



# CITY OF SANTA BARBARA

## COUNCIL AGENDA REPORT

**AGENDA DATE:** April 14, 2020

**TO:** Mayor and Councilmembers

**FROM:** Water Resources Division, Public Works Department

**SUBJECT:** Enhanced Urban Water Management Plan Update, And Stakeholder Communication And Engagement Plan

### **RECOMMENDATION:**

That Council receive an update on the planning and proposed stakeholder engagement process for the Enhanced Urban Water Management Plan.

### **DISCUSSION:**

#### Background

For over 25 years, the City's primary water supply management tool has been its Long Term Water Supply Plan (LTWSP). The goal of the LTWSP is to evaluate the adequacy and reliability of the City's water supply and provide a long-term view of how the City's water supplies would be managed. Since the last LTWSP update in 2011, several key changes have arisen that have the potential to affect the availability of the City's current water supplies moving forward. These changes include changes to Lake Cachuma and Gibraltar supplies and operations, the role of desalination, groundwater management, expanded use of recycled water, and the impacts of climate change, which include the need to define a new critical drought period and average annual rainfall. City staff, in partnership with the firm Water Systems Consulting (WSC), have begun the process of reassessing the adequacy, reliability, and cost of the City's water supplies with respect to these issues.

In the past, the City also developed and submitted an Urban Water Management Plan (UWMP) to the California Department of Water Resources (DWR) every five years as required by the California Water Code, with the basis of supply planning for the UWMP being the LTWSP. Over time, UWMP-mandated requirements have increased, which has given cause to having only one water supply planning tool to reference for City-wide planning efforts. Therefore, the City is working to meld the supply planning efforts of the LTWSP into the development of its 2020 UWMP. The result will be an Enhanced Urban Water Management Plan (EUWMP). WSC's agreement for the development of the EUWMP was approved by Council on February 11, 2020. The Council-adopted EUWMP is due to the DWR by July 1, 2021.

### EUWMP Process – Water Vision Santa Barbara

Water Vision Santa Barbara, the branded name for the EUWMP Process, intends to define an equitable, resilient, cost-effective water supply portfolio (the mix of water sources that supply the City's needs) that supports the community's economic vitality, livability, and environmental health for the next 30 years. The process moves through several steps designed to objectively weigh the risks, uncertainties, and benefits of various water supply portfolios. The first step is to confirm project objectives and develop the City's portfolio evaluation criteria based on these objectives.

Once the portfolio evaluation criteria is established, the team will evaluate the performance of the City's existing water supply portfolio under various conditions, such as drought or natural disaster, to identify the risks and uncertainties surrounding our current water supply. This analysis will inform the development of alternate portfolios for the future. Each portfolio will be evaluated with a "triple bottom line" lens to understand its economic, social, and environmental costs and benefits. In addition, each portfolio will consider a range of future conditions (e.g. extended drought, seawater intrusion, natural disaster, etc.) to assess its unique risk level. As a result of this robust evaluation and input solicited from stakeholders throughout the process, a recommended future portfolio and implementation plan will be developed. The implementation plan will define future funding needs and identify triggers for implementing projects. Finally, the EUWMP will be prepared and submitted to the DWR.

Stakeholder engagement throughout the planning process will be critical for development of a successful plan. To accomplish this, a Communication and Engagement Plan (C&E Plan) was developed (described below and presented in more detail in the attachment) and will be used to consider the public perspective, instill ownership and advocacy, and inform the resulting policy decisions to directly reflect the values and long-term needs of our community.

### Stakeholder Engagement

The project integrates an efficient, yet open and transparent, stakeholder engagement process to consider the broad perspectives of the City's customers, build public trust, keep the public informed of project progress, and inform defensible policy decisions that align with the community's values and achieve the project objectives. Four groups will be engaged. The level and method of engagement are based on each group's role in the process. The team is adapting in real time to the COVID-19 pandemic, including integrating webinar and virtual meeting technology to practice social distancing and protect the health and safety of participants.

- *Water Vision Santa Barbara Stakeholder Group:* A group of community leaders representing the diverse issues, challenges, uses, and users of water within the City including: economic development and tourism, environmental and conservation groups, citizen groups, residents, human rights to water, land use,

trades, large water users, and agriculture. This group will participate in one educational webinar in April and four educational and interactive workshops (May-December 2020) at key project milestones. They will also help educate their constituency using content provided throughout the planning process.

- *General Public:* In addition to engagement at four Water Commission meetings and four City Council meetings, the public will be invited to participate in two educational workshops. In addition, a designated project website will be created to keep the public informed and provide notifications of upcoming opportunities for engagement.
- *Water Commission:* The Water Commission is an advisory group appointed by City Council to provide feedback and policy recommendations on water supply decisions and processes. It is anticipated that Water Vision Santa Barbara will engage the Water Commission at four separate meetings throughout the process.
- *City Council:* The City Council makes and implements water policy decisions and will ultimately adopt the EUWMP. It is anticipated that development of the EUWMP will be presented to City Council at four separate City Council meetings throughout the planning process.

From the workshops and public meetings, the team will create an actionable chart of the comparative perceptions, values, and preferences of each stakeholder segment, as well as the Water Commission and City Council. This chart will be shared publicly and used by the Water Commission and Council to inform key project recommendations and decisions. Furthermore, the stakeholder group and public workshops will be used to support open conversations regarding discrepancies between the perceptions, values, and preferences raised by these groups. For more details, including a timeline of key milestones, please see the attached C&E Plan.

## **SUSTAINABILITY IMPACT AND ENVIRONMENTAL REVIEW:**

Creating an EUWMP for the City will enable better management of the City's water supplies, providing a significant sustainability impact for the community. Such studies are exempt from CEQA review.

**ATTACHMENT:** Communication and Engagement Plan

**PREPARED BY:** Joshua Haggmark, Water Resources Manager

**SUBMITTED BY:** Rebecca J. Bjork, Public Works Director

**APPROVED BY:** City Administrator's Office





# Water Vision

SANTA BARBARA

## Communications and Engagement Plan

MARCH 2020-JUNE 2021

[www.SantaBarbaraCA.gov/WaterVision](http://www.SantaBarbaraCA.gov/WaterVision)



## PROJECT PURPOSE

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Water Vision Santa Barbara aims to deliver long-term water security for Santa Barbara by building on the City’s legacy of effective water management to create an equitable, fiscally- and environmentally-responsible plan that provides adaptability for the future.

## HOW TO USE THIS PLAN

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The enclosed Communication and Engagement Plan (C&E Plan) outlines the City’s approach to communications and engagement of critical stakeholders throughout the Water Vision Santa Barbara project. The plan implementation will be managed by Water Systems Consulting (WSC) in partnership with City staff.

## ENGAGEMENT GOALS

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- Conduct a transparent, inclusive and equitable engagement process with diverse representation considering the variety of issues, challenges, needs, uses and users of water within the City.
- Engender public trust and inform decision-makers to achieve desired result of an equitable, cost-effective, reliable, and environmentally responsible plan that aligns with the community’s values and provides water supply through 2050 planning horizon.
- Build public awareness on the value of diverse supply sources, and the unique challenges and opportunities for supply in Santa Barbara.
- Build public trust in the City staff as passionate, capable and prepared to effectively manage water on behalf of the community.
- Communicate “early and often,” and actively identify and eliminate barriers to stakeholder representation and participation.
- Align the storylines of Water Vision Santa Barbara and the One Water Strategic Plan effort.

## EVALUATION METRICS

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- Stakeholder group delegates consistently attend and contribute at the 5 designated workshops.
- Stakeholder group delegates disseminate outreach materials and workshop summaries to their constituency to earn broad trust and support.
- Stakeholder group delegates submit letters of support on behalf of their organization for the recommended portfolio.
- Attendance and participation at general public workshops and designated public meetings.
- Project email list “subscribe rate” and “open rate”.
- Project website user analytics to indicate volume, consistency of traffic and behavior on site.
- Before-and-after evaluation of stakeholder group baseline knowledge of water supply management.

ENGAGEMENT APPROACH

FOUR GROUPS  
WILL BE  
ENGAGED.

**LEVEL OF  
ENGAGEMENT**  
AND **METHOD** ARE  
BASED ON THE  
GROUP’S ROLE.



**Water Vision  
Stakeholder Group**

Appointed group of community  
leaders representing the diverse  
issues, challenges, needs, uses  
and users of water within the  
City of Santa Barbara.

**ENGAGEMENT LEVEL:**  
**EDUCATE**  
**PERCEPTION/OPINION**  
**ADVOCATE**

**METHOD:**  
1:1 Interview  
Survey  
5 Interactive Workshops  
Public Meetings



**General  
Public**

City Water Customers not  
otherwise serving on the  
Stakeholder Group.

**ENGAGEMENT LEVEL:**  
**EDUCATE**  
**PERCEPTION/OPINION**  
**ADVOCATE**

**METHOD:**  
2 Interactive Workshops  
Public Meetings



**Water  
Commission**

Appointed Water  
Commissioners, serving as  
Advisors to City Council on water  
policy decisions in manner that  
reflects the community’s values/  
needs and the project goals.

**ENGAGEMENT LEVEL:**  
**EDUCATE**  
**PERCEPTION/OPINION**  
**ADVISE/RECOMMEND**

**METHOD:**  
1:1 Interview  
4 Designated Public Meetings



**City  
Council**

Elected Santa Barbara City  
Council members and mayor,  
responsible for making water  
policy decisions that reflect the  
community’s values/needs and  
the project goals.

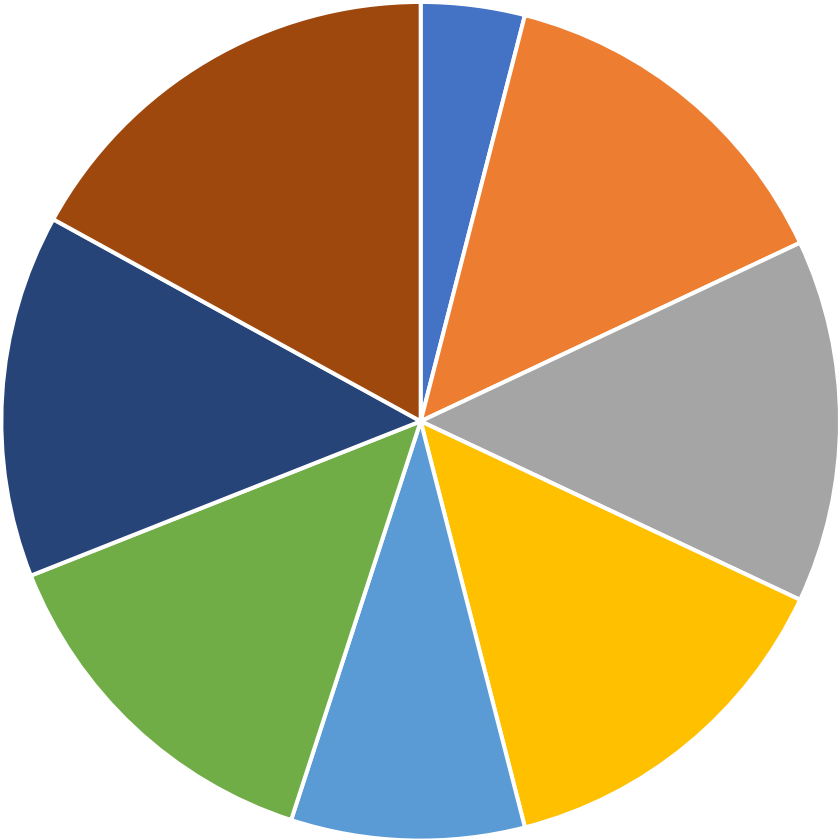
**ENGAGEMENT LEVEL:**  
**EDUCATE**  
**PERCEPTION/OPINION**  
**DECIDE**

**METHOD:**  
4 Designated Public Meetings

HOW THE **WATER VISION STAKEHOLDER GROUP** WAS FORMED



22 organizations representing 8 segments that reflect the diverse issues, challenges, needs, uses and users of City water. Group is purposefully small/manageable to optimize experience.



\* Some organizations naturally can represent multiple segments. They are listed here based on the primary segment they represent.

4% — Agricultural Water Users	Santa Barbara County Farm Bureau
14% — Economic Development + Tourism	Greater Santa Barbara Hispanic Chamber of Commerce Santa Barbara Chamber of Commerce Visit Santa Barbara
14% — Environmental + Conservation Groups	Community Environmental Council Heal the Ocean Santa Barbara Channelkeeper
14% — Citizen Groups + Community Leaders	Allied Neighborhoods Association Mission Canyon Neighborhood Association Neighborhood Advisory Council
9% — Human Rights to Water	La Casa de la Raza Santa Barbara Rescue Mission
14% — Land Use	City of Santa Barbara Parks and Recreation Commission Citizen's Planning Association of Santa Barbara County Santa Barbara Association of Realtors
14% — Perspective on Issues/Challenges	American Institute of Architects (AIA) Santa Barbara American Society of Landscape Architects (SLA) SoCal Santa Barbara Contractors Association
18% — Large Water Users	Cottage Health Santa Barbara City College Santa Barbara Unified School District Santa Barbara Zoo



PROJECT PROCESS AND ENGAGEMENT APPROACH — THE PROJECT INVOLVES 5 KEY STEPS



MEETING OR WORKSHOP	PRESENTATION CONTENT	KEY REQUESTED INPUT	OUTCOMES
<b>Step 1. Confirm Future Supply Goals.</b> Confirm and prioritize plan objectives and evaluation criteria			
<b>Water Commission Public Meeting #1</b> MAR 19, 2020	<ul style="list-style-type: none"><li>• Project Overview</li><li>• Stakeholder Communication and Engagement Plan (C&amp;E Plan)<ul style="list-style-type: none"><li>○ Overview, roles and responsibilities</li><li>○ Water Vision Stakeholder Group details</li><li>○ Roles and engagement methods</li></ul></li></ul>	<ul style="list-style-type: none"><li>• PERCEPTION/OPINION of water reliability risks</li><li>• ADVISE/RECOMMEND: Note any critical pieces missing in the C&amp;E Plan or Water Vision Stakeholder Group</li></ul>	DECISION: <ul style="list-style-type: none"><li>• Recommend C&amp;E Plan and Water Vision Stakeholder Group delegates for approval by City Council.</li></ul>
<b>City Council Public Meeting #1</b> APR 14, 2020	<ul style="list-style-type: none"><li>• Project Overview</li><li>• Stakeholder C&amp;E Plan<ul style="list-style-type: none"><li>○ Overview, roles and responsibilities</li><li>○ Stakeholder group details</li><li>• Role, engagement method for each group</li></ul></li></ul>	<ul style="list-style-type: none"><li>• ADVISE/RECOMMEND: Note any critical pieces missing in the C&amp;E Plan or Water Vision Stakeholder Group</li></ul>	DECISION: <ul style="list-style-type: none"><li>• Recommend C&amp;E Plan and Water Vision Stakeholder Group delegates for approval by City Council.</li><li>• Team moves to implement C&amp;E Plan.</li></ul>
<b>Stakeholder Group Workshop #1 — Water Supply Planning 101</b> APR 16, 2020	<ul style="list-style-type: none"><li>• Roles and responsibilities</li><li>• (Education) City Water Setting</li></ul>	<ul style="list-style-type: none"><li>• No specific input requested</li></ul>	
<b>Stakeholder Group Workshop #2 — Community Values and Needs</b> MAY 14, 2020	<ul style="list-style-type: none"><li>• (Input) Plan objectives</li><li>• (Input) Evaluation criteria</li><li>• (Input) Water reliability concerns/risks</li><li>• (Input) Potential supplies</li></ul>	PERCEPTION/OPINION of: <ul style="list-style-type: none"><li>• Water reliability risks</li><li>• Outcomes most important to their constituents</li><li>• Evaluation criteria most important to their constituents</li><li>• Missing supply options</li></ul>	DELIVERABLE: Chart of perceptions, values and preferences by stakeholder segment <i>Chart will be shared with Water Commission and City Council to inform key project recommendations and decisions.</i>
<b>Step 2. Evaluate Existing Portfolio.</b> Assess City’s existing water supply options combined with future demand needs to identify future supply gaps. Identify potential strategies to meet the gaps.			
<b>Stakeholder Group Workshop #3 — Future Supply Considerations</b> JUN 18, 2020	<ul style="list-style-type: none"><li>• Reiterate input from previous workshops regarding values</li><li>• Evaluation of the existing portfolio</li><li>• (Input) Future portfolio themes</li></ul>	PERCEPTION/OPINION of: <ul style="list-style-type: none"><li>• Impact and benefits of suggested solutions to supply gaps on their constituency</li><li>• Relative importance of future portfolio themes to their constituency</li></ul>	DELIVERABLE: <u>Updated</u> chart of perceptions, values and preferences by stakeholder segment <i>Chart will be shared with Water Commission and City Council to inform key project recommendations and decisions.</i>
<b>Water Commission Public Meeting #2</b> JUL 16, 2020	<ul style="list-style-type: none"><li>• (Input) Evaluation of the existing portfolio</li><li>• (Input) Potential solutions to existing portfolio gaps</li><li>• (Input) Future portfolio themes</li></ul> <i>Feedback from stakeholders for each item</i>	PERCEPTION/OPINION of: <ul style="list-style-type: none"><li>• Existing portfolio gap findings</li><li>• Potential solutions to supply gaps</li><li>• Future portfolio themes</li></ul> ADVISE/RECOMMEND: <ul style="list-style-type: none"><li>• Ranking of future portfolio themes</li></ul>	Inform Step 3 (future portfolio development and evaluation)

MEETING OR WORKSHOP	PRESENTATION CONTENT	KEY REQUESTED INPUT	OUTCOMES
<b>Step 3. Develop Future Portfolios.</b> Develop future portfolios and evaluate their performance against the project objectives.			
<b>Stakeholder Group Workshop #4 — Future Portfolio Options</b> SEP 17, 2020	<ul style="list-style-type: none"><li>• Future portfolio development and evaluation</li><li>• Top portfolio findings</li><li>• Sensitivity analysis and scenario analysis (optional)</li></ul>	<ul style="list-style-type: none"><li>• PERCEPTION/OPINION: The potential impact and/or benefits of each top portfolio</li></ul>	<ul style="list-style-type: none"><li>• <u>Updated</u> chart of perceptions, values and preferences by stakeholder segment</li></ul>
<b>General Public Workshop #1</b> SEP 24, 2020	<ul style="list-style-type: none"><li>• Project overview</li><li>• Existing portfolio analysis</li><li>• Top portfolio findings</li></ul> <i>Set up as “open house” with stations to facilitate Q&amp;A</i>	<ul style="list-style-type: none"><li>• PERCEPTION/OPINION: Top questions or concerns about each of the top portfolios</li></ul>	<ul style="list-style-type: none"><li>• <u>Updated</u> chart of perceptions, values and preferences with general public input</li></ul>
<b>Water Commission Public Meeting #3</b> OCT 15, 2020	<ul style="list-style-type: none"><li>• Stakeholder feedback to date</li><li>• Future portfolio development and evaluation</li><li>• Top portfolio findings</li><li>• Sensitivity analysis and Scenario analysis</li></ul>	<ul style="list-style-type: none"><li>• PERCEPTION/OPINION: Portfolio evaluation process and initial findings of top portfolios</li><li>• ADVISE/RECOMMEND: Top portfolio recommendation and context/justification</li></ul>	<ul style="list-style-type: none"><li>• Support of portfolio development, evaluation, and ranking process</li></ul>
<b>City Council Public Meeting #2</b> OCT 20, 2020	<ul style="list-style-type: none"><li>• Stakeholder feedback to date</li><li>• Existing portfolio analysis</li><li>• Top portfolio findings</li></ul>	<ul style="list-style-type: none"><li>• PERCEPTION/OPINION: Perceived concerns and/or preferences of each of the top portfolios</li></ul>	<ul style="list-style-type: none"><li>• Understanding of stakeholder views</li><li>• Support for project process</li></ul>
<b>Step 4. Finalize Future Portfolio.</b> Finalize recommended portfolio and develop an adaptive implementation strategy.			
<b>Stakeholder Group Workshop #5 — Preview of Recommended Portfolio</b> DEC 3, 2020	<ul style="list-style-type: none"><li>• Recommended portfolio and adaptive management plan</li><li>• Performance under example future scenarios</li></ul>	<ul style="list-style-type: none"><li>• ADVOCATE: Letters of support for recommended Portfolio by stakeholder group organizations</li></ul>	<ul style="list-style-type: none"><li>• Advocates for plan recommendations</li><li>• <u>Updated</u> chart of perceptions, values and preferences</li></ul>
<b>General Public Workshop #2</b> JAN 9, 2021	<ul style="list-style-type: none"><li>• Recommended portfolio and adaptive management plan</li><li>• Performance of short list future scenarios</li></ul> <i>Set up as an open house with stations to facilitate Q&amp;A</i>	<ul style="list-style-type: none"><li>• PERCEPTION/OPINION: Top questions or concerns about recommended portfolios</li></ul>	<ul style="list-style-type: none"><li>• Support for plan recommendations</li><li>• <u>Updated</u> chart of perceptions, values and preferences</li></ul>
<b>Water Commission Public Meeting #3</b> JAN 21, 2021	<ul style="list-style-type: none"><li>• Recommended portfolio and adaptive management plan</li><li>• Performance under example future scenarios (longer list)</li></ul>	<ul style="list-style-type: none"><li>• ADVISE/RECOMMEND: Recommend top portfolio for adoption by City Council</li></ul>	<ul style="list-style-type: none"><li>• ADVISE/RECOMMEND: Recommend top portfolio for City Council approval</li></ul>
<b>City Council Public Meeting #3</b> JAN 26, 2021	<ul style="list-style-type: none"><li>• Recommended portfolio and adaptive management plan</li><li>• Performance of short list future scenarios</li></ul>	<ul style="list-style-type: none"><li>• DECISION: Approve the recommended portfolio</li></ul>	<ul style="list-style-type: none"><li>• DECISION: Approval of recommended portfolio</li></ul>

MEETING OR WORKSHOP	PRESENTATION CONTENT	KEY REQUESTED INPUT	OUTCOMES
<b>Step 5. Document Plan with Enhanced Urban Water Management Plan (EUWMP).</b> Document the portfolio and implementation strategy into the Enhanced UWMP.			
City Council Public Meeting #4 APR 23, 2021	<ul style="list-style-type: none"><li>Public Draft EUWMP</li></ul>	<ul style="list-style-type: none"><li>ADVISE/RECOMMEND: Update water policy</li><li>Public comment on Public Draft EUWMP</li></ul>	<ul style="list-style-type: none"><li>DECISION: Approval of updated water policies</li></ul>





### Water Vision Stakeholder Group Workshops

An appointed group of community leaders representing the diverse issues, challenges, needs, uses and users of water within the City of Santa Barbara.

The group will participate in 5 interactive workshops from April through December 2020 to help ensure that the needs and values of the community are reflected in the resulting plan.

BY INVITATION ONLY

#### Stakeholder Group Workshops

- APRIL 16, 2020
- MAY 14, 2020
- JUNE 18, 2020
- SEPTEMBER 17, 2020
- DECEMBER 3, 2020



### Attend Public Workshops

The City will host 2 public workshops in September 2020 and January 2021 to provide education and an interactive opportunity for the community to answer their top questions and concerns related to securing a reliable, affordable, environmentally friendly and resilient future water supply.

#### General Public Workshops

- SEPTEMBER 24, 2020
- JANUARY 9, 2021



### Attend Public Meetings

The public is invited to attend any of the designated Water Commission and City Council meetings bellow to share comments or concerns about the project, and to address their questions. City staff and members of the project team will be available to answer top questions.

#### Water Commission Meetings

- MARCH 19, 2020
- JULY 16, 2020
- OCTOBER 15, 2020
- JANUARY 21, 2021

#### City Council Meetings

- APRIL 14, 2020
- OCTOBER 20, 2020
- JANUARY 26, 2021
- APRIL 23, 2021



### Project Email Updates

The public can sign up for the project email list located on the project website to receive ongoing updates and education about the project.

[www.SantaBarbaraCA.gov/WaterVision](http://www.SantaBarbaraCA.gov/WaterVision)