaville
City of Ventura
City of Watsonville
Town of Windsor
City of Yuba City

Statewide Measures

Proposition 1 2018 – Veterans and Affordable Housing Act
Proposition 2 2018 – Homeless Mental Health Housing Act

Fire Districts

East Contra Costa Fire Protection District
Fresno County Fire Protection District
Marin County Fire Department
North Tahoe Fire Protection District
Oakland Wildfire District*
Santa Cruz County Fire District - CSA48
Truckee Fire Protection District

Counties and Special Districts

Alameda Free Library*
Citizens for Carmel Valley
Los Angeles County Homeless Initiative
Marin County
Marin County Free Library
Merced County Association of Governments
Napa County
Oakland Public Library*
Pacifica Library
Placer County
San Mateo County
Santa Clara County
Santa Clara County Libraries*
Santa Cruz County
Santa Cruz County Library

Transportation Districts

AC Transit District*
Fresno County Transportation Authority
Metropolitan Transportation Commission
Monterey-Salinas Transit
Napa County Transportation Agency
San Benito County Transportation
San Mateo County Transportation
Santa Clara County BART
Santa Cruz County Regional Transportation Commission
Sonoma County Transportation Authority
Stanislaus County Transportation Agency of Monterey County
Transportation Authority of Marin
Truckee/North Tahoe Transportation Agency

Hospitals and Health Care

Alameda County Medical Center*
Cascade Valley Hospital (WA)*
Daughters of Charity Health System
Plumas Healthcare District*
Salinas Valley Memorial Healthcare System
Save Laguna Hospital
Seton Medical Center
Tahoe Forest Hospital District*
Valley Medical Center (Washington)*
West Contra Costa Healthcare District*
Valley Health System

Community College Districts

Allan Hancock College
Antelope Valley College
Cabrillo College
Chabot-Las Positas CCD
Chaffey CCD
College of the Canyons
College of Marin
College of the Siskiyous
Contra Costa CCD
Foothill-De Anza CCD
Gavilan College
Glendale College
Hartnell College
Lane Community College (Oregon)
Mendocino College
Mira Costa College
Napa Valley College

Peralta CCD
Mt. San Jacinto CCD
Rancho Santiago CCD
San Bernardino CCD
San Joaquin Delta College
San Mateo CCD
Santa Barbara City College
Santa Monica College
Santa Rosa Junior College
Sierra College
Yuba College

High School Districts

Campbell Union High SD
Chaffey Joint Union High SD
Delano Joint Union High SD
East Side Union High SD
Fremont Union High SD*
Fullerton Joint Union High SD
Galt Joint Union High SD
Grant Joint Union High SD
Jefferson Union High SD
Los Gatos-Saratoga Union High SD
Mountain View-Los Altos High SD
Nevada Joint Union High SD
Oxnard Union High SD
Perris Union High SD
Petaluma Joint Union High SD
Placer Union High SD
Roseville Joint Union High SD
San Benito High SD
San Dieguito Union High SD
San Mateo Union High SD
San Rafael High SD
Santa Cruz City High SD
Santa Rosa High SD
Sequoia Union High SD
Tamalpais Union High SD
William S. Hart Union High SD

Unified School Districts

Alameda USD
Albany USD
Amador County USD
Arcadia USD
Azusa USD
Baldwin Park USD
Bassett USD
Bonsall USD
Cabrillo USD
Carlsbad USD
Castro Valley USD
Charter Oak USD
Claremont USD
Conejo Valley USD
Corona-Norco USD
Cotati-Rohnert Park USD
Culver City USD
Davis Joint USD
Downey USD
Dublin USD
El Rancho USD
Emery USD*
Evansville-Vanderburgh School Corporation (Indiana)
Fairfield-Suisun USD
Folsom Cordova USD
Fremont USD
Garden Grove USD
Glendale USD
Hayward USD
Irvine USD
Jurupa USD

Kerman USD
La Cañada USD
Lake Elsinore USD
Lammersville USD
Las Virgenes USD
Lompoc USD
Los Alamitos USD
Los Angeles USD
Madera USD
Manhattan Beach USD
Martinez USD
Milpitas USD
Monterey Peninsula USD
Moreno Valley USD
Morgan Hill USD
Mount Diablo USD
Mountain Empire USD
Napa Valley USD
New Albany Floyd County Consolidated School Corporation (Indiana)
Newark USD
New Haven USD
Novato USD
Oakland USD*
Oak Park USD
Orange USD
Pajaro Valley USD
Palo Alto USD
Palos Verdes Peninsula USD*
Paradise USD
Patterson Joint USD
Piedmont USD*
Pleasanton USD
Poway USD*
Riverside USD
San José USD
San Lorenzo Valley USD
San Marcos USD
San Marino USD
San Ramon Valley USD
Santa Ana USD
Santa Monica-Malibu USD
Scotts Valley USD
Simi Valley USD
Snowline Joint USD
Sonoma Valley USD
South Pasadena USD
South San Francisco USD
St. Helena USD
Tahoe Truckee USD
Torrance USD*
Tustin USD
Val Verde USD
Vallejo City USD
Vista USD
Walnut Valley USD
West Contra Costa USD
Westside SD 66 (Nebraska)
Woodland Joint USD
Yucaipa-Calimesa Joint USD

(Partial List) *Projects managed by Charles Heath while at a prior firm.

TBWBH References

Santa Clara Valley Water Department

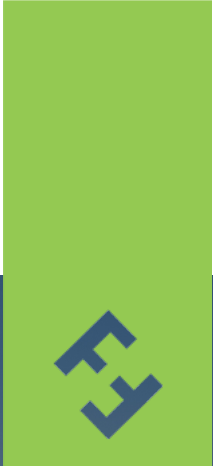
Rick Callender
Chief of External Affairs
Santa Clara Valley Water District Executive Management Team
(408) 265-2607 Ex. 2017
rcallender@valleywater.org

Conejo Valley Unified School District

Jeff Baarstad
Retired Superintendent
Conejo Valley Unified School District
(805) 766-7012
jeffbaarstad@gmail.com

City of Ventura Sales Tax Measure

Dan Paranick
Former Assistant City Manager of Ventura
Current District Manager, Rancho Simi Recreation and Park District
(805) 584-4406
danp@rsrpd.us

A background image of a sunset over a valley with a river and mountains. The sun is low on the horizon, casting a warm glow over the landscape.

Casitas Municipal Water District: Request for Proposals for Public Relations Services

February 2020

Cover Letter



February 7, 2020

Ms. Kelley A. Dyer
Assistant General Manager & Acting Public Affairs and Resource
Manager
Casitas Municipal Water District
1055 Ventura Avenue
Oak View, CA 93022
VIA EMAIL kdyer@casitaswater.com

Signing Authority

Fiona Hutton
Fiona Hutton & Associates, Inc.
S-Corporation
12711 Ventura Blvd, Suite 170
Los Angeles, CA 91604

Project Manager

Ian Anderson
Fiona Hutton & Associates, Inc.
S-Corporation
12711 Ventura Blvd, Suite 170
Los Angeles, CA 91604

Dear Ms. Dyer,

Thank you for the opportunity to present Fiona Hutton & Associates' (FHA) expertise in communications and public affairs. We are pleased to submit our qualifications and approach for providing public relations support for the bond measure informational campaign as well as general public relations support for Casitas Municipal Water District.

FHA is a statewide, non-partisan, fully-integrated public affairs agency that is certified as a small business entity. We specialize in developing winning communications strategies, effective messaging, innovative content development and meaningful stakeholder engagement programs. Our firm got its start in 2001 serving clients in water, natural resources and infrastructure. And our portfolio remains heavy in those areas today, representing some of the most high-profile local, regional and statewide organizations and projects, regulatory matters and public education programs.

We know the objectives, challenges and opportunities in connecting the region to the State Water Project (SWP) because we've been messaging, branding, developing creative content, building coalitions and leading award-winning communications programs to communicate the value of the SWP for more than a decade. In addition to being well-versed in the intricacies of water as it relates to the SWP, our team knows the region. We know the community's history of vocal engagement, political activism and adjudication on issues related to water supply reliability.

Our project team includes Fiona Hutton, Kendall Klingler, Ian Anderson, Sarah Melbostad and Michael Schwartz. These professionals bring unparalleled institutional knowledge, long-standing relationships and a creative mindset, enabling a well-informed approach for educating the public about the bond measure and the role Casitas plays in ensuring a resilient water supply portfolio for their customers. Couple these proven individuals with FHA's experience in successful water and infrastructure projects, and we've built the most qualified team.

The combined FHA team's experience ranges from local and regional facilities to large-scale statewide infrastructure, reservoir expansion and dam construction, surface storage, groundwater adjudication and banking, conveyance, wastewater treatment facilities, water recycling projects, stormwater capture, water quality/treatment, dam sediment removal, water conservation and habitat/ecosystem restoration. We are experts at communicating complex, technical subject matter so audiences can easily digest and understand the information being presented. We pair strong messages with compelling creative graphics, imagery and digital/social content to tell a story.

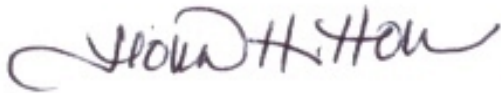
FHA combines unmatched experience in California water policies and projects, with a deep understanding of the playing field and players. Our background makes us an ideal partner. Here's why:

- **Deep Understanding of Ballot Measure Campaigns at the State and Local Level.** FHA has played an integral role in the passage of local and statewide ballot measures, including natural resource bond measures – Propositions 12/13, 40, 50, 84 and 68 – to help secure crucial funding for water agency and environmental restoration projects throughout California. We know the process Casitas is embarking upon and will serve as a knowledgeable partner.
- **A Strong Partner for Public Agencies and Municipalities.** We have partnered with countless public agencies to implement effective education and awareness programs around infrastructure projects, local supply projects, bond measures, groundwater adjudications and more. We understand the legal parameters of what the District can and cannot do, and we will integrate seamlessly with the District's legal team to ensure we're presenting the facts according to their needs.
- **We Know Ojai and the Greater Ventura Watershed.** We know the region, we know the electorate and we know the key players – another value add that sets us apart from our competitors. Fiona is an Ojai resident, hobby farmer and Casitas customer who is deeply embedded in the community. FHA has partnered with a number of local organizations and businesses to successfully advance communications objectives in the region, giving our team a deep understanding of our audience – its diversity and unique needs.
- **Unparalleled Institutional Knowledge on the State Water Project.** No other communications firm can compete with FHA's institutional knowledge of the SWP. FHA's team includes individuals who have worked successfully to develop programs, strategies and materials that effectively communicate the value of SWP on a local and regional level. Water touches every facet of our lives, which is why we start with what matters most to locals and work backward from there – connecting the dots to the role water plays in running their homes, farms and businesses.
- **Specialized Programming – No Cookie Cutter Approach.** We're an expert strike team that aligns with clients to build custom programs, not templates. Our competitors have institutionalized, vanilla processes that are unilaterally applied to clients and implemented by junior team members – regardless of situation or need. Casitas needs and deserves a tailored approach built and overseen by senior professionals.
- **Taking the Complex to Simple and Making it Sing.** FHA prides itself on successfully working on complicated regional issues that must be distilled down to simple targeted messages. We package the right message and creative visuals to make our communications compelling, so they drive engagement and action.

- **Mid-Sized Firm Delivers Strong Punch.** FHA is a mid-sized firm built on the principle that senior leaders should manage client engagements and not just win the work. The team you'll meet will be the professionals that will drive the ball forward for you each day with sophisticated, high-level senior experience. Our Project Manager Ian Anderson and other team members are accessible and able to meet the District's planned and unplanned communication needs.

Together, we are prepared to work as a partner with Casitas' staff, developing a ground-breaking, nimble and integrated communications program that will educate the District's customers on the value of the bond measure and the District more generally. We look forward to the opportunity to collaborate with you and your team.

Sincerely,



Fiona Hutton
President

Project Understanding & Scope of Work



Project Understanding

We understand water and infrastructure inside and out. We know the region, we know the electorate and have deep experience in developing and implementing effective communications strategies to educate the public and raise awareness for bond measure campaigns. We will tackle challenges head-on and create opportunities for greater public engagement.

FHA's strategic planning process begins with defining the challenges and opportunities, taking a deep dive into the available information and speaking with key stakeholders to blaze a path forward for our clients. We have nearly two decades of experience in California's water world – yet, we are constantly truth-squading our assumptions and deepening our knowledge. We understand the crucial need to diversify the District's water supply portfolio and are prepared to hit the ground running with a full-scale education and awareness program to communicate that need to the voters.

Situation Analysis

We do our homework and start every client engagement with a thorough situation analysis, engaging our client in a dialogue to ensure we've got an accurate read on the challenges and opportunities in front of us. In thinking through our response to the Casitas Municipal Water District's (Casitas) RFP, we tapped into our institutional expertise and professional network to identify some of the challenges to informing the public about the value of the proposed bond measure, and to providing general public relations support for the District. We have also identified opportunities for success as Casitas looks to communicate the value of connecting the region to the State Water Project and how Casitas' delivery of safe, good-tasting water makes daily life possible for the thousands of people and hundreds of farms and businesses it serves.

Challenges

Diverse and Vocal Ratepayers

Casitas' service area is diverse. The District's ratepayers include agricultural, commercial and residential customers. These ratepayer groups will have different concerns about the bond measure and the value they derive from the services Casitas provides. For example, agricultural customers will see the greatest property tax rate increases as a result of the bond measure, but they will also benefit the most from increased water supply reliability. The commercial and residential customers may view the bond measure as a call for them to subsidize the water needs of the agricultural community, creating a potential rift amongst Casitas' customers. A disparate percentage of Casitas' customers live in low-income renter communities – as these customers will benefit the least from the bond measure's passage, and landlords may pass on the cost of increased property tax rates to their tenants, it may prove difficult to communicate the value of the measure to this large voting block. The diversity amongst Casitas' customers will therefore pose a challenge to messaging the bond measure throughout Casitas' service area, especially in large scale public meetings that require the District to communicate the value of the bond measure to all audiences at once.

Casitas' customers have a history of vocal engagement on water issues. The fact that the community remains in a stage three drought declaration, and the consistency with which droughts have impacted local water rates over time, has established the need for such a bond measure,

but created a hypersensitivity to the cost of water in the region. After recently voting to increase their own property taxes to facilitate Casitas' taking over the Golden State Water Company in 2017, a percentage of the electorate will likely rise in opposition to any further tax increases, if only because it represents yet another investment in water for the region in so many years. The recent lawsuit filed by Santa Barbara-based California Water Impact Network regarding the City of Ventura's environmental review of a SWP connection, demonstrates the community's willingness to engage on water issues, as well as the immediate need to place the value of a SWP connection into the appropriate context. The community's willingness to litigate, pen op-eds and engage on social media, will all present a significant hurdle when attempting to raise awareness about the benefits voters can expect to see from the investments proposed in the measure.

New Infrastructure: A Low Priority for Likely Voters

The Bond Measure Feasibility Survey conducted by True North Research provides meaningful insights into the way likely voters will view connecting the region to the SWP against other water priorities. Despite the fact that 97% of respondents indicated that having a reliable water supply was either very or extremely important, only 67% somewhat or strongly favor using the bond measure to fund a connection to the SWP. When coupled with the fact that ratepayers cited "a lack of information" as the most common reason for not supporting the measure, it is clear that there is a knowledge gap amongst likely voters regarding the value of developing the infrastructure needed to import water against other local conservation efforts.

Competing Bond Measures

While it is still too early to anticipate all of the measures that may appear on the November 2020 ballot, "choice" or "ballot measure" fatigue stands to negatively impact how voters prioritize the measure against others that appear. This serves to decrease the likelihood that any given voter will choose to thoroughly review the ballot measure language to learn more about each measure before voting. Voters tend to be far less informed about individual ballot measures as compared with candidates, and ballot measures also lack the typical partisan cues to help them choose which measures to support/oppose – a combination that more often leads voters to oppose than support any given measure. The number of measures on the November 2020 ballot and the extent to which those measures likewise seek to increase taxes will present a challenge to ensuring our measure can stand out against the rest.

Opportunities

Communicating the Value of a Diversified Water Supply Portfolio

After a thorough audit of media coverage on the region's water supply challenges, we know what the most active and engaged voices in the community will say. The District has a clear opportunity to anticipate misconceptions to a SWP connection and address them proactively. We must educate ratepayers on the fact that connecting the region to the SWP and developing more local supply sources are not mutually exclusive. In fact, the region can and must do both if it is to adequately prepare for the future.

It is not a matter of if, but when, the region will run out of water if it does not invest in the infrastructure needed to import it. That is why when communicating the value of a diversified water supply portfolio, as Santa Barbara did when it voted to tax itself to develop the Coastal Branch of the SWP, it will be important to focus less on the value/reliability of state water itself, and more on the value/reliability of having the infrastructure in place when you need it. We have an opportunity to explain the connection to the SWP as an insurance plan for the region and thoughtful investment in the future.

A Willingness to Invest in Water

When driving around Lake Casitas, the region's water supply vulnerability is palpable. True North's polling shows a clear willingness on the part of likely voters to invest in water supply projects for the region. Respondents understood the urgency surrounding water reliability in the area – a reflection of the region's history of vocal engagement around water issues. This is a great place to begin the conversation about how the region's water issues are changing over time, and the proactive steps the region can take, together as a community, to address them. This base knowledge about the need for greater water reliability will allow us to develop messaging and materials that prioritize the solution, as the need is already well understood.

True North's polling also provides useful insights into the type of projects voters are willing to invest in beyond a connection to the SWP. This information could be used to determine additional, small projects that could be funded through the bond measure, which in turn will allow the District to communicate the bond measure's priorities in a way that mirrors the priorities of the voters. This will lead to greater efficacy in the District's conversations with various stakeholder groups, because even those voters who do not view a connection to the SWP as a priority will be able to see their priorities reflected in the other investments contained in the measure.

Humanize the Tangible Benefits and Impacts to the Community

As demonstrated in the "Challenges" section, there is an immediate need and opportunity to fill the knowledge gap amongst Casitas' customers to place the proposed bond measure into context. The fact that Lake Casitas, a stand-alone reservoir that relies on rainfall alone, is virtually the only source of water cannot be understated in terms of the risk that is presented to the entire region's water security when you consider the increasing impacts of climate change. By framing the risks of a single water source within the context of how customers rely on water from Casitas to run their homes, farms and businesses, the pressing need for a SWP connection will become increasingly apparent. Tying the bond measure to tangible impacts on ratepayers' daily lives will help to separate the District's bond measure from the heard of others on the ballot.

It is easy to not fully appreciate the value of high-quality, safe water for things we do every day like drinking, cooking, bathing and washing our hands. It is even easier to not fully appreciate the men and women of the District and the momentous work they do behind the scenes just to keep the taps on. Through the course of an effective, targeted stakeholder engagement program, we have an opportunity to humanize Casitas as an active and responsible member of the community. This will serve to build greater trust amongst the various stakeholder groups such that when it comes time to communicate the value of specific services, potential capital improvement projects, water rate changes and more, those conversations are received well.

Scope of Work

Following the January 24, 2020 Pre-Proposal Conference and corresponding discussion regarding the District's ideal not-to-exceed budget and desire to prioritize bond measure public relations support over general public relations support – especially in the first six months of the bond measure informational campaign – the following scope of work has been developed.

4.1 Bond Measure Public Relations Support

Our Goals:

- Launch an informational campaign by April 1, 2020 to educate the public on the District's current water supply situation, proposed long-term supply plan and the role of imported water in the District's supplies
- Identify key stakeholders who need to be proactively engaged in this process
- Prepare and position Casitas to develop and maintain strong relationships with identified stakeholders and to successfully address the most vocal/engaged stakeholder groups
- Capitalize on ratepayers' awareness of the region's challenges with water reliability to frame the proposed project as a viable/preferred solution
- Communicate the value of a connection to the SWP, both in terms of expanded supply and as necessary infrastructure that prepares the region for future climate change

Our Approach:

Strategic Planning and Message Development

- Embed our team members with the engineers and experts at Casitas, as well as those leading public outreach efforts
- Serve as a guide through the ballot measure development and qualification process
- Explore, research and recommend additional funding mechanisms to augment the bond measure funding for a SWP connection
- Provide strategic counsel to Casitas throughout the bond measure process and at key trigger dates
- Participate in key meetings to develop comprehensive knowledge of the bond measure and proposed project, timing, goals, activities and stakeholders, and thoroughly understand the impact and benefits to ratepayers in the District
- Understand, anticipate and plan for challenges (e.g. CWIN, No Growth Sentiment, etc.)
- Develop a message platform to contain clear, concise and targeted messages to each major stakeholder group on the various issues related to the bond measure and the region, including:
 - Impacts to property taxes/cost, impacts to water rates, bond measure process/investments/priorities, regional water reliability, benefits of expanding the region's water supply portfolio, SWP infrastructure and delivery, climate change, etc.
- Educate the community using the right message paired with the right communication vehicles to provide context and facilitate meaningful public engagement in layman's terms

- Refine public messaging as frequently as needed in response to a dynamic landscape
- Meet regularly with Casitas' leadership to review messages and tactics to craft strategies around developing materials to support specific milestones

Communications Materials Development

- Plan, organize and lead a creative ideation session to brainstorm brand/identity opportunities around the bond measure for Casitas (look/feel, color palette, photography, iconography, etc.)
- Engage Casitas' leadership, stakeholder outreach team members and other identified groups in the creative brainstorming process
- Recommend and tailor communication vehicles/formats to best communicate key messages and convey targeted information
- Design and produce a wide array of communications materials to inform and support the public engagement process:
 - **General Fact Sheet** – Craft an overview fact sheet that explains the bond measure and pairs topline themes from the message platform with compelling visuals
 - **Ag-Specific Fact Sheet** – Develop a fact sheet that specifically outlines the impacts and benefits of the bond measure on the region's agriculture community
 - **Resiliency Fact Sheet** – Produce a fact sheet explaining why the bond measure is an investment in preparing for future climate change and community self sufficiency
 - **PowerPoint Presentation** – Produce graphic heavy presentation deck for town halls, community meetings and targeted briefings
 - **Quote Sheet** – Develop a quote sheet that showcases ratepayers' perspectives and views of the bond measure
 - **General FAQ** – Develop a "Frequently Asked Questions" document with answers to questions from ratepayers
 - **Website/Webpage** – Build a dedicated website or webpage within the District's existing site to house all information related to the bond measure. This will serve as a resource library for ratepayers to access all materials about the bond measure as well as a place where they can sign up to receive updates and more information
 - **Overview Video** – Produce a short video introducing voters to the men and women who work behind the scenes at Casitas, engaging customers to share their views of the bond measure and providing a general overview of the bond measure
 - **Animation or Whiteboard Video** – Produce an animated video showing how the region will connect to the SWP from both the east and the west, and the way in which water can be imported to maintain/increase Lake Casitas water levels
 - **Postcard(s)** – Produce one to three direct mailers sharing general information about the bond measure and inviting ratepayers to engage in the process. The mailers can also be used as leave behinds at town halls and public meetings
 - **Voter Card** – Develop a replica of how the bond measure will appear on the ballot in November 2020, helping to ensure ratepayers are able to recognize it amongst other ballot measures
 - **Social Content** – Develop ongoing social cards and content that Casitas can push out through the District's existing social channels
- Identify opportunities to use graphics/charts/visuals throughout all materials to break down complex concepts into easily digestible information. For example, create a graphic depicting decreasing water level of Lake Casitas against increasing water rates over time without a SWP connection, compared to a similar graphic of increasing water level of Lake Casitas against projected decrease in water rates over time with a SWP connection

- Utilize photography to humanize the bond measure in terms of the benefits it will provide to ratepayers and to the region more generally
- Support the distribution of informational materials and multimedia assets through multiple communications channels to achieve maximum exposure and spur public engagement
- Support the coordination of translating and printing materials as needed

Social and Earned Media

- Develop overarching media strategy with key trigger dates and build out an editorial planning calendar that focuses on engagement with local outlets including the VC Star, Ojai Valley News, Ojai Quarterly, Ventura Breeze, SB Independent, KCLU 88.3 FM, KCAQ 104.7 FM, etc.
- Develop an overarching social media strategy and planning matrix that:
 - Includes a bank of social content to be used by the District's public engagement team on Twitter, Facebook, NextDoor and OjaiHub
 - Establishes a recommended posting cadence to ensure a steady stream of social content
 - Identifies and incorporates the most active/engaged handles/hashtags, such as @VCStar, @OVN, @CountyofVentura, @VCscanner, @thinkblue2, @quirklawyers, @ojaiflow, @Darrin_Peschka, @kenleyneufeld, @VCFD_PIO, @CAWaterAlliance, @SecureWaterCA, #LakeCasitas, #CADrought, #Drought, #Water, #Ojai, #VenturaCounty, #CasitasMWD, #SoCal, etc.
- Audit Casitas' own social media handles and provide recommendations to increase follower count, influencers to engage and recommend paid social media promotion for specific content around milestones and trigger dates
- Develop recommendations to place sponsored content in local outlets around key events and trigger dates
- Identify core beat reporters (local/water/environment) and build media database
- Monitor beat reporters' social channels for commentary and engage as necessary (tips, corrections, clarification)
- Brief/background key local reporters to educate on the bond measure, the value of a connection to the SWP and other water issues facing the District
- Identify District spokespeople and conduct media coaching sessions to prepare them to stay on point, deliver key messages and speak comfortably and conversationally with members of the media
- Prepare press releases, opinion editorials, commentary and blogs to drive proactive messaging
- Review all published coverage and manage rapid response; flag media and messaging opportunities as they emerge
- Develop and manage editorial board strategy and briefing plan
- Conduct daily media monitoring and distribute relevant articles to the Casitas team

Stakeholder Outreach

- Coordinate with Casitas to plan public workshops aimed at gathering input from constituents, informing the public about the bond measure and enhancing awareness of the general water issues facing the region
- Hold a stakeholder mapping session to identify opportunities for coalition development and specific groups warranting further education

- Develop a stakeholder database to outline key audiences, track engagement and use to disseminate public information materials. Example audiences include:
 - Trevor Quirk – Attorney and community activist, Ventura water lawsuit
 - California Water Impact Network
 - Ojai FLOW
 - Ojai Valley Water Advisory Group (3 Sisters Plan)
 - Ventura County Farm Bureau
 - Political clubs/organizations
 - Ojai Chamber of Commerce
 - Agricultural Commodity Groups (Ojai Pixie Growers, Ojai Olive Oil, Lavender Growers, etc.)
 - Elected Officials
- Develop integrated, strategic coalition building and activation plan; Casitas to take the lead in scheduling and staffing these local meetings to educate potential supporters
- Develop and facilitate a Speakers Bureau program where designated District representatives can provide presentations and/or participate in informal conversations about the bond measure and other related water priorities
- Identify opportunities for in-person education and outreach including tables at key events, such as:
 - The Ojai Music Festival
 - Ojai Day
 - Lavender Festival
 - 4th of July Parade/Concert
 - Farmers Market
- Utilize Casitas' newsletter as an owned resource to communicate directly with customers using key messages and narratives that resonate with multiple audiences
- Define key messages and narratives by audience
- Develop recommendations for material and resource development to support stakeholder outreach objectives for each group/audience

4.2 General Public Relations Support

The goals and approach to providing general public relations support for the District are aligned with and similar to those of providing public relations support for the bond measure informational campaign. Much of the best practices, materials, messaging, media relations and relationship building that will take place throughout the bond measure informational campaign will be able to serve both purposes, especially the more foundational materials developed to communicate the need for the bond measure itself. As such, we would refer you to the above scope of work for the bond measure campaign as a reference for the level of general public relations support Casitas can expect from FHA. With that said, the following is a brief description of our goals and approach to providing general public relations support for the District.

Our Goals:

- Assess best practices, materials, messaging, media coverage and relationships developed throughout the course of the bond measure informational campaign to discern what worked, what didn't and where additional public outreach is needed
- Increase awareness of the District's water supply status, ongoing conservation programs/achievements, comprehensive water resources plan, capital improvement plan, water rates and Ventura River Watershed adjudication

Our Approach:

- As with the bond measure informational campaign, FHA will provide general public relations support in the following categories:
 - Strategic Planning and Message Development
 - Development of Communications Materials
 - Media Relations
 - Stakeholder Outreach
- By replicating our approach to the bond measure informational campaign, while identifying opportunities to expand the evolving foundation of regional water literacy and support for the District, FHA will:
 - Provide a template for important documents developed for public audiences, such as press releases, newsletters, brochure materials, position papers and project descriptions through a variety of platforms including radio, print, direct mail and digital and internet media
 - Make recommendations to the District for more timely, transparent and effective communication with District customers
 - Review District protocol for earned, owned, paid and social media and make recommendations for improvement
 - Develop strategies for countering misinformation and misconceptions

4.3 Project Management

Our Goals:

- Ensure high quality control/quality assurance for all deliverables, work products and public-facing communications
- Manage team members effectively and efficiently
- Deliver work product on time and on budget
- Report on progress while anticipating and planning for future tasks and deliverables

Our Approach:

- Execute a bi-weekly strategy discussion with designated District contacts by phone
- Develop and manage a 12-month calendar for District communications plans that tracks key trigger dates, deadlines and deliverables
- Coordinate and attend meetings to keep team members informed and ensure external communications are consistent with management decisions
- Manage the team towards common goals and successful outcomes
- Meet weekly with FHA internal team to review deliverables, assign tasks and discuss messaging, vehicles and creative approach
- Institute standard operating procedures and protocols to ensure a cohesive, consistent and high-quality communications program
- Develop and submit status/progress updates throughout the course of the project

4.4 Meetings

Our Goals:

- Plan, execute and/or participate in effective meetings both internally with District staff and leadership as well as with the public/Casitas' customers
- Provide strategic counsel, messaging and materials for public meetings, town halls and stakeholder briefings

Our Approach:

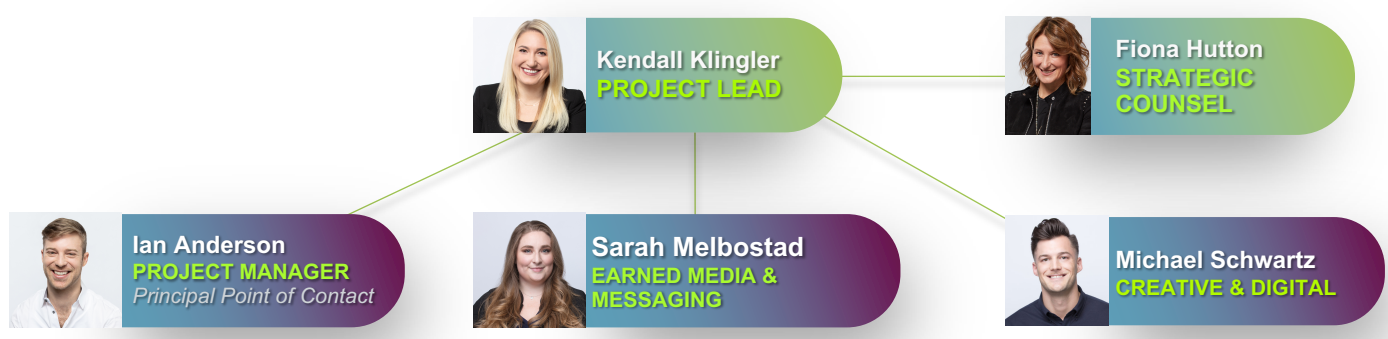
- Participate in project kick-off meeting with District staff
- Prepare for and participate in up to four meetings with the Public Relations Committee and/or Board, as needed
- Facilitate at least one public workshop to gain input from constituents (will likely need two or three)
- Participate in strategic planning meetings with District leadership and staff as needed
- Facilitate and participate in Speakers Bureau/stakeholder engagement meetings as needed
- Support District staff in planning and preparing for public meetings, town halls and stakeholder briefings
- Prepare PowerPoint presentations for Committee or Board meetings

Project Team



Organizational Chart

Key individuals will not be substituted with other personnel without the District's prior approval.



*All team members located in our Los Angeles office



**Fiona
Hutton**
President

As president of Fiona Hutton & Associates, Fiona leads a team of top-level communications strategists, who tackle complex and contentious projects for high-profile clients and specialize in a wide range of industry and issue areas. She oversees the development of strategies that are always uniquely tailored to each client's needs and objectives. With more than two decades of experience in California's highly competitive and constantly evolving political and regulatory landscape, Fiona has developed a unique insight into the people, processes and policies that dictate success for her clients. As an Ojai resident who is embedded in the local community, Fiona knows her fellow Ojai neighbors and understands the District's dynamic customer base.

- Ojai Resident, Hobby Farmer and Casitas Customer
- High-Level Public Affairs and Communications Strategist
- Dynamic Manager of Multi-Layer Campaigns Tailored for Each Client
- Strong Statewide and Regional Stakeholder Relationships
- Relevant Key Skills: Deep Experience with High-Profile, Complicated Projects and Operations, Regulatory and Legislative Approvals, Strategic Communication, Media Relations, Stakeholder Outreach, Public Education, Earned Media, Messaging
- Relevant Issue/Project Work: Decades of Expertise in the Areas of Water and Environmental Resources, Energy, Infrastructure and Bond Measure Campaigns at the State and Local Level

Fiona is located in our Los Angeles office.



**Kendall
Klingler**
Vice President

An experienced communications specialist, Kendall directs integrated strategic communication programs and issue campaigns from conceptualization through implementation. She knows how to effectively gain support for issues and projects through coalition-building and outreach, and has managed high-profile crisis communications for clients, acting as their media relations liaison and spokeswoman. A regulatory and policy expert, Kendall is a pro at distilling high-level policy language and translating technical subjects to clear and impactful messages that can cross multiple communication channels to reach target audiences.

- Effective Navigator of California's Intricate Regulatory and Advocacy Landscape
- Wide Network of Contacts, Including Opinion Leaders, Industry Stakeholders and Elected Officials
- Seamlessly Works with Clients' Legislative, Legal and Coalition-Building Teams to Successfully Engage, Influence and Mobilize Target Audiences
- Relevant Key Skills: Project Management, Strategic Communication, Media Relations, Stakeholder Outreach, Public Education, Earned Media, Messaging
- Relevant Issue/Project Work: Water, Infrastructure, Groundwater Adjudication, Statewide Campaigns

Kendall is located in our Los Angeles office.



Ian
Anderson
Account Supervisor

Ian is a dynamic policy expert and public relations professional with proven experience in high-level political consulting, state and federal government and communications roles. He is diligent and resourceful, with a passion for developing multi-layered communication campaigns and strategies that build effective coalitions and deliver on policy goals. Ian's background in government and policy has cultivated a sharpened sense for breaking down complicated issues and understanding the value of stakeholder engagement.

- State Government and Policy Expert
- Skillfully Creates and Builds Relationships to Leverage for Clients
- Astute Understanding of Interactions Between Politics and Policy and How to Incorporate into Communications Strategies
- Relevant Key Skills: Earned Media, Messaging, Media Relations, Strategic Project Planning, Targeted Outreach, Content Development,
- Relevant Issue/Project Work: Water, Statewide Campaigns, Infrastructure, Public Education Campaigns

Ian is located in our Los Angeles office.



Sarah
Melbostad
Senior Account Executive

Sarah Melbostad is a communications and public affairs professional well-versed in the California political and regulatory landscape. She expertly implements strategic communication plans, advocacy campaigns and comprehensive outreach and education programs with demonstrated results across various industries, including water, health care and natural resources.

- Strong Strategic Thinker
- Robust Partnerships in California Media Markets
- Skilled in Stakeholder Outreach and Ally Development
- Relevant Key Skills: Targeted Outreach, Earned Media, Messaging, Media Relations, Strategic Project Planning, Content Development
- Relevant Issue/Project Work: Water, Statewide Campaigns, Infrastructure, Public Education Campaigns

Sarah is located in our Los Angeles office.



Michael Schwartz

Manager of Digital & Creative

Michael helps clients traverse the often-complicated, fast-paced social media and digital communication landscape by delivering unique, creative strategies and campaigns that reach target audiences and keep them engaged. With a love for data and an eye for design, Michael turns analytics into actionable approaches that lead to creative and successful digital campaigns across multiple platforms. Beyond offering clients digital savvy, he has experience developing a variety of strategic communications and collateral materials.

- Digital and Creative Specialist with Expertise in Integrating into Larger Communications Strategies
- Sharp Digital Design Skills Bolstering Website and Collateral Material
- Ability to Meticulously Leverage Digital Analytics and Insights
- Relevant Key Skills: Content Development, Graphic Design, Digital Advertising, Social Media, Brand Development, Website Development
- Relevant Issue/Project Work: Water, Statewide Campaigns, Infrastructure, Public Education Campaigns

Michael is located in our Los Angeles office.

Our Experience



Our References

Jennifer Pierre, General Manager
State Water Contractors
916.447.7357

Brent Walthall, Assistant General Manager
Kern County Water Agency
661.634.1400

Karla Nemeth, Director
California Department of Water Resources
916.651.7587

Katie Ruark, Director of Communications and Conservation
Coachella Valley Water District
760.323.4971

Dee Zinke, Assistant General Manager/Chief External Affairs Officer
Metropolitan Water District of Southern California
213.217.6331

Kathy Tiegs, Chair
Southern California Water Coalition
909.987.2591

Bevin Handel, Public Information Officer
City of Claremont
909.399.5497



Case Study

Key Technical Lead: Ian Anderson

Challenge

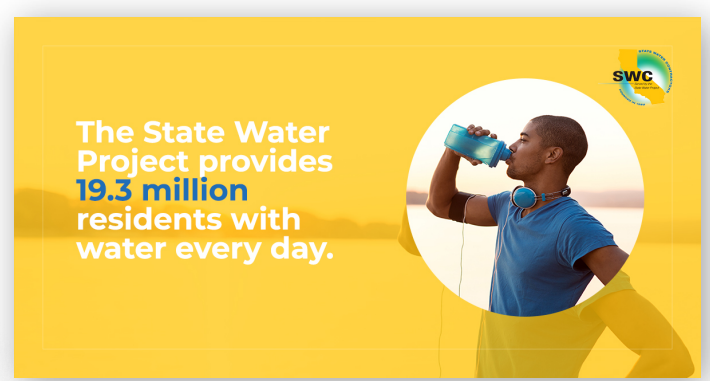
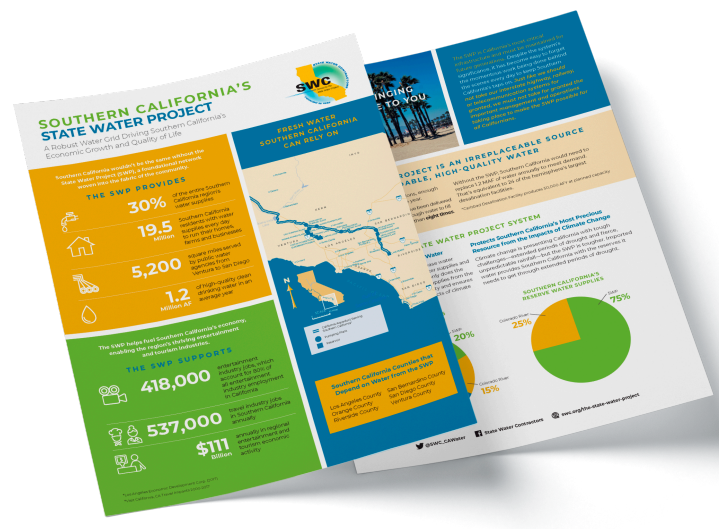
The State Water Contractors (SWC) was relatively unknown among California media and stakeholders, despite its significant role providing water for 27 million Californians, farms and businesses. As the organization and its member water agencies faced mounting regulatory, legal and public policy challenges, they needed to elevate their profile, reframe the debate on complex water issues and lay the groundwork for solutions.

Strategy

FHA developed and implemented ongoing strategic communications to increase SWC’s visibility, educate and engage stakeholders, the media and opinion leaders in critical water issues. By establishing a brand and presence for the organization, FHA positioned SWC to drive a narrative in support of key policy and organizational objectives. The multi-year communications program has included aggressive media outreach, public education and advocacy, rapid response, social media and creation and deployment of compelling communications materials. FHA managed a robust media outreach program throughout years of high-stakes litigation and, since 2008, we have used evolving communications tools, messaging and outreach to support "California WaterFix" – Governor Jerry Brown’s multi-billion dollar plan that will construct a major new water conveyance system to safeguard water supplies that serve 25 million Californians.

Results

FHA’s results-focused communications program helped advance SWC’s policy priorities, turned the dialogue on controversial issues and established the organization as an authoritative voice in the water sector amongst fellow public agencies, the media and other stakeholders.



[Click to view our Southern California Regional Fact Sheet](#)



Case Study

Key Technical Lead: Fiona Hutton

Challenge

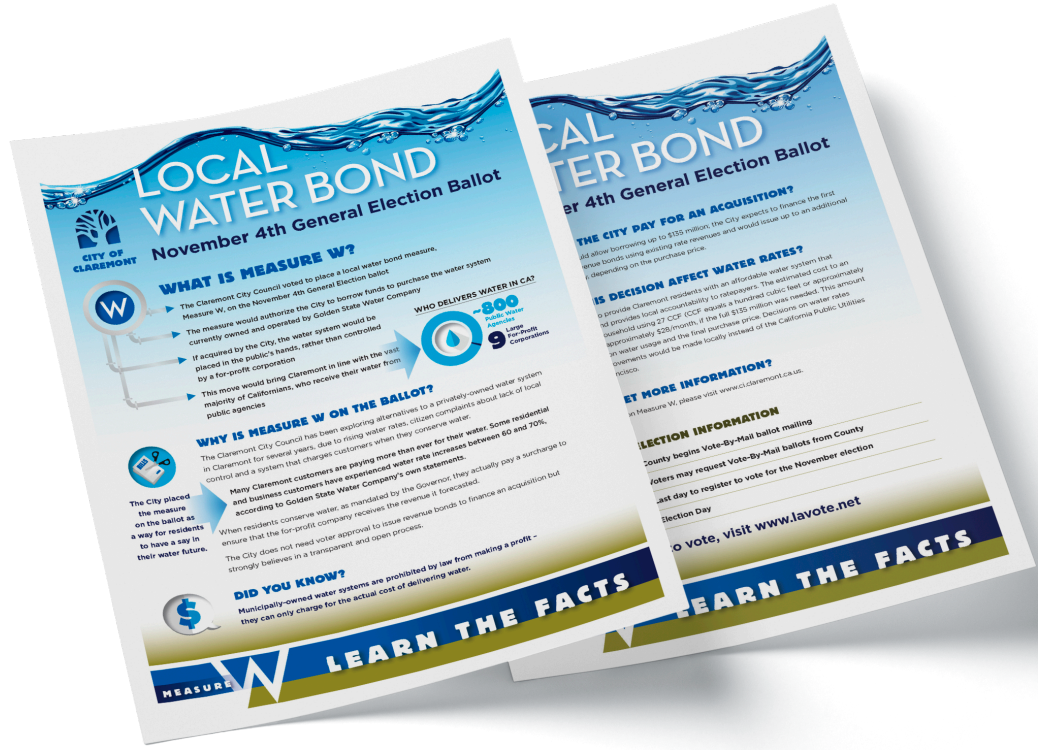
Facing a record-breaking drought and skyrocketing water bills, the City of Claremont launched a bold initiative to take control of the city’s water system that had been historically owned and managed by a private, for profit company. City council members voted to place Measure W on the ballot, authorizing the issuance of revenue bonds to purchase the privatized water system, protect local water supplies and ultimately stabilize water rate increases. The City faced stiff and well-funded opposition, threats of litigation and was legally constrained to educating the public on the proposed ballot measure versus advocating for its passage. A campaign committee of residents was established to support the passage of Measure W, yet it lacked funding and organizational structure.

Strategy

Given the complicated dynamics, an astute political strategy, close interface with the city council and staff, and careful adherence to legal parameters were required. FHA developed a creative public information and outreach program to run alongside the political campaign, designed to clearly demonstrate the benefits to local residents, highlight the threats of continuing rate hikes, expose corporate record profits and advocate for local control.

Results

Measure W was overwhelmingly passed by Claremont voters and the City is actively moving through the acquisition process.



Case Study

Key Technical Lead: Kendall Klingler

Challenge

Faced with historic drought, Governor Jerry Brown issued a mandate to reduce water use statewide. As residents and businesses in the Palm Springs area were among the highest per capita water users in California, Desert Water Agency was faced with the need to reduce water use by more than 30 percent within the year. To achieve such a dramatic reduction in water use and increase participation in conservation programs, DWA needed to change consumer behavior nearly overnight and make customers more aware of how they use water in their everyday lives.

Strategy

FHA launched an aggressive public education and outreach campaign calling on customers to hold themselves and their neighbors accountable for using water wisely, making inefficient water use socially unacceptable. By covering the town with campaign materials in restaurants, residential yards, home and garden retail stores, hotel rooms, mailboxes and more, the community outreach effort targeted customers when and where they made decisions about their water use. The FHA team dreamed up innovative ways to get the message across and break through the static in an environment where drought message fatigue was quickly setting in. Program elements included campaign brand and message development, graphic design, video production, paid and earned media placements and direct customer outreach.

Results

The campaign successfully increased water awareness and encouraged customers to make dramatic changes to their water use. Water use in DWA's service area dropped by more than 30 percent during the course of the campaign. Additional key milestones were also achieved as participation in DWA's conservation rebate programs dramatically increased – the agency saw a 400 percent increase in the average annual number of smart irrigation controllers installed.





Case Study

Key Technical Lead: Fiona Hutton

Challenge

When the Los Angeles County Board of Supervisors and Department of Public Works sought to increase public education and outreach around the development of the County’s Water Resilience Plan, they enlisted FHA to help. Coming off one of the worst droughts in the State’s history and one of the rainiest wet seasons in years, there was a need to get the right message and communications tools out there to raise awareness of the region’s climate realities, future drought impacts and the necessity to make the most out of local water supply sources.

Strategy

FHA developed an education and awareness campaign designed to help generate public support for the County as it prepared to roll out its stormwater capture plan. The team created a strategy to build an echo chamber around key stakeholders, including business and community groups, environmental advocates and a cross-section of opinion leaders who could help carry the message. FHA conducted qualitative and quantitative research, polling voters throughout the County to craft compelling messaging that would drive understanding of the region’s climate realities and the need for water storage solutions to help smooth the boom and bust cycles. The messaging helped to inform the development of the H2O4LA creative brand with a bold look and imagery designed to break through the status quo water interest policy campaigns. FHA also created a host of offline and online collateral materials and built a rollout strategy designed to reach and engage target audiences. All of this was augmented by a robust earned media and stakeholder engagement strategy that ensured the narrative was being delivered across multiple channels.

Results

The H2O4LA campaign delivered a key vote on the County’s motion to create a stormwater capture plan and generated favorable media coverage. And the H2O4LA brand continues to live on as a new edition to the water lexicon in Los Angeles.





Case Study

Key Technical Lead: Ian Anderson

Challenge

“California's poor hit hardest by unsafe drinking water” | “California state parks in disrepair” | “Parks promised to poor California areas go unbuilt years later”

This was the narrative running through California and across the nation as legislators pushed to put a \$4 billion bond on the June 2018 ballot that would tackle some of California’s most pressing water, parks and natural resource issues. California’s leaders needed the bond to pass. More than one million residents were living without clean water, Californians in many low-income communities had limited access to green spaces for kids and the state’s parks badly needed funding that did not exist.

But, with a budget surplus, the threat of a similar water bond on the November 2018 ballot and a lack of knowledge around the need to invest in natural resources, there was much to be done to spur voters into action. That’s when FHA was called in to help lead the campaign, build a coalition that would rally support and drive a dialogue in the media that would energize voters.

Strategy

FHA was charged with creating, managing and implementing a strategic outreach and earned media plan to drive Californians to vote “Yes” on Proposition 68 on June 5, 2018. With just a few months before election day, FHA deployed an aggressive outreach plan to earn support from key statewide, regional and local organizations and leaders that would translate into support from their respective networks. With the same high-precision implementation, FHA executed on an earned media plan that touched every major market across the state, reaching audiences through editorial boards, opinion editorials, key news articles and press conferences with top level officials including Los Angeles Mayor Eric Garcetti.

Results

FHA successfully secured hundreds of top tier supporters from across California’s business, labor, water, political and environmental sectors. The team placed dozens of op-eds in outlets throughout the state, secured coverage in major national and statewide outlets and won endorsements from nearly all of California’s newspapers including the San Francisco Chronicle, Los Angeles Times, Sacramento Bee and the Bay Area News Group. These efforts led to Proposition 68’s historic passage with a substantial 15-point margin of victory.



Los Angeles Times
 Yes on Proposition 68 to preserve parks, protect water supply and enhance our climate resilience

San Francisco Chronicle
 Editorial: Prop. 68 will upgrade parks and water purity



Case Study

Key Technical Lead: Sarah Melbostad

Challenge

California WaterFix — the proposed \$15 billion twin-tunnels water infrastructure project — lost its audience of allies after nearly a decade of involvement and support. Stakeholders were unmotivated and unengaged. The need for a flexible, reliable and sustainable water supply to serve 25 million Californians was no longer top-of-mind. Plus, the project faced a host of obstacles: a lame duck governor who spearheaded the project, ballot measures, potential legislative and legal threats, an uncertain federal policy landscape, competing priorities for dollars and attention, as well as shifting perceptions about water delivery in light of recent heavy rains and snow, not to mention the official end of the drought. Opponents were the loudest voices on WaterFix, and they set out to have the program defeated or severely curtailed.

Strategy

To make an apathetic audience of supporters stop and take notice, FHA created an integrated, distinctive and dynamic communications and outreach program to serve as Southern California's rally cry in support of California WaterFix. The campaign, called WaterNext, was designed to break through the clutter of typical advocacy messaging to elevate the conversation, speaking to hearts and minds to generate interest and foster a better understanding of the project's benefits to California in the years ahead. FHA developed out-of-the-box creative content and maximized social, owned and earned channels to reach target audiences, creating an echo chamber of support that was further strengthened by outreach to activate key influencers and decisionmakers.

Results

FHA generated heightened awareness and understanding of California WaterFix that translated to renewed and strengthened support in Southern California. The WaterNext campaign has been lauded for playing a critical role in delivering votes of support by water agencies across the region, including an essential vote by the Metropolitan Water District of Southern California. As support among key stakeholders and decision-makers has grown louder, opposition messages that once dominated have become background noise. WaterNext messaging and content continues to drive engagement and progress for the project and is broadly shared across social, owned and earned channels.



[Click to view educational whiteboard video](#)

[Click to view our animation](#)

[Click to view our website](#)

Conflicts

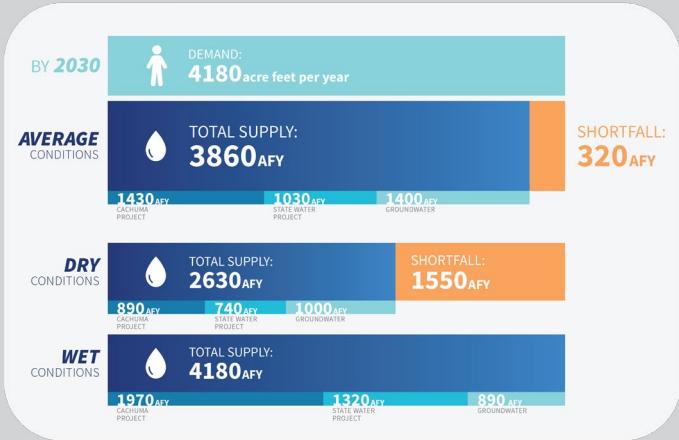


Conflicts

FHA does not have any conflicts that could affect the ability to perform work in a timely fashion over the duration of the contract.



Water Supply Shortfall



SUBMITTED BY:



SUBMITTED TO:

Casitas Municipal Water District

Proposal for Public Relations Services

February 7, 2020





LOS ANGELES
555 W. 5th Street
35th Floor
Los Angeles, CA 90013

(310) 626-0915
katzandassociates.com

February 7, 2020

Kelley A. Dyer, Assistant General Manager & Acting Public Affairs and Resource Manager
Casitas Municipal Water District
1055 Ventura Avenue
Oak View, California 93022

Re: Proposal for Public Relations Services

Dear Ms. Dyer:

Katz & Associates (K&A) is pleased to submit this proposal for Public Relations Services. We are excited about the potential to help raise awareness about current and future water supply challenges in Casitas' service area along with water supply reliability options and investment needs.

As a full-service public outreach and engagement firm in business for over 30 years, K&A specializes in strategic communication, public involvement and community relations that advance essential public infrastructure and environmental projects. We choose to work on projects that make a difference in people's lives and affect communities, and we take our role very seriously. Collectively, members of our team have worked on local, state and even international projects to raise awareness about water supply challenges, opportunities and the resulting infrastructure projects, and on public engagement initiatives that connect the dots between critical infrastructure investment and cost to individuals.

Fortunately, the Casitas Municipal Water District is ahead of the game with community members who are very familiar with the need for conservation and can look at Lake Casitas levels every day for a real-time picture of water resource availability. You've also already conducted in-depth public opinion research to guide future communication efforts, so you have a very good sense of current understanding of water resource issues, and information that resonates with your varied stakeholders. And you have key activities underway – including completion of your Comprehensive Water Resources Plan which lays out conditions and options; an ongoing rate study for the next five-year period; and a pending cost of service study to analyze impacts of alternative water supplies.

While separate activities from a contractual standpoint, all impact your ratepayers and stakeholders, and communication among all must be consistent, coordinated and understandable – painting one comprehensive picture that demonstrates all the District is doing to ensure future water supplies. Our approach will be to build upon the extensive information and materials you already have, create that uniform narrative that puts the puzzle pieces together to communicate the purpose and need of activities, and lays out the investment required to meet needs. Fortunately, with our Los Angeles-based team, including my location in Santa Clarita, we are nearby, available and excited to work with you in presenting these issues in a manner that builds awareness, trust and confidence, and solicits productive input to help decision makers moving forward.

There are numerous facets to successfully communicate with stakeholders about the complexities and costs of water supply availability and challenges, spanning from research (which you've done), to message consistency, community outreach, elected official engagement, public participation, media relations, and public education, not to mention the

potential for property owner engagement and future environmental permitting in the future. The team members included in this proposal are fully versed in all of these areas, and also bring experience with both bond initiatives and Prop 218 efforts associated with infrastructure funding. The following are but a few of the key reasons why K&A is the ideal team to support Casitas Municipal Water District's public relations needs:

We have unmatched experience on water planning, infrastructure and cost communication. Our team includes communication specialists whose time is solely committed to water issue communication including the recently-completed Recharge Fresno capital improvement program to construct more than 30 miles of pipeline to access state and federal water rights that they had paid for for decades but could not access due to lack of infrastructure. Our team members have worked to raise awareness about water conditions, portfolio needs, water quality and supply characteristics, and costs and investment requirements – all while meeting state requirements associated with rate and bond issue communications.

We have experience throughout the full project life cycle, from concept through construction. Our team understands how to tailor outreach and communication for different stages of a project, address changing stakeholder audiences and provide the messages and information that most resonates with these audiences throughout the process. While this RFP is focused on the general obligation bond communication, that cannot be in isolation of ongoing planning and rate analyses and we are very comfortable working within these multidimensional teams.

We can provide strategic level counsel to boots-on-the-ground support. Our team includes strategic advisors with expertise in areas including message development, media training, stakeholder engagement, and creative communication from mailed notices, to digital communication and videography. But most importantly, central to our team are communication specialists who can serve as everyday extensions to your team; we have communication specialists who have worked on projects in areas throughout the state but are located nearby for quick turnaround.

We speak “engineer” and are experts at translating highly technical ideas into digestible information for a variety of audiences. We also are fully versed in the International Association of Public Participation (IAP2) Public Participation Spectrum – ensuring development of productive engagement that increases understanding and leads to viable projects and programs.

We have a full-service creative team focused on communicating in innovative ways to meet the needs of widely varied audiences. In addition to understanding technical nuances of water supply and funding issues, our Art Director, together with his design and video team, adeptly identifies visual communication methods that convey complex information and can be formatted to meet the needs of individual water agencies.

With our team members' combined level of experience and expertise, we are confident that the K&A team will deliver the highest quality public relations and communication services that meaningfully engage your community and customers who must ultimately support investment through a bond measure and rates.

We thank you for the opportunity to share our ideas and are excited about potential collaboration ahead.



Karen Snyder
Vice President
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ksnyder@katzandassociates.com

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Cheers to the
Future!
.....
safe,
reliable,
sustainable

Pure Water
San Diego



Project Understanding / Scope of Work

Project Understanding and Scope of Work

When K&A received Casitas Municipal Water District's request for proposals for Public Relations Services, we couldn't help but have a moment of déjà vu. In 2013, the City of Fresno was undertaking an unprecedented capital improvement project to access water from the Sierra Nevada Mountains that the City paid for but lacked sufficient pipelines and facilities to capture and use. The City had achieved significant water conservation levels, but water conservation alone would not meet their need for long-term water supply reliability. The \$429 million capital improvement project required significant investment. Community members (business, residential, agriculture) had questions. K&A was engaged to conduct a robust community awareness program focused on the situation, the challenges, the options, the cost of the options and ultimate impacts to individual customers. Ultimately, after extensive community engagement and public participation the program was funded, construction began in 2015 and the program was delivering surface water to this groundwater dependent City by 2018!

We are thrilled to have the opportunity to work on another critical information campaign that will inform the community of the need for additional water supplies, tie the benefits of water reliability to costs, and ultimately raise awareness of the need for additional investment. We are pleased to provide this proposal for Public Relations Services.

PROJECT UNDERSTANDING

Every community is unique. At K&A, we know there are no cookie cutter approaches. But as reflected in the example above, we are very familiar with the importance of portfolio diversification, long-range planning to ensure facilities are in place when needed, and the importance of regularly explaining the complexities of all water agencies do to ensure future water supplies. In many cases, this involves communicating with audiences who think little about their water supply until the bill arrives.

This is not the case for Casitas Municipal Water District. Your District and ratepayers have a high level of understanding of the value of water and the importance it plays in everyday lives. In fact, in your 2019 survey, "having a reliable supply of drinking water received the highest percentage of respondents indicating that the issue was either extremely or very important." These results would not be common across many California communities. You also have an engaged community which was evident with support of a bond measure to allow the District to buy out Golden State Water Company and bring District service to those customers. Even with that high level of engagement, however, it is a CONTINUAL challenge to make the nexus between the importance of reliable water and the cost to achieve that long-term reliability. That story is never over.

Casitas Municipal Water District desires to create that nexus through a public information program that clearly articulates current supply conditions and future prognoses, options for supply reliability – including pipelines to access State Water Project water, and costs associated with those options in order to obtain productive stakeholder input to inform a path forward. The K&A team knows how to do that and commits to doing it in a way that is right for Casitas Municipal Water District and your unique set of customers from residential to business to agriculture and across multiple jurisdictions.

In addition to knowing the importance of raising awareness, our team knows that effort cannot be undertaken in a vacuum. The District is near completion of the Comprehensive Water Management Plan (CWMP) that includes the meat of the information that informs the current water situation and future alternatives. In December 2019, the District authorized work on the next five-year rate study, and the District will soon undertake a focused analysis of the operation and maintenance impacts on rates in association with the supply alternatives. The District may also put a measure before customers in November 2020 to secure

a general obligation bond to fund capital costs of a future supply project. It is essential that this team of experts assembled by the District work together to share information and data, collaborate to put technical information in a form understandable to a lay audience, and ultimately – as part of a public information program – create an overarching narrative that customers can understand and weigh in on.

It is also important to consider outreach within the realm of other issues competing for public attention. In early January 2020, the City of Ventura issued a “Notice of Commencement of Groundwater Basin Adjudication” in the form of legal action to more than 10,000 area residents, many of whom are District customers. This has created confusion, angst and even hostility toward Ventura which further complicates messaging on collaborative water supply solutions. Added to that is regional efforts focused on groundwater sustainability -- an issue of importance to all including the agriculture community - which has no direct correlation to the District’s future supply option activities but is certainly part of the fabric of the overarching narrative mentioned above.

Task 4.1. Bond Measure Public Relations Support (TRACK 1)

In November 2020, a general obligation bond may appear on the voter election ballot for the purpose of funding supply reliability projects within the next five years. Based on your own, thorough research, “although voter support for the proposed bond in the current environment falls short of the two-thirds threshold required for passage, the results of this survey indicate that a bond may be feasible for a 2020 ballot provided that it is kept affordable and accompanied by robust community/opinion leader engagement, education, and communication. Our team has worked on successful bond and Prop 218 initiatives, and knows that successful public information campaigns are:

- Uniquely crafted for the individual community, stakeholders and officials
- Focused on education, awareness and information without advocacy
- Made up of a combination of broad community education, along with stakeholder engagement, media relations and partnerships to provide information that is understandable and resonates
- Consistent, sustained and capable of course correction and new information needs or misinformation arises.

Bond Measure Communication Workshop

Immediately after receiving a notice to proceed and fulfilling the Task of the Kickoff Meeting, we suggest conducting a Public Relations Planning Session that will focus specifically on Bond Measure public relations support. (For budgeting purposes, this meeting is captured within Task 4.4 – Meetings.) This session would preferably include representatives of all subject matter experts (including District Counsel, CWMP representatives and potentially cost of service evaluators) to clarify:

- Focus and timing of potential General Obligation Bond
- Milestones around CWMP and other water supply and rate setting activities (which also provide opportunities for communication activities)
- Communication parameters around bond measures
- Target audiences
- Situational awareness, challenges and opportunities over next nine months

K&A will prepare a meeting summary along with a work plan focused on raising awareness through education.

Public Information Campaign Work Plan

Raising awareness and ensuring voters understand the purpose and intent of a November 2020 bond measure requires multifaceted levels of communication that is consistent, understandable and NOTICEABLE in an environment of competing information. K&A will develop an actionable work plan to include:

- Bond measure communication protocols that reflect legal and regulatory guidelines for public agencies (K&A would recommend engaging legal counsel to produce a memo out-lining the “Do’s” and “Don’ts” of public agency communication related to a bond measure)
- Key Messages, potentially including those already “tested” through the District’s 2019 survey but enhanced to address current circumstances
- Themes and narrative, including the purpose and need for water supply projects and infrastructure to be funded through a successful bond measure, and ways in which the District has been good stewards of previous bonds and rates through system improvements and supports of entire systems – such as in Ojai
- Target Audiences, including officials, regional leaders and water resource partners
- Stakeholder Outreach Plan, identifying specific opportunities to reach target audiences and engage community stakeholders
- Media Relations Plan, including strategies and opportunities to reach target audiences through a proactive earned media program
- Strategies and Tactics such as dedicated microsite on the District’s website, direct mail, in-formative advertising, official briefings, multifaceted engagement and more
- Measurements to Track Awareness and potential need for course correction
- Implementation Timeline and Milestones

Specific tactics will be determined as part of the workplan review and approval, but based on this RFP and our experience in implementing multifaceted information campaigns and education programs, our approach and fee estimate assumes:

Message Development

Demonstrating the need for new investments in local water infrastructure requires consistent, proactive public education that starts with a clear and compelling message. In addition to providing information on the what and why, it’s important to demonstrate how Casitas has been a responsible steward of ratepayer funds in the past. Showcasing past investments and successes, is an effective way of showing the public tangible results. Message development for a public information campaign would include highlights from past successes as well as compelling messages about what is needed in the present and future.

Brand Development & Creative Services

K&A’s in-house, full service creative team works hand-in-hand with our Project Managers and team leads, and branding, graphics and visual tools will be a key component of this effort. Development of a simple but recognizable visual identity, along with content and materials for bond measure information program. This includes preparation of graphically designed materials for print and digital use including an “issues and actions” fact sheet that also covers “Why this Bond Measure,” a presentation with video for speakers bureau opportunities and online posting, third-party spokespersons and video perspectives, and infographics and visuals for use in a public workshop and other communication vehicles to communicate the District’s water story. Other elements would likely include:

- Bill inserts
- Animation/Video featuring testimonials/third-party quotes
- Visual case studies highlighting other District investments and projects
- Production of professional photography and videography for website and social media applications

Media Relations

Development of a media relations initiative to reach target audiences, including news releases, draft articles and opinion editorials. We have a solid record of professional media engagement at both the state and local level focused on providing facts and context and developing respectful relationships for the long term. Some tactics within the media relations plan include:

- Developing an Editorial Calendar and Conducting Editorial Board Briefings
- Crafting Press Releases
- Coordinating Reporter Briefings & Facilitating Media Outreach
- Drafting and Placing Op-eds to increase awareness
- Coordinating and Supporting Rapid Response

Stakeholder Research

We recommend the optional task of conducting approximately 10 to 15 one-on-one discussions with stakeholders identified by the District. Using an approved discussion guide, we suggest meeting with selected individuals representing the range of diverse interests and geography across the service area to identify perceptions about water issues and service, future planning efforts, regional water issues and challenges, along with thoughts related to investment needs. Unlike the quantitative research you've already conducted, which tells you what people think, this qualitative one-on-one method yields insights on "why" they think that way. Depending on timing, these discussions could inform planning for both the bond measure information program as well as general, longer-term stakeholder communication.

"Grasstops" Outreach

Perform a stakeholder mapping exercise that helps identify key voices in the community to engage in advance of any bond measure. Specifically, this process looks at the "grasstops" individuals and organizations that have the capability of serving as third-party spokespeople/ambassadors of the effort. Grasstops leaders also have the ability to reach broader audiences themselves. Outreach can be conducted through direct, one-on-one outreach.

Community Engagement

We recommend public engagement forums including "go to them" strategies of event participation, speaking engagements, and pop-up outreach, along with one facilitated public workshop, crafted using principles of the International Association of Public Participation (IAP2) to ensure meaningful public engagement that educates and allows for productive dialogue. We are skilled in designing engagement formats that meet communication goals and the needs of participants and can offer coordination, planning, and execution services for meetings, including facilitation services if appropriate for the engagement technique selected. We recommend that as part of engagement planning, K&A conduct one, three-hour spokesperson training with appropriate District and technical staff to ensure that everyone is providing the same information and is prepared for the "unexpected." Without this, the credibility of the District or trust in the initiative can be impacted. K&A can provide practice sessions for all designated spokespersons for both media interactions and presentations.

Task 4.2. General Public Relations Support (TRACK 2)

Strategic Planning Session

While this RFP calls for completion of a Strategic Communication Plan by March 2021, we believe that the planning, strategies and tactics associated with a communication plan will necessarily be closely aligned with efforts toward the bond measure education program to ensure full situational awareness, message consistency and broad understanding, and would recommend completing this earlier in 2020, and amended at the end of the year.

For this reason, we suggest that a Strategic Planning Session for general public relations support be conducted on the same day as the Bond Measure Communication Workshop, and in fact, as "part one" of the days sessions since much of the discussion will directly impact planning for Bond Measure public relation support. This "Strategic Planning Session will include K&A and District representatives with a focus on:

- Clearly articulating communication and engagement objectives for the longer term;
- Discussing priorities and timelines;
- Discussing ongoing issues or projects and associated audiences and ramifications (adjudication, drought conditions, rate analyses etc.);
- Brainstorming challenges and opportunities;
- Identifying past successes and challenges along with current activities;
- Identifying audiences using a stakeholder mapping exercise;
- Establishing key message themes, and
- Outlining a calendar of activities and tasks along with specific measurements.

You'll see that many of these discussions will provide important data for bond measure education planning, so we suggest that the Bond Measure Public Information Work Plan be a priority section within the overarching communication planning effort. This will streamline discussion and maintain budget for implementation. K&A will prepare all meeting materials and develop a meeting summary for review by our project Point of Contact. (For budgeting purposes, this meeting is captured within Task 4.4 – Meetings.)

Communication Audit

We will review existing informational materials, social media calendar and protocols, existing customer contact methods and community information portals, if any, to inform development of a strategic communication effort moving forward. K&A will prepare a brief audit summary identifying strengths and potential areas for enhancement or further development.

Detailed Strategic Communication Plan

We will utilize the information gleaned from the program team and through the communication workshops and stakeholder interviews (if conducted) to inform the development of an overarching Strategic Communication Plan to guide activities and tasks and ensure all internal and external stakeholders understand goals, objectives and responsibilities associated with water supply reliability and general water communications. The plan will include:

- Clear communication goals and objectives;
- Situation assessment including challenges, opportunities and peripheral activities that could become intertwined with water supply reliability activities;
- Audience identification;
- Key messages that serve as the backbone for all water supply communications;
- Roles, responsibilities and protocols including internal and external coordination processes;
- Itemized list of recommended activities and tasks; including the base materials required for consistent sustained communication.

A suggested suite of tactics will be developed more fully in the Strategic Communication Plan and after the planning session and initial research are conducted. However, from past experience on similar projects, it is likely that recommendations will include a combination of:

- Social Media outreach plan including draft content and posting schedule
- Online Engagement through new or updated website elements
- Media Production such as art direction, animation, photography, videography, graphics design, branding naming, and more
- Activities that employ a “Go to Them” strategy such as a Speaker’s Bureau, Pop-Up Events, and Community Event Participation
- Project Milestones Events, as applicable
- Community Meetings (as discussed in this RFP)

- Strategic Partnerships
- Rapid response protocols and information to address emerging issues or misinformation;
- Implementation calendar aligning with various program and project milestones;
- Tracking processes and metrics to measure success.

Template Materials

With our expertise in translating technical concepts to lay language through narrative, visuals, animation, graphics and more, we will provide right-sized options as part of the Strategic Communication Plan development. The goals associated with materials development include:

- Create informative and understandable communication tools that are tailored for specific audiences using engaging graphics and informational materials.
- Establish context within an overarching and collective goal to ensure long-term water supply reliability for the region. Create connections from challenges, opportunities and projects to the overall goal.
- Transparently highlight all aspects of water supply reliability including existing conditions, purpose and need for action, threats and opportunities to long-term reliability, costs, benefits and drawbacks.
- Use graphic design (including branding or style guides for program identity) to explain complex information with visual, easy-to-understand snapshots of information.
- Create a suite of templates in order to create consistency in look, feel and “visual identity,” while allowing for tailoring by individual retail agencies.
- Incorporate multiple-language translation, as appropriate.

For purposes of budgeting, we have assumed development of foundational materials including a graphic look and feel for District materials (style guide), an overarching fact sheet, a PowerPoint template, up to two graphics/infographics, along with content to address up to four subject-specific pieces (such as drought, conservation, and rates).

Task 4.3. Project Management

Within project management, K&A’s proposed Project Manager will assemble and be responsible for implementation of the calendars for both bond measure public information and general strategic communication, maintaining progress and providing regular updates.

In addition to standard project management and monthly reporting, the K&A team will be available for office hours and/or conference call as needed throughout the course of the contract period. We assume concentrated biweekly meetings at the outset and during implementation of bond measure public information implementation. For the purpose of budgeting, we have assumed bi-weekly meetings with our Senior Project Manager (by phone). We further suggest a communication assessment meeting be held in December 2020 to (a) discuss results and lessons learned through the November 2020 bond information campaign and agree on focus areas with the Strategic Communication Plan for 2021.

Task 4.4 Meetings

Successful communication starts internally, ensuring that all parts of the team are working toward the same communication goals and objectives. K&A will work within your existing processes and schedules to create a communication protocol that ensures consistent, sustained and proactive communication with District staff and all other appropriate subject matter experts. This includes the Project Kickoff (which we have identified as the Bond Measure Communication Workshop under Task 4.1), along with meetings, as appropriate, with the District’s Board and/or Public Relations Committee. In all cases, K&A will prepare presentation materials and will provide high level summaries of input received.

PROJECT SCHEDULE

Implementation Calendar	2020												2021			And Beyond
	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	March 2021 - March 2022			
Task 4.1																
Bond Measure Communication Workshop	●●●▲															
Workplan and Campaign Concepts	○	■														
Message Development	○	■														
Brand Development & Creative Services	○	○	■	→	→	→	→	→	→	→	→	→	→	▲		
Media Relations	○	■	→	→	→	→	→	→	→	→	→	→	→	▲		
Stakeholder Research (optional)	○	○	○	□		■								▲		
Grasstops Outreach		○	→	→	→	→	→	→	→	→	→	→	→	▲		
Community Engagement and Training	○	●●●●	→	→	→	→	→	→	→	→	→	→	→	▲		
Task 4.2																
Strategic Planning Session	○●●▲															
Communication Audit	○	○	▲													
Strategic Communication Plan	○			□	→	→	→	→	→	→	→	→	→	→		
Template Materials	○	□	<i>(focused on bond awareness above but synced with general materials)</i>													
Task 4.3																
Bi-weekly phone calls	●●	●●	●●	●●	●●	●●	●●	●●	●●	●●	●●	●●	●●	●●		
Strategic Review Meeting										●●●						
Task 4.4																
Kickoff Meeting	●●●															
Board Meetings		●●●			●●●											
Begin Task	○					●●●								↑		
Draft Deliverable	□					●●●								●		
Final Version of Deliverable	■					●●●								▲		

CONFLICTS

Katz & Associates does not have nor foresees any conflicts with our current clients and/or projects that would affect our performance during this contract.

ADDITIONAL COMMENTS

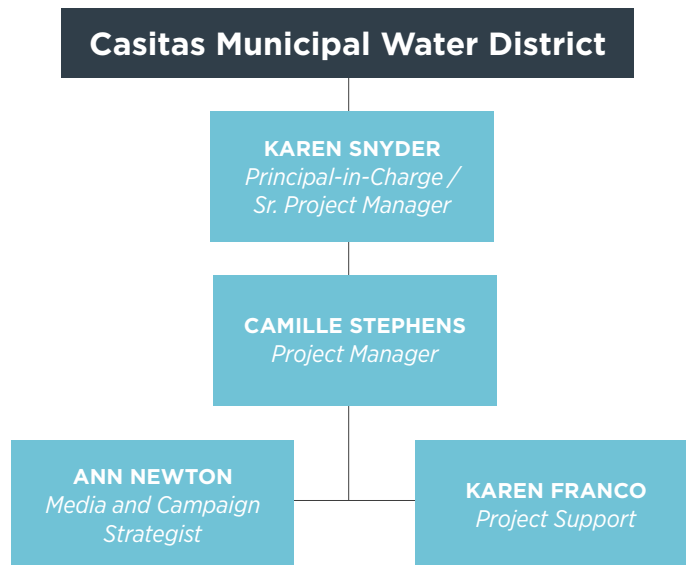
- (1) We believe significant efficiencies can be made through the dual track approach that we are suggesting within our proposal: planning for both bond measure information sharing and general District communication in parallel. Messages, audiences, narrative, materials and tactics will all need to intertwine so we've suggested a schedule slightly more accelerated from that included in the RFP. Even so, to accomplish what has been requested and what we believe is prudent, results in a budget potentially higher than meets the District's needs. We look forward to strategically reviewing that budget with you to ensure you have the resources you need and that they are right sized for Casitas Municipal Water District and your stakeholders.
- (2) While our team members are well-versed in bond measure and cost of service communication, it will be important to have legal guidance to ensure that any communication efforts stays within the current guidelines and boundaries established for bond measure public information.
- (3) We understand that a public meeting regarding the Comprehensive Water Management Plan is scheduled for some time in March or April. This will be a first introduction of recommendations and potential impacts and must be closely aligned with the strategic communication planning underway for the potential bond measure public information effort. We suggest, if possible, scheduling that CWMP public meeting after this contract is set for public relations services to ensure inclusion of well-developed communication strategies and messages.

DEERE



Project Team

OUR TEAM



KAREN SNYDER | Principal-in-Charge/Senior Project Manager | Location: Los Angeles

Karen Snyder has been active in water, wastewater and environmental public affairs for nearly 30 years, specializing in strategic communication planning, public involvement, facility siting, construction relations, community relations, spokesperson and media training, and crisis communications. She has extensive experience working on highly technical, often controversial projects, and multi-year programs that require consistent, sustained, and targeted stakeholder outreach and involvement.

From issues associated with capital improvement programs, water supply portfolio planning, project design and construction, utility rates, water quality concerns, and California Environmental Quality Act (CEQA) public involvement, Karen has worked with project teams to incorporate communication tools and techniques that support successful stakeholder engagement and interaction. She has demonstrated an outstanding ability to seamlessly integrate into system planning and construction project teams, providing counsel and support to bring projects and public engagement efforts to successful conclusions.

CAMILLE STEPHENS | Project Manager | Location: Los Angeles

Camille is a public outreach specialist with experience developing government relations strategies designed to achieve policy goals. Her unparalleled experience working with public entities gives her the knowledge needed to move projects forward, maintain consistent and meaningful interaction with stakeholders and exceed client expectations.

Camille's efforts focus on strategic community engagement through understanding of stakeholder interests, and the political and social environments that surround projects. She creates a deep understanding of community sentiment and uses this to guide her work throughout the project lifecycle.

PROJECT TEAM

ANN NEWTON | **Media and Campaign Strategist** | Location: Los Angeles

Ann Newton is a senior-level public relations and communications professional with nearly 15 years of statewide experience in communications, media relations and stakeholder outreach. She is skilled in communications strategy, campaign development, messaging, public outreach, coalition building, media relations and litigation support for public agencies, corporations, trade associations and political campaigns. Ann is experienced in managing projects from start to finish – from plan development through implementation and completion.

Ann is adept at working with multi-disciplinary teams, including engineering firms, researchers, attorneys and other experts critical to project success. She has a strong background in water, natural resources and infrastructure, complemented with a political background, having worked on more than a dozen statewide ballot measure campaigns. She is a team player and strong manager with a hands-on approach that delivers high-quality results on time and on budget.

KAREN FRANCO | **Project Support/Translation and Interpretation** | Location: Los Angeles

Karen Franco's background is in public interest and political communications. She has worked in Los Angeles' City Council, providing support for a councilmember's media strategy. She has also assisted with events and social media campaigns during her time at a national public health organization. Karen's experience also includes marketing, outreach, and networking on behalf of a national nonprofit to establish its local chapter.

Before joining Katz & Associates, Karen studied political communications and identity politics at Princeton University. During her time there, she conducted independent research on political messaging on Twitter and its effects on the changing political communications landscape. Karen has knowledge and skills in research, politics, public health, and public interest communications.

KEY PERSONNEL COMMITMENT

The key personnel proposed for this project, Karen Snyder, Camille Stephens, Ann Newton, have availability and are able to fully commit for the entire duration of this contract.



Experience

RELEVANT EXPERIENCE

Recharge Fresno Rates Communications CITY OF FRESNO



As part of its efforts to raise awareness about the purpose and need of the Recharge Fresno program, Katz & Associates supported an in-depth community discussion about cost of infrastructure, components of rates, funding resources beyond customer rates, and ongoing efforts to minimize costs while maximizing service quality and safety. The discussion led to a new rate proposal and an accompanying Proposition 218 process supported by Katz & Associates. After having original rates rescinded in mid-2014, and following community and media discussions about the need for infrastructure investment, the Fresno City Council approved a five-year rate increase in February 2015.

Campaign examples can be found on the included thumb drive.

ADDRESSING FRESNO'S WATER CHALLENGES

SETTING GOALS

TO BALANCE FRESNO'S GROUNDWATER CONDITIONS FOR THE FIRST TIME IN MORE THAN 75 YEARS:

- Reduce reliance on groundwater
- Maximize use of surface water
- Enable groundwater recovery
- Continue conservation
- Increase recycled water

Category	Current 2014	Future
Groundwater	88%	36%
Treated Surface Water	12%	53%
Recycled Water	0%	11%

DIVERSIFYING FRESNO'S WATER SUPPLY SOURCES

Ongoing and proposed projects would diversify water supply sources and ensure a reliable water delivery system for Fresno.

Identified projects include:

- Raw Water Pipelines:** To capture surface water from rivers and transport it to Fresno for treatment.
- Surface Water Treatment Facilities:** To remove contaminants from water and clean it to meet drinking water standards before delivery to city residents.
- Treated Water Pipelines:** To move clean, safe drinking water from treatment plants and wells to customers throughout the City of Fresno.
- Well and Pipeline Repairs and Replacements:** To ensure all 260 wells are maintained or replaced, pump stations and other facilities are in proper working condition, and old pipelines - some more than 75 years old - are replaced before problems occur.
- Treated Storage Tanks:** To store water and improve water pressure for daily use and to meet firefighting needs.
- Recharge Basins:** To store water that is then percolated into the underground in order to recharge the region's groundwater supply.
- Conservation Programs:** To continue to ensure we use the water we need but waste none.

Map Legend:

- City Limits Boundary
- Water Wells
- Project Pipelines: Treated Water Pipeline, Raw Water Pipeline
- Maintaining Surface Water Supplies: River → Raw Water Pipeline → Treatment Facility → Treated Water Pipeline

Prop 218

CITY OF SANTA MONICA

The City of Santa Monica is moving forward with a range of projects and improvements to ensure a sustainable future for Santa Monica. Fundamental to those activities has been community awareness, responsibility, participation and education. IN 2019, K&A assisted the City with delivering a Prop. 218 process that was educative and engaging, helping show Santa Monica residents the quality and quantity of services provided to them. K&A developed a plan to communicate the purpose and need for rate increases and the Prop. 218 process in layman terms through strategically planning outreach activities and approaches, defining and achieving public participation objectives and developing message and informational and graphical materials. In January 2020, the City’s proposed five-year rate plan was overwhelmingly approved.

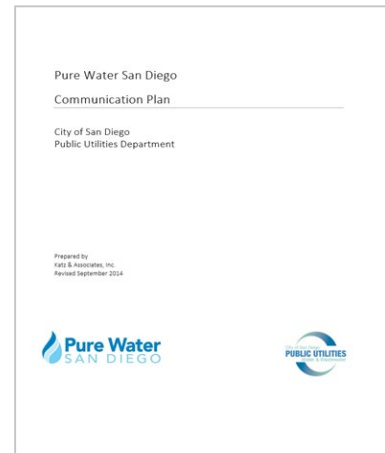
Campaign examples can be found on the included thumb drive.

Pure Water San Diego

CITY OF SAN DIEGO

The San Diego Water Purification Demonstration Project tested indirect potable reuse/reservoir augmentation as a feasible option for supplementing water supplies in San Diego, California. Previous attempts at introducing indirect potable reuse to San Diego proved unsuccessful primarily because of public perception and competing water resource initiatives. To improve public understanding, an extensive education and outreach program continues to be a major component of the fully realized project, the Pure Water San Diego Program.

Starting in 2010, K&A developed a comprehensive communication plan that addresses a variety of outreach methods. Since then, K&A has been implementing the plan to inform community members and businesses, including the various multicultural communities in San Diego, about the need for local water sources and the science of water purification technology. The public is provided with up-to-date and accurate program information to eliminate misinformation.



Prop 218 Notification & Infrastructure Investment Outreach Program

CENTRAL CONTRA COSTA SANITARY DISTRICT

In fall of 2015, Central San began work on an 18-month-long Comprehensive Wastewater Master Plan (Master Plan) that identified needed and fiscally-sound investments to upgrade infrastructure that has exceeded its useful lifespan to be implemented over a 20-year time frame. However, these improvements would require some necessary rate increases for customers over time. The public outreach goals of fostering customer education and awareness, and ensuring openness and transparency were fundamental components to this Master Planning effort. K&A helped develop a public outreach plan that stressed clear and consistent communication through a variety of methods that built the knowledge of stakeholders through public education and information sharing.

The plan was used to successfully guide and implement outreach regarding the rate increases related to the Master Plan.



Infrastructure Investment Education Program

SAN FRANCISCO PUBLIC UTILITIES COMMISSION

Katz & Associates managed the outreach and education campaign with the San Francisco Public Utilities Commission (SFPUC) to help ratepayers understand the value of investing in water and wastewater infrastructure and the need for rate increases. Because the backbone of public outreach for the rate increase involved nearly 100 presentations to local community groups, our K&A on-site team partnered with key staff in developing and communicating key messages about San Francisco's water and sewer system including the need to invest in this critical infrastructure. The team also planned, conducted and facilitated message training sessions for the entire project team to ensure they were comfortable with the key messages and were prepared with the skills and knowledge to deliver a concise presentation and able to answer tough questions.

The K&A team also developed a suite of branded, digital and print collateral materials, all of which were a critical part of the successful education and outreach campaign. Some of those materials included developing a frequently asked questions document and coordinating translation in three languages, a PowerPoint presentation and speaking notes for community meetings, content and layout for "Your Dollars at Work" webpage, an internal document with responses to a wide range of timely issues and common questions related to rate increases and several template articles for placement in community newspapers.



SAMPLE DOCUMENTS

Included on enclosed thumb drive.

CHALLENGES

The City of Fresno example cited at the beginning of our approach also provides a cautionary tale about public outreach. Initially, the City was moving forward with its capital improvement plan having just approved a five-year rate increase and having contracted with a program manager. The impact of the first year's rate increase (25 percent), combined with a lack of public awareness about water resources, infrastructure conditions and the purpose and need for improvements, led to significant public debate, and city council action to rescind rates and launch a public participatory process. K&A, with the City and team members, was ultimately successful in advancing new rates and the program, but the City learned that you cannot assume that quiet stakeholders means satisfied stakeholders. Ongoing temperature checks of public sentiment, and continual, proactive communication is key.

REFERENCES

Mark Standriff

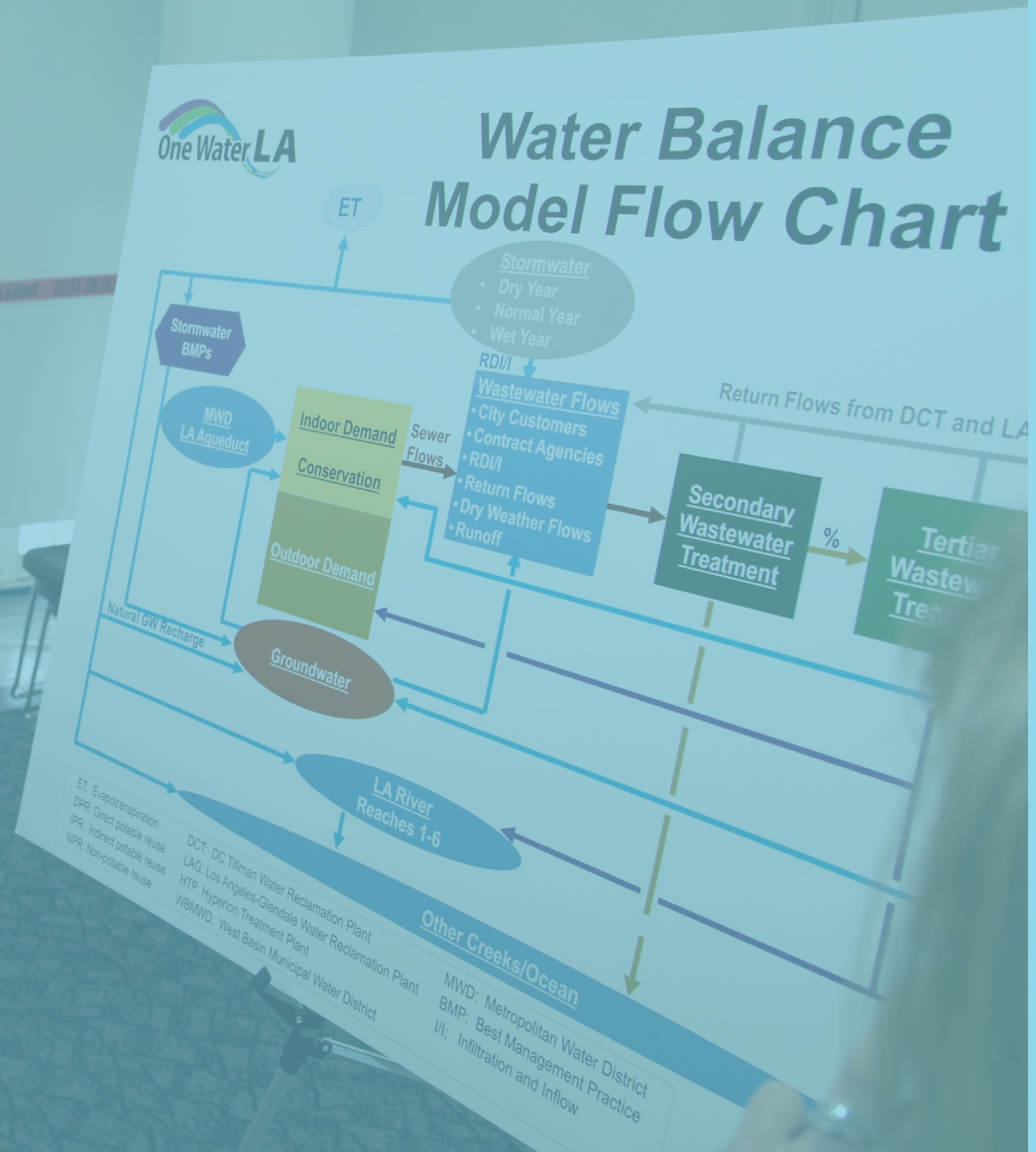
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Sunny Wang

Water Resources Manager, City of Santa Monica
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Emily Barnett

Central Contra Costa Sanitary District
ebarnett@centralsan.org | 925-229-7310





Karen Snyder

Principal-in-Charge

Karen Snyder has been active in water, wastewater and environmental public affairs for more than 30 years, specializing in strategic communication planning, public involvement, facility siting, construction relations, community relations, spokesperson and media training, and crisis communications. She has extensive experience working on highly technical, often controversial projects, and multi-year programs that require consistent, sustained, and targeted stakeholder outreach and involvement.

AREAS OF EXPERTISE

- Strategic Communication
- Planning and Implementation
- Public Outreach
- Design and Construction Relations

EDUCATION

Bachelor of Science, Journalism and Public Relations, University of Maryland

YEARS OF EXPERIENCE

34

AFFILIATIONS

- International Association of Public Participation (IAP2)
- LA Chamber of Commerce
- AWWA Public Affairs Council
- WaterReuse Association

From issues associated with water quality concerns, water supply portfolio planning, project design and construction, utility rates, capital improvement programs, and California Environmental Quality Act (CEQA) public involvement, Karen has worked with project teams to incorporate communication tools and techniques that support successful stakeholder engagement and interaction. She has demonstrated an outstanding ability to seamlessly integrate into water and infrastructure planning, providing counsel and support to bring projects and public engagement efforts to successful conclusions.

Karen leads K&A’s water practice which supports projects throughout the state and U.S. providing services associated with community outreach and awareness initiatives, rate and investment messaging, risk communication, research, translation, facility siting and events, collateral material and online communication. Prior to joining Katz & Associates, Karen worked for 15 years at Lehigh County Authority, a municipal water and wastewater utility, where she managed customer, government, community and media relations. Her experience in the private and public sector provides a unique perspective on the internal operations of public agencies.

Karen is also a member of the American Water Works Association (AWWA) Public Affairs Council which is working closely with national leaders and government affairs personnel to equip utilities with important water communication support across the U.S. She also served on the oversight committee for the recently completed AWWA Risk Communication Guide for Water Utilities.

Select Project Experience

Recharge Fresno - Water Infrastructure Improvement Program

Karen has managed all areas of outreach to support this \$429 million, multi-year capital improvement program, which includes designing and constructing a new 80 million-gallons-a-day water treatment facility; constructing over 30 miles of pipelines in heavily populated areas;



and constructing recycled water mains. K&A outreach began after the Council rescinded an approved rate increase following vocal opposition and cries for public outreach. As outreach manager, Karen coordinates an integrated team of City of Fresno and consultant staff to design and carry out an in-depth public participation process to raise awareness about project need and benefits. The outreach efforts resulted in a successful Proposition 218 process and a completed infrastructure program in 2019.

City of Santa Monica - Prop 218

In 2019, Karen served as Senior Project Manager for this effort to raise community awareness about the City's extensive and multifaceted sustainability initiative and the associated need for investment. K&A supported outreach to raise awareness about water and wastewater rates and the connection to long-term sustainability. Rates were approved in January 2020.

City of Los Angeles – One Water LA

Karen co-managed the public outreach and marketing strategies portions of Phase II of the One Water LA Program; broadening stakeholder outreach and awareness of the City's long-term water sustainability planning program. Karen, along with the K&A team, are working with City of Los Angeles departments to communicate the complexities of this expansive planning effort focused on coordination and integration among City and regional agencies and groups.

Waukesha Water Utility

Karen currently serves as Principal in Charge for K&A's outreach team supporting this project to eliminate use of radium contaminated wells by constructing projects to borrow water from Lake Michigan and return it to the Great Lakes basin through wastewater return flow. Currently in design stage, this project includes extensive stakeholder engagement for both the conceptual elements of the supply project, and for the construction relations efforts needed to support the 30-plus miles of pipeline to be constructed.

West Slope Water District

West Slope Water District is faced with several key challenges and opportunities, including ensuring sufficient revenue to maintain a vital and nearly 100-year-old system, while also determining its future water supply, including whether to continue sourcing from Portland Water Bureau or consider alternatives. The District is prudently beginning the outreach and engagement effort for stakeholders now, long before a 2021 decision is made regarding continuation of the PWB water purchase contract. Karen leads the outreach team that is working with the District to develop a communication plan, raise awareness about future water supply options and costs, and garner stakeholder input on preferences.

Carpinteria Valley Water District

The City of Carpinteria faces continuing and historic drought conditions. During a drought, surface water and imported water supplies are limited, and groundwater pumping increases. Replenishing the groundwater basin through indirect potable reuse is a viable option being pursued by this community in a partnership between the water district, sanitary district and City. In 2018 the Carpinteria Valley Water District launched one-on-one stakeholder discussions. Karen led K&A efforts to interview stakeholders and gauge awareness and understanding of or questions about the District's Recycled Water Master Plan, including the proposed project to replenish the groundwater basin by injecting purified water into the groundwater basin. Information gleaned still informs project messaging and communication efforts for this project currently in design phase.



Camille Stephens

Project Manager

Camille is a public outreach specialist with experience developing government relations strategies designed to achieve policy goals. Her unparalleled experience working with public entities gives her the knowledge needed to move projects forward, maintain consistent and meaningful interaction with stakeholders and exceed client expectations.

Camille’s efforts focus on strategic community engagement through understanding of stakeholder interests, and the political and social environments that surround projects. She creates a deep understanding of community sentiment and uses this to guide her work throughout the project lifecycle.

Camille is a life-long resident of Los Angeles County, allowing her to anticipate the communications and outreach needs of diverse communities with varying interests. She is certified by the International Association for Public Participation in Planning for Effective Public Participation.

AREAS OF EXPERTISE

- Government Relations
- Public Affairs
- Communication Strategy
- Collateral development
- Writing & Editing
- Event and Meeting Planning

EDUCATION

- Master of Public Policy, University of Southern California
- Bachelor of Arts, Political Science Chapman University

YEARS OF EXPERIENCE

5

Select Project Experience

Los Angeles Department of Water and Power Landscape Transformation Hands-on Workshops

The Los Angeles Department of Water and Power is hosting hands-on workshops for LADWP customers to learn how to reduce and remove turf from their yards and replace it with a sustainable garden using low water-use California-friendly and native plants. K&A is providing outreach and communication services to spread the word about the program and encourage participation. Camille and the K&A graphics team have developed a website that provides information on the program, accepts attendee registration, accepts applications from potential workshop hosts, and leads users to additional resources. They have also developed a number of outreach materials including fliers and social media outreach.

Los Angeles Bureau of Sanitation D. C. Tillman Groundwater Replenishment Project

Camille serves as project support for this project that will treat and deliver advanced treated water from the City of LA’s Donald C. Tillman Reclamation Facility to spreading grounds for groundwater replenishment and future drinking and non-drinking water uses. Camille helped coordinate qualitative and quantitative research in both Spanish and English to measure community awareness and attitudes. Using this information, K&A developed a strategic long- and short-term communication plan for the project.



**Los Angeles County Department of Public Health
Aliso Canyon Disaster Health Research Study**

Camille supports outreach and stakeholder relations associated with this effort respond to community needs and questions following this disaster. Camille supports the development of content and copywriting and public events and meetings.

Carpinteria Valley Water District Advanced Purification Project

Camille supports the development and implementation of a strategic communication plan for a new advanced purified water facility in Carpinteria. Her role includes coordinating, managing and supporting development of the communications plan, preparing for Board approval of the new facility and preparing public meetings and outreach in compliance with the California Environmental Quality Act. Camille is also responsible for developing key messages for the project, a phased public outreach strategy, and collateral materials.

**City of Santa Barbara
Water Resources Division Outreach and Communications**

Camille serves as deputy project manager for this effort to create a holistic collaboration in the City's approach to water resources. Her role as Assistant Program Manager includes development of informational materials, development of a new name a brand for the El Estero Water Resource Center, hosting a media day and tour of the facility to unveil the new name and brand, and assisting the project team in content development.

**South Coast Water District
Doheny Ocean Desalination Project**

Camille has played an integral role in guiding the South Coast Water District through the public engagement portion of the environmental review process in compliance with the California Environmental Quality Act. This has included regular meetings of a Water Supply Advisory Group, several public notifications and informational materials, and the successful completion of two, large-scale public meetings. Prior to all interactions with the public, Camille provided trainings, dry-run-throughs, and Q&A practice for speakers.



Ann Newton

Strategic Counsel

Ann Newton is a senior-level public relations and communications professional with nearly 15 years of statewide experience in communications, media relations and stakeholder outreach. She is skilled in communications strategy, campaign development, messaging, public outreach, coalition building and media relations for public agencies, ballot measure campaigns, corporations and trade associations. Ann is experienced in managing projects from start to finish – from plan development through implementation and completion. Ms. Newton is adept at working with multi-disciplinary teams, including engineering firms, researchers, attorneys and other experts critical to project success. She has a strong background in water, natural resources and infrastructure, complemented with a political background, having worked on more than a dozen statewide ballot measure campaigns. She is a team player and strong manager with a hands-on approach that delivers high-quality results on time and on budget.

AREAS OF EXPERTISE

- Campaign Strategy
- Media Relations
- Media Training
- Message Development
- Collateral Development
- Stakeholder Engagement
- Communications Planning
- Coalition Building

EDUCATION

Bachelor of Arts in Political Science, Pepperdine University

YEARS OF EXPERIENCE

14

Select Project Experience

Orange County Water District

Ms. Newton is currently leading communication efforts on PFAS issues with Orange County Water District. By serving as a strategic advisor and developing communications plans to implementing specific communication tactics, Ann plays an important role in PFAS outreach and communications in Orange County and beyond.

Elsinore Valley Municipal Water District

Ms. Newton leads strategic planning and communications implementation for Elsinore Valley Municipal Water District as she conducts PFAS testing and responds to new state regulations for PFAS. The program includes outreach, media relations, collateral development, presentation support and strategic counsel.

Sites Reservoir

Ms. Newton serves as the project manager for statewide public outreach for Sites Reservoir, a proposed 1.8 million acre foot reservoir located in Glenn and Colusa Counties. In this role she specifically manages statewide media relations, including overall strategy and outreach to editorial boards, placing op-eds and reporter outreach. Ann also plays a key role in developing messaging and collateral materials for the project and leads efforts to reach stakeholders across California. She began this role in 2019.



Yes on Proposition 68

Ann led media relations and coalition building efforts for Yes on Proposition 68 – the parks and water bond on the June 2018 ballot. She managed a team to deliver a winning coalition, a clean sweep of “Yes” editorials throughout the state and mobilized stakeholders to help get the measure across the finish line.

Southern California Water Coalition

Ms. Newton served as account lead from 2011-2018. She developed the brand, identity and worked closely with organizational leadership to establish the Southern California Water Coalition as a leader in Southern California water issues. She expanded organization’s scope of outreach, name recognition amongst media, facilitated workshops, launched and managed outreach programs on a range of issues including stormwater, water quality, delta conveyance and drought/water conservation. One of the most successful programs created and implemented by Ms. Newton and her team was the “Pump Up the Volume” campaign, an educational program designed to raise awareness about the issues and value of stormwater capture. From brand conception through final production of materials, Ann served as a hands-on project manager, ensuring materials were designed and written to advance the right message. Through the program, she secured media coverage including TV, radio and print, placed op eds and editorial content to reach the general public as well as key stakeholders. Ms. Newton also led media relations and outreach efforts for a million-dollar multifaceted program in support of California WaterFix. Components of the campaign included public opinion research, message and collateral development, stakeholder outreach, news media outreach and paid social media.

Santa Ynez River Water Conservation District ID#1

Ann served as account lead from 2014-2016. She successfully informed residents and agricultural customers about pending water quality regulations and the need to build a new, high cost water treatment facility. She developed a customized outreach and local media program to educate the community about the potential need and costs. Additionally, she spearheaded an effort to increase local water conservation efforts, which resulted in a substantial decrease in water use.

Conserving California (2010)

Conserving California was a public education program sponsored by The Nature Conservancy, Audubon, the Ocean Conservancy and Resources Legacy Fund, to showcase projects and programs that have been funded by voter-approved bonds in California. With barely 4 percent of the state’s budget dedicated to natural resources, voters in 2010 had already approved \$15.5 billion in ballot measures to help protect our land, water and parks. This money has made critical projects and programs throughout the state possible, but more would need to be done. Ann led the team that developed the name and branding for the program, a suite of materials highlighting how investments have improved our coastline, rivers, public lands, urban areas and parks. She also led media relations for the program and stakeholder outreach to partner with other organizations to promote the program, share materials through their own platforms and help lay the groundwork for future bond measures. Since the Conserving California program ran in 2010, two more statewide water and natural resource bonds have passed.

Yes on Proposition 84 (2006)

Proposition 84 was a \$5.4 billion statewide bond measure to support the state’s environmental infrastructure - drinking water systems, clean water, coastal protection programs, and parks and forestlands. Ann led the coalition building efforts for the proposition and built the largest coalition out of any of the other 14 measures on the ballot that year. Proposition 84 passed and continues to fund critical conservation and water projects today.