Strategic Communications: H2O Virtual Event

DAY 2

Communicating with Personnel During and After the Pandemic





Clean Water Champions













Clean Water Stewards







Jacobs





Clean Water Protectors















Clean Water Allies



















Opening Remarks



Bess McCoy

Public Affairs Specialist Metropolitan St. Louis Sewer District St. Louis, MO





Internal Communications

Moderator



Maria Rosales
Civil Engineer
Sanitation Districts of
Los Angeles County
Monterey Park, California



Monica Billger
Community Outreach and
Education Specialist
Alexandria Renew Enterprises
Alexandria, VA



Featured Speakers

Michelle Zdrodowski Chief Public Affairs Officer Great Lakes Water Authority Detroit, MI



Stephanie Dillon
Communications Management
Professional
Great Lakes Water Authority
Detroit, MI



Curtis Burris-White
Visual Storyteller
Great Lakes Water Authority
Detroit, MI



Inside Out

A Process for Internal Crisis Communications

Monica Billger June 2, 2020



This Is Us

- 100+ Employees
- 35 Acre Campus
- 35 MGD Annual Average Flow
- 3 Pump Stations & 2 Service Chambers
- 320,000 Resident
- 100 Onsite Contractors (daily average)
- Solving a 2017 Mandate for CSO Remediation by 2025 on behalf of the City of Alexandria





Examples of Existing Internal Communications

Emails

- ReNews Newsletter
- All Staff E-Mails
- HR Updates

Signage

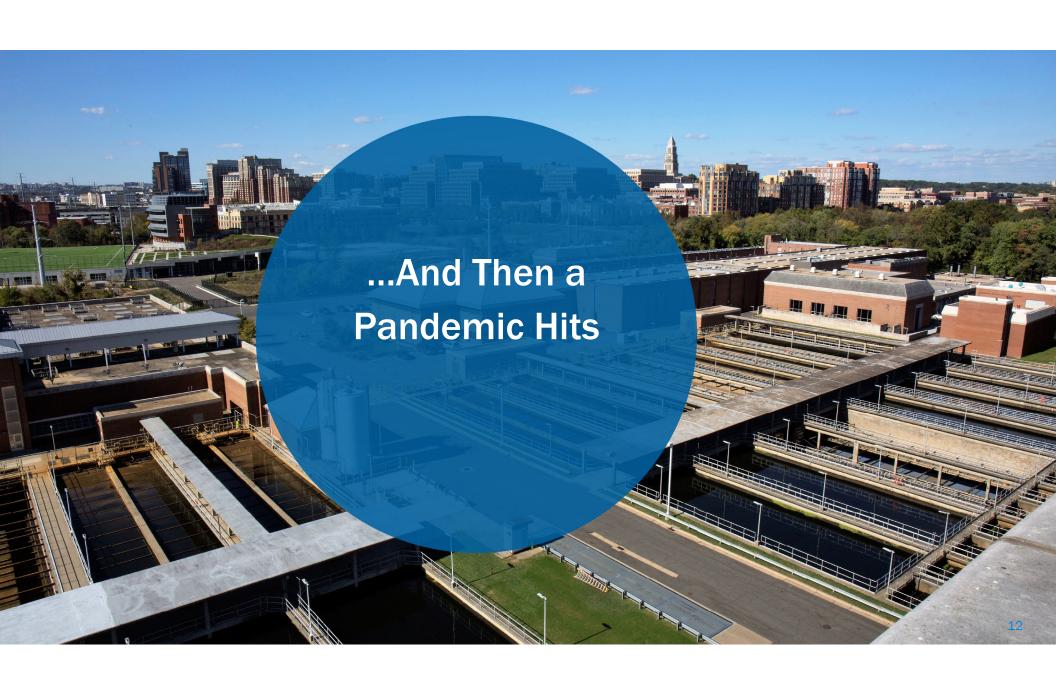
- Construction Updates
- Digital Signs
- News Flush

Meetings

- Morning Briefings
- Monthly Celebrations
- Water-cooler Conversations







Covid 19: Adopting Crisis Management Plan

What Remains The Same

- Employees = Most Important
- Protecting Essential Employee Health While Maintaining Operations and Construction
- Keeping Alexandria's Largest Project In History On Schedule
- Fulfilling Vital Mission of Cleaning Wastewater





Covid 19: Adopting Crisis Communications

What is Different

Our CAPACITY







Leveraging How the Brain Thinks During Crisis



"Inside Out"/Disney Pixar

- Integrating Psychology of Crisis into Communications (CDC)
- Applying Change Theory to Communications (Kubler-Ross)



Crisis Psychology in Internal Communications

4 Ways People Process Information In A Crisis

- 1. Missed messaging, information overload
- 2. Fear and uncertainty increase likelihood of listening to a trusted source, even if it is wrong
- 3. Look for additional information and options
- 4. Believe the first message we hear





Applying Change Theory



Note. Adapted from "Perkins V Comprehensive Local Needs Assessment Workshop," by Normandale Community College, 2019 https://www.minnstate.edu/system/cte/consortium_resources/documents/Change-Mgt-STAGES.pdf



Effective Message Development Must:



BE REPEATED



COME FROM MULTIPLE CREDIBLE SOURCES



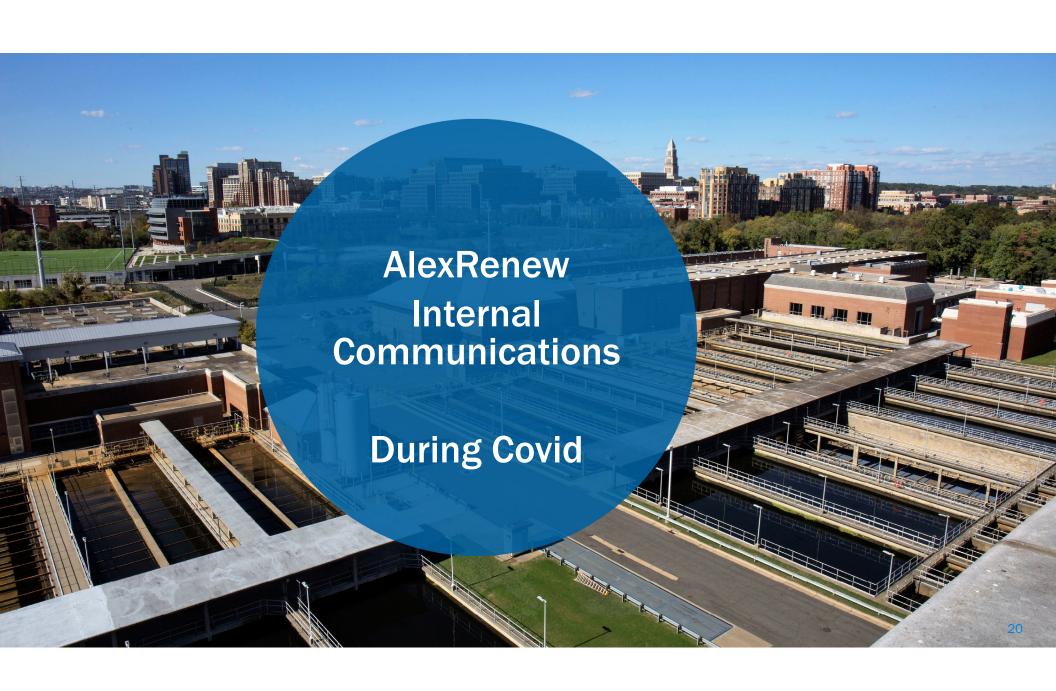
BE SPECIFIC TO THE EMERGENCY BEING EXPERIENCED



OFFER A
POSTITIVE
COURSE OF
ACTION THAT CAN
BE EXECUTED

Note. Adapted from "CERC: Psychology of a Crisis," by CDC, 2019 https://emergency.cdc.gov/cerc/ppt/CERC Psychology of a Crisis.pdf





AlexRenew Internal Crisis Communications



Sample All Staff Email

- 1st Paragraph Reassurance, Validation
- 2nd Paragraph Team Alignment, Motivation
- 3rd Paragraph Pandemic Updates. Use of multiple credible resources (i.e. State, Municipality, CDC)
- 4th Paragraph Engagement; Take Action Activity
- 5th Paragraph Reminders; Repetition of Desired Behavior Modeling (If X, Do Y...)
- 6th Paragraph Resource Information (i.e. mental health)





Sample Internal Communications

instructions please visit the CDC





4:44 PM



To learn more, visit www.alexrenew.com

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Great Lakes Water Authority
Detroit, MI



COVID-19 Internal Communications: Response to Recovery

Michelle Zdrodowski, Chief Public Affairs Officer

Stephanie Dillon, Management Professional-Internal Communications

Curtis Burris-White, Video Storyteller



Response to Recovery: Lessons Learned as the Pandemic has Evolved

"When this pandemic came along, we basically had to throw all of our normal ways of doing things out the window and start from scratch because our old ways of working didn't work anymore." Sue McCormick, GLWA CEO

- This is so true and so hard to accept. In our sector, we live and breathe good, sound documented and proven ways of doing things.
- * We tend not to like to go out on a limb or take risks because the work we do helps protect the public health and keep our communities safe.
- * We've had to completely evolve how we communicate:
 - > Hyper communicate
 - Real-time
 - Communicate to creatively solve problems (Feedback)
 - Increased use of imagery
 - Weekly recaps



Response to Recovery: Lessons Learned

Messaging Focused in 3 Distinct Buckets

Continuity of Operations

- Launch of Emergency Ops Center
- Security actions
- Flexible work arrangement/work remote
- Mandatory visitor questionnaire to visit facilities
- Temperature checks
- Mask requirement
- Testing

Health & Wellness

- Expanded cleaning efforts
- New cleaning protocols for shared spaces including offices/vehicles, etc.
- Wellness Resources
 - Physical Health
 - Mental Health
 - Employee Assistance Program
 - Healthcare benefit provider



- Remember to think like team members!
 - What keeps them up at night?
 - Many levels of impact to each person
- Thank front-line team members, but don't leave out those working from home
- Actively include those working remotely



IMPORTANT!



The Way We Communicate

Using Communications Best Practices



Developing a Cadence

- Create Specific COVID-19 branding for communications
- **CEO Updates every Monday**
- Weekly COVID-19 Newsletter
- COVID-19 Information page on Internal SharePoint
- Distribute messages using a variety of communications tools and at various times to ensure the receipt of all audiences

Utilizing a Variety of Communications Tools

- Emails (daily & weekly e-newsletter)
- Digital messaging in all facilities
- Flyers and signage on facility communications centers
- Photos & videos on GLWA's Internal SharePoint homepage
- Distribute messages visually and through text











The Way We Communicate

Using Communications Best Practices

Remaining Flexible

- Communications began with 3-4 times each week to 1-2 times.
- Using Granicus' GovDelivery analytics to analyze engagement
- Using team member feedback to drive communication topics and tools







Building Relationships

- COVID-19 Taskforce
- Informal "check-ins" or phone calls to administrative support and other team members
- Communication liaisons at all facilities
- <u>Info.PublicAffairs@glwater.org</u> email for questions, concerns, ideas.





Response to Recovery: Content Creation in a Time of Crisis

Empathy and Caring

 Video is ideal for connecting on a personal level with your team during a time of difficulty.







Informed on all platforms

- Team members consume information differently so create a variety of assets for your messages.
- Design content that effectively utilizes a variety of digital platforms.







Reuse, Repurpose, Rework

- Be creative with your archive when you can't shoot in person.
- Use motion design and stock footage to complement repurposed footage.
- Reshare and update those projects with timeless messages and information.



To our member partners, colleagues and friends throughout the water and wastewater industry.







Response to Recovery: Content Creation in a Time of Crisis

Showing our Gratitude

 Create a visual representation of gratitude and solidarity.







Preparing to transition back to work

• Think ahead and begin to prepare.









Key Takeaways

- Video is ideal for creating a personal connection during a difficult time.
- Team members consume information differently so create a variety of assets for your messages.
- Be creative with your archive when you can't shoot and use motion design and stock footage to complement repurposed footage.
- Think ahead and begin to prepare.
- Look for new ways to create value with video, motion and graphic design.



What Comes Next

Moderator



Victoria Johnson Strategic Business Management Consultant Jacobs Atlanta, Georgia

Featured Speakers



Rebecca Zito

Communications Project Manager
Pittsburgh Water and
Sewer Authority
Pittsburgh, PA



Pam Perez
Marketing Manager
LA Sanitation and Environment
Los Angeles, CA



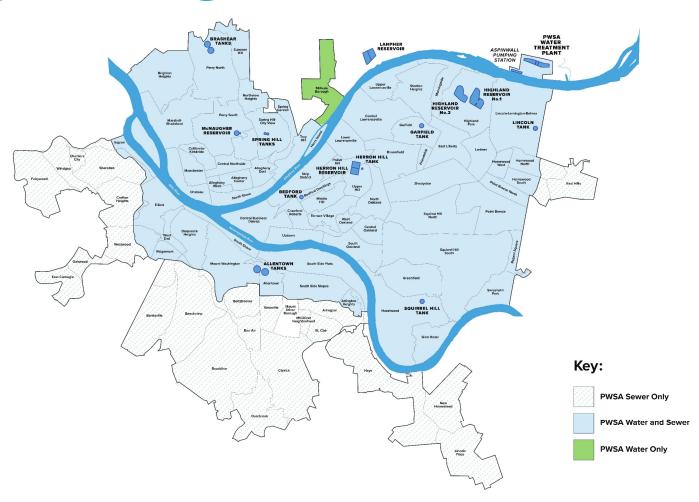




Continuing to Get Stuff Done The Work Goes On!

Strategic Communications: H2O Virtual Event June 2, 2020

ABOUT PWSA







COVID-19 PRECAUTIONS



- Daily Health Screenings
- Maintain Social Distancing
- Wear Face Masks
- Sanitize Work Area & Surfaces
- Provide for Hand Sanitizing

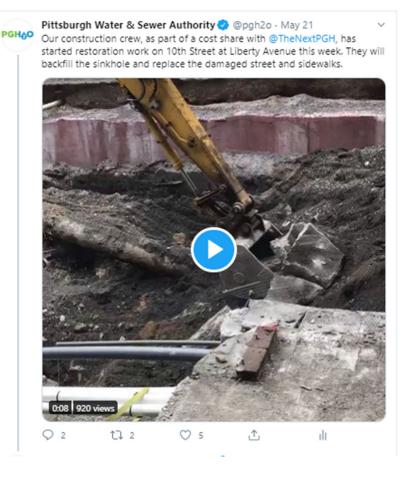


COMMUNICATION & COORDINATION

- Coordination between PWSA & Contractors
 - Established Clear Expectations
 - Escalating Disciplinary Actions
- Ongoing Communication



POSITIVE RESPONSE





LIVE BLOG: Coronavirus In Pittsburgh, May 25-31









3:43 p.m. - PWSA construction projects resume normal schedule

The Pittsburgh Water and Sewer Authority will continue planned construction projects now that Allegheny County has moved into the yellow phase of reopening, according to a release from the agency.

Projects include lead service line replacement throughout PWSA's service area, as well as restoration of the Highland Park Reservoir wall. It will also complete restoration of the Saw Mill Run Stream in Overbrook and replace 550 feet of aging water main along Greystone Drive in Highland Park.



KEY MESSAGING

- Highlight value of safe, reliable water services
- Investment is essential to modernize system
- Expansion of Customer Assistance Program
- Build awareness about relationship with PA Public
 Utility Commission (PUC) and rate setting process



ADDRESSING BACKLASH

- Describe timeline and process with PUC
- Reinforce more generous Customer Assistance
 Programs
- This is your water Every dollar goes to delivering safe, reliable water services



OUTREACH GOALS

- Approach with transparency and sensitivity to ratepayers
- Build trust about progress made as organization
- Highlight benefits of investment to ratepayers
- Affordability prioritized in rate proposal





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Communications Project Manager
Pittsburgh Water and
Sewer Authority
Pittsburgh, PA



Pam Perez
Marketing Manager
LA Sanitation and Environment
Los Angeles, CA









Pamela Perez, MBA

MARKETING MANAGER

- The changing face of outreach post-pandemic
- Encouraging and educating staff
- Supporting local businesses





RETHINK EVERYTHING







DIGITAL DIVIDE

We can't rely solely on digital.
Our cities have residents who can
no longer afford cellular data and
speedy internet.

SAFETY

People may be unwilling to attend events, tour facilities, accept flyers, and pick up giveaways.

PHOTOGRAPHY

Your photo library is now useless.

To avoid criticism,
you may need to reshoot almost
everything with gloves & masks.



BACK TO BASICS

3 P's of Reaching the Unreachable:

- PARTNERSHIPS
- PAPER
- PERSONALIZATION





Partnerships

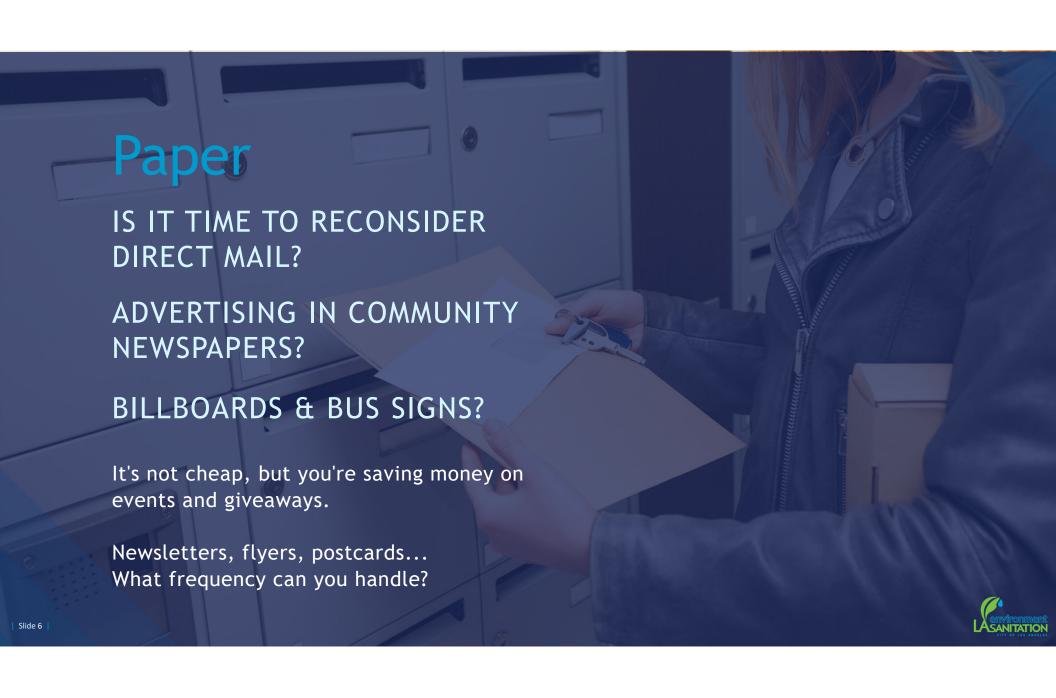
ANYONE WITH AN EMAIL LIST IS YOUR FRIEND

Council Districts, Neighborhood Councils, HOA's, Faith-Based Organizations, Voters Groups, Chambers of Commerce, School Districts, Industry Associations, Special Interest Groups, Non-Profits, Mommy Groups



Don't forget the obvious: other city departments and utilities







Make it Personal

WE'RE NOT THE ONLY ONES STRUGGLING TO COMMUICATE

You have to find a way to stand out.





NEW

OLD

GREENING.

street trees in Boyle Heights and adjacent communities. These new trees will provide benefits for decades to come in this historic neighborhood. This is an investment into the input on potential tree planting locations. The trees can be planted at schools, parks, and in

TREES IN THE BOYLE HEIGHTS **GREEN INFRASTRUCTURE WILL:**

- Cool buildings by shading them, saving money on utility bills
- Reduce the risk of asthma and respiratory illness in children and adults
 Attract birds, butterflies, and other native
- Increase walkability, improving health and a

WE WANT YOUR FEEDBACK.

Working together with Boyle Heights is our priority and we would like to ensure that each member of the community has an opportunity to suggest tree planting locations. If you would like your voice to be heard, contact us at 213-486-3954 or sontrees@locatty.org. We look forward to hearing from you!





para plantar y r Boyle Heights y árboles nuevos We're going to plant 1400 trees en donde tal v in Boyle Heights! YOU TELL US WHERE

LOS ÁRBOLE VERDE DE BO

Benefits of trees: **NOS GUSTAR**

- Clean air
- Lower temperatures
- Reduction of health risks
- Increased wildlife
- Beautification of neighborhoods

san.trees@lacity.org 213-485-3954

WWW.LACITYSAN.ORG/TREES



Personalization Success:

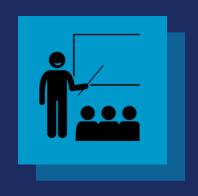
- Brand recognition
- Local flavor
- Languages
- Simple messages
- Contact info





EMPLOYEE COMMUNICATIONS

MAINTAINING SAFETY | RECOGNIZING SERVICE



Educate

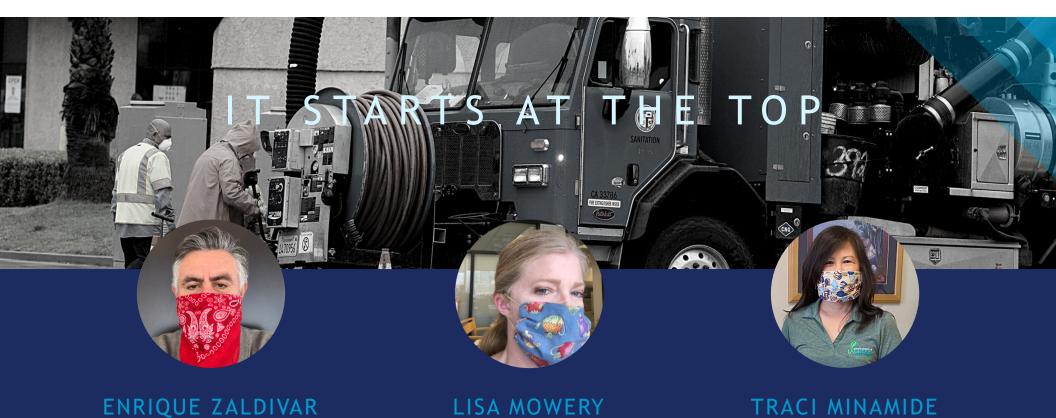


Encourage



Brag!!!





ENRIQUE ZALDIVAR
Director & GM

Chief Financial Officer

Chief Operating Officer



DISPLAYED AT BUILDING ENTRANCES, BREAK ROOMS, RESTROOMS, LOCKER ROOMS









Keep Our Workplace Safe!

Practice good hygiene



Wear a mask at all times. Use disposable gloves and hand sanitizer as needed.



Avoid hand shakes and use non-contact greeting methods like a nod or wave.



Wash hands often for at least 20 econds with soap and water. Disinfect surfaces like doorknobs



desks, and tech devices regularly. Maintain physical distancing of at least 6 feet from others, unless the job requires distancing of less than 6 feet.

Limit meetings and nonessential travel

Utilize video conferencing or phone calls instead of

When video calls are not possible, keep meetings small and maintain a

Avoid crowds

and breakrooms. Do not

Elevators should have 3 or less

passengers. Maintain physical

distancing in lobbies, hallways,

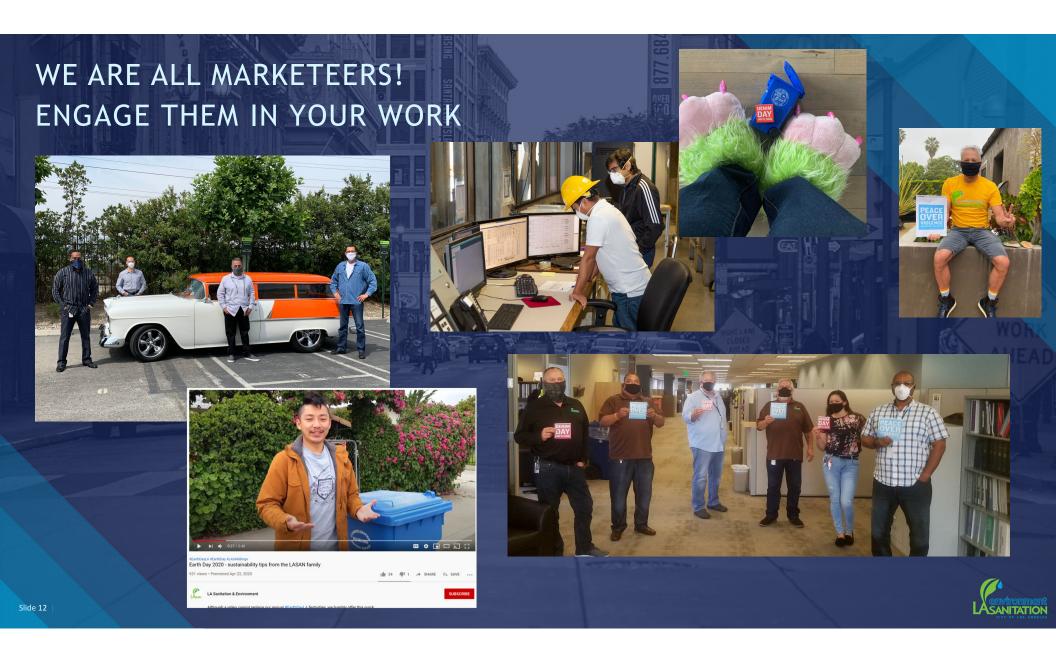
travel and



Stay home if...

- You are feeling sick · You have a sick family member at
- You have a fever





A Little Thanks Goes a Long Way

PHOTOS | VIDEOS | EMAIL | SOCIAL









Great newsletter. I have been going on trash pickup walks in my neighborhood pretty much every day to collect gloves and masks from the sidewalks. Sending lots of gratitude and good thoughts to the LASAN workforce and their families!\ ~ Chelsea Lawson.

Thank you for everything you are doing for our city. We hope you all stay healthy and safe \sim Ainfel Emme

THANK YOU FOR ALL YOU DO. STAY SAFE. WE ARE CAREFUL TO COMPLY WITH ALL RULES. TAKE CARE ~ Diane Lander-Simon

Great job with this very informative pamphlet! And thank you to your staff that does such a terrific job in keeping our City clean...I know it's a very hard job—especially the drivers/pick up people. Thank you for ALWAYS being here for us—especially in this most unusual time!

- Linda Richardson...

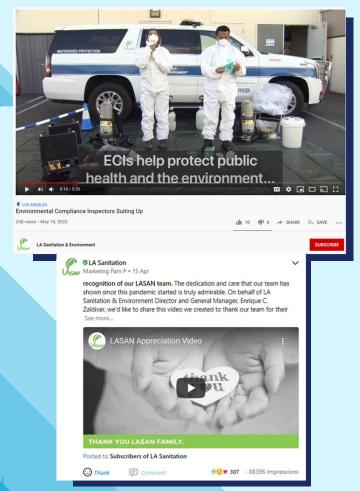


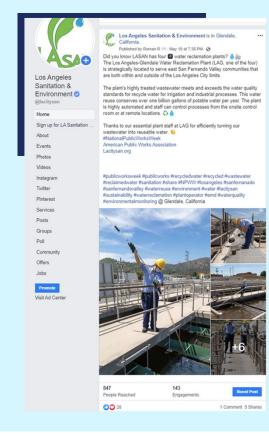






Go ahead... be boastful!





ASSISTING OUR UNSHELTERED NEIGHBORS IN THE COVID-19 CRISIS



















A story of teamwork and dedication.

In response to the COVID-19 pandemic, Governor Newsom deployed RV trailers throughout the State of California to assist cities with housing unsheltered residents and first responders. The City of Los Angeles received 525 trailers which were delivered to Hansen Dam mid March. To date, LA Sanitation & Environment (LASAN) has moved 283 trailers to 6 locations across the City of Los Angeles, often in winds and heavy rain, sometimes working through the overnight hours to get the job done.Once the trailers are deployed throughout the City, LASAN and LADWP assist with disinfecting and sanitizing the potable water tanks and pumping out discharged water. As the trailers become occupied, LASAN will service the trailers by emptying the waste tanks and providing solid waste disposal services

LASAN also supports Mayor Garcetti's Bridge Home Program, which provides temporary transitional housing to the homeless throughout the City. There are 30 Bridge Home Shelters open or in development across Los Angeles. In addition to Bridge Home, the Mayor has opened emergency shelter beds at twenty City recreation centers to help protect Angelenos and slow the spread of COVID-19. LASAN staff are delivering hand sanitizing stations and storage pins as well as welcoming new residents and screening their belongings for hazardous materials. Some of LASAN's mobile hygiene units were deployed to rec centers lacking shower facilities.

LASAN also partnered with YMCA of Metropolitan Los Angeles to provide nine facilities (including showers, bathrooms and locker rooms) daily from 9am to 2pm to supplement the six mobile hygiene units.





LOCAL BUSINESS NEEDS LOVE, TOO

As they struggle to get back on their feet, they will have less tolerance and less attention for us. Make quick, big impacts.

INSPECTIONS

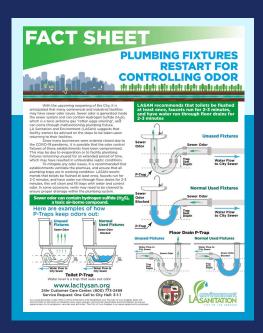
Violations will still need to be addressed, but we support them with solutions as well.

RESOURCES

Sharing information about grants, low-cost loans, industry best practices, etc. builds trust.

HELPFUL TIPS

As businesses are reopening, they appreciate tips for a more pleasant return to work.



Remember to buy local and offer contracting opportunities.



POST-PANDEMIC

WE CAN REBUILD TRUST | WE CAN MAINTAIN PUBLIC SUPPORT

WE ARE ESSENTIAL

STAFF

Educate Encourage Brag

RESIDENTS

Branding
Local focus
Languages
Simple
Contact info

BUSINESS

Inspections Resources Tips

PARTNERS

Email lists
Social sharing
Cross-messaging



Let's Connect!

LACITYSAN.ORG



PAMELA PEREZ, MBA
Marketing Manager
pamela.perez@lacity.org
213-905-2243





UPCOMING 2020

Conferences & Events

Dealing with Disruption: Operationalizing Resilience in the Water Sector Webinar Part 4
June 3, 2020

Hot Topics in Clean Water Law Webinar: Part 2
June 10, 2020

Hot Topics in Clean Water Law Webinar: Part 3
September 16, 2020

2020 National Clean Water Law & Enforcement Seminar
Charleston SC
November 18 - November 20, 2020

Learn More and Register at www.nacwa.org/events



NACWA's strength is in our members.

NACWA is the nation's recognized leader in clean water advocacy for public utilities, made possible through the collective voice of our members.

Experience the value in membership through...

- Legislative, regulatory, legal, and communications information and analysis.
- Peer-to-peer resources exchange and support.
- Interactive webinars and events.
- Recognition for your clean water utility's achievements through our national awards programs.

Learn more at nacwa.org/join.



