

*2016*

NAPA SANITATION DISTRICT

# STRATEGIC COMMUNICATIONS PLAN

AUGUST 2016

PREPARED BY





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## **ALIGNMENT WITH 2015 STRATEGIC PLAN**

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This Communications Plan aligns with and supports the Mission, Vision, Values and Goals established by the Napa Sanitation District Strategic Plan approved in 2015. Specifically, this Plan addresses measures related to the following Strategic Plan Goal:

### **GOAL 5**

#### **Community Outreach and Communication**

5B: Create a communications plan to address NSD outreach and public information needs.



# INTRODUCTION

**The Napa Sanitation District Strategic Communications Plan provides strategic direction** for the planning and implementation of communications and outreach programs to educate and inform the public about important issues related to the District's mission and services.

This plan was developed in close coordination with District staff and the Board of Directors. It reflects careful thought and analysis of the District's diverse audiences and an understanding of topics including capital expenditures and programs associated with water treatment infrastructure, recycled water and pollution prevention.

## CORE GOAL AREAS

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The District has identified two core goal areas related to communications. These overarching goals provide the foundation of the plan framework. Knowing that these goals are interconnected, the District has developed communication strategies and outreach programs to support both.

- **Increase Public Awareness of the District**

The District operates in a spectrum of public agencies providing similar services, including water supply (City of Napa Water Division) and recycling/solid waste disposal (Napa Recycling and Waste Services). Although the District is not in competition with these agencies, differentiating itself from them by establishing a recognizable and unique identity can help avoid public confusion, increase awareness and build positive perception of and support for the District and its mission.

- **Inform and Educate District Customers**

In addition to promoting itself as a critical service provider at the leading edge of the industry, the District also plays a key role in building understanding of best practices and encouraging consumers to adopt desired behaviors related to pollution prevention and resource recovery (specifically recycled water). Communications and outreach related to Goal B is often topical and targeted to specific audiences.

## II.

# CORE GOALS

**The District has identified two core goal areas** related to communications. These overarching goals provide the foundation of the plan framework. Knowing that these goals are interconnected, the District has developed communication strategies and outreach programs to support both.

- **Increase Public Awareness of the District**
- **Inform and Educate District Customers**



# III.

## AUDIENCES

The District communicates on a range of issues with a wide and diverse audience, comprising collection and treatment customers, recycled water customers, schools and youth, local media and partner agencies and organizations. See Appendix A for a matrix of key audiences and messaging.

## External Audiences

The District has developed a robust communications network to inform and educate a diverse audience comprising collection and treatment customers, recycled water customers and schools and youth, among others.

### COLLECTION AND TREATMENT CUSTOMERS

**Single Family Property Owners:** Property owners comprise both owner-occupants and landlords and are the primary audience for information about District services as well as conservation rebates, pollution prevention campaigns, educational programs and other social marketing efforts.

**Multi-tenant Property Owners:** Multi-tenant properties present a unique challenge for messaging related to pollution prevention. The District can develop targeted outreach to multi-tenant property owners with information that is geared specifically to their needs.

**Limited English Speakers:** Shifting demographics and the increasing Hispanic/Latino population in Napa County underscore the essential need for ongoing outreach to the Latino community, including events, and in-language communications collateral.

**Low Income Residents:** The District provides outreach and information related to the Low Income Assistance Program. Lower income residents are also an important audience for pollution prevention campaigns and educational programs, including plant tours.

**Homeowner Associations:** HOAs offer an efficient means to reach large segments of homeowners and provide informational resources through member meetings and existing delivery channels, including email lists and newsletters. HOAs may be receptive to Speaker's Series events or customized outreach.

**Businesses:** Local businesses and employers serve as the main audience for messaging related to commercial wastewater treatment programs. The business community is also a key audience for issues related to resource recovery and environmental advocacy.

**Builders and Property Developers:** Maintaining clear and consistent communication with builders and property developers ensures that the District provides the appropriate service for built projects.

## **RECYCLED WATER CUSTOMERS**

Current and potential recycled water customers represent a select but growing segment of the District's audience. Going forward, the District should continue to promote the benefits of recycled water for irrigation, industrial and other uses. Target audiences for messaging related to recycled water include wineries and farms, local industry and businesses.

## **EDUCATIONAL INSTITUTIONS**

The District provides resources and curricula for local schools to reach students in elementary, middle and high schools and helps to educate the next generation of water users while providing a channel to the current generation, as children bring knowledge of pollution prevention and resource recovery home to their parents and guardians.

## **MEDIA NETWORKS**

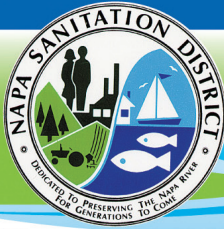
A strong relationship with the media is an extremely important element of successful communications. As publicity that is not paid for, earned media is one of the most trusted information channels, as many rely on the objectivity of the press when evaluating messaging. Published articles, interviews and reports often gain more traction than paid advertising.

## **ELECTED OFFICIAL, COMMUNITY LEADERS, AND NON-GOVERNMENTAL ORGANIZATIONS**

Community leaders, state and local elected officials and other stakeholders can influence public response to pollution prevention campaigns and resource recovery programs as well as the overall perception of the District as a whole.

## **PUBLIC AGENCIES**

Departments of Public Works, Parks and Recreation and other municipal agencies comprise a key audience for information about District services and programs related to resource recovery efforts and pollution prevention. Public agencies at the city, county and regional levels can be effective partners for encouraging community behaviors in support of a common goal. Communication with partner agencies is crucial to ensure message consistency and to help expand the reach of communications and outreach campaigns.



# The Pipeline

Jill Techel, Chair   Mark Luce, Vice Chair   Peter Mott, Director   Charles Gravett, Director   Charles Shinnamon, Director

## “Stinky and fascinating at the same time!”

That's what people say about tours of Napa Sanitation District's wastewater treatment plant, the Soscol Water Recycling Facility. They also say, “I had no idea how complicated it is to clean up the water!” Many people don't know what happens to their water after it goes down the drain – and most people don't even want to think about it.

But not only is wastewater treatment crucial to community health and the environment, it's also really interesting. Fascinating even! And at NSD, there's so much more to the process than just cleaning wastewater. We also produce recycled water that can be used to irrigate landscaping and vineyards, biosolids that are used to fertilize pastures, and transform gas produced by the treatment process into energy to run the plant.

Want to learn more about how NSD turns “wastewater” into valuable resources? School groups and members of the community can schedule tours of the treatment plant by calling (707) 258-6000, or contacting Darcy Aston at [daston@napasan.com](mailto:daston@napasan.com). You can also catch a tour at our annual Open House, scheduled this year for October 5, 2013. Join us for a tour, and find out how “stinky” CAN also be fascinating! ✱



Napa students exhibit the international sign for “stinky” (nose pinched closed!) during a tour of the District's Soscol Water Recycling Facility.

## IV. MESSAGING

Working to transcend the challenges facing pollution prevention and resource recovery efforts, the District develops clear, direct and consistent messaging that builds awareness and drives home the benefits of its services. Targeted messages are customized for specific audiences and channels; larger message themes create a foundation for comprehensive and cohesive communications.

## Challenges

Building a viable brand and achieving behavior change across a significant portion of the District's service area requires long-term commitment—it can take years to establish a trusted identity and overcome ingrained attitudes and behavior patterns. Compounding the challenges common to all branding initiatives and behavior-change campaigns, the District faces some unique obstacles. Responding to these challenges requires ongoing, dedicated outreach and consistent messaging.

- **Many customers are unclear about the District's role.**

Many ratepayers and other key audience members are not fully aware of the District's role as a wastewater treatment service provider—in fact, a majority of calls to the District involve queries about solid waste disposal and recycling, and the District has needed to place a prominent link to Napa Recycling on its homepage for users who mistakenly came to the District website looking for information about solid waste. This issue is likely a result of confusion connected to the term “Sanitation” in the District's name.

- **Customers do not readily adopt desired pollution-prevention behaviors.**

Pollution prevention campaigns can be an effective means to encourage a specific audience to adopt a desired behavior; however, studies show that sustained change among a majority of the population can be difficult to achieve and results from long-term, consistent messaging. In addition, the lack of clear alternatives for disposal of certain materials means that many households continue to take the path of least resistance despite knowing that their habits may detrimentally affect the system.

- **The public is not aware of District resource recovery efforts.**

Although resource recovery plays a significant role in the District's current operations, the general public remains largely unaware of District efforts to provide recycled water and generate energy from collected waste. Educating consumers about the benefits of resource recovery and the value of recycled water can build overall positive perception of the District and encourage desired behaviors.

- **Recent rate increases may have an adverse affect on public opinion.**

The rate increase adopted in Spring 2016 and future increases planned for subsequent years created negative opinion among key audiences, notably those households living on fixed incomes (e.g., seniors) as well as general ratepayers who felt that the increase was not in line with other cost of living increases.

## Core Message Themes

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

*To collect, treat, beneficially reuse, and dispose of wastewater in an effective and economical manner that respects the environment, maintains the public's health and meets or exceeds all local, state and Federal regulations.*

### **RELIABILITY**

Messaging related to reliability should communicate the critical services the District provides, including replacing aging infrastructure, responding to customer emergencies and implementing new technologies for effective wastewater treatment.

### **ENVIRONMENTAL STEWARDSHIP**

The District should promote its role as a steward of the local ecosystems and a key partner in protecting and maintaining the health of the watershed. The District's successful efforts to keep sewage from entering the Napa River and to treat water in an environmentally conscious manner have had a significant impact in the transformation of the river ecosystem.

### **RESOURCE CONSERVATION**

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

### **FINANCIAL STEWARDSHIP**

Providing consistent and compelling messaging regarding the District's fiscal reliability and conscientious management of ratepayer funds is an important theme, especially in light of recent rate increases. The District should continue to illustrate how it manages public funds responsibly, minimizes operational expenses and maximizes return on the public's investment.

### **COMMUNAL OWNERSHIP AND RESPONSIBILITY**

A key goal of the District is to support pollution prevention practices through social marketing. The purpose of messaging related to behavior change should be to convey the idea that “we are all in this together,” and to educate the public about pollution prevention practices and establish desired behaviors as “the new normal.”



## V. CURRENT EFFORTS

**The District is currently engaged in a number of communications and outreach campaigns** targeting both the general public and specific audiences. District staff evaluates and prioritizes campaigns based on specific needs at a given time. A majority of outreach campaigns are related to pollution prevention.

## Current Programs and Materials

Outreach programs are generally ongoing community-based efforts that employ social marketing strategies to achieve long-term behavior change. Program tactics and messaging are tailored to specific audiences.

### POLLUTION PREVENTION PROGRAMS (RESIDENTIAL)

- Rethink what you flush
- No FOG down the drain
- Hazardous household waste
- Why worry about mercury thermometers?
- Safe disposal of unneeded medications
- Avoid the beads
- How to make your pool “green”
- Disconnect your downspout and sump pumps

### POLLUTION PREVENTION PROGRAMS (COMMERCIAL)

- BMPs
- Hazardous waste disposal

### REBATE PROGRAMS

- Toilet Rebates
- Clothes Washer Rebates

### EDUCATIONAL PROGRAMS

- Plant tours
- Class field trips
- K-6 classroom presentations
- High school pollution prevention audit program

### HANDOUTS/FLYERS

- 10 Things You Can Do to Protect the Sewers
- Don't Flush This!
- All About FOG
- Mercury Thermometers/Thermometer Exchange
- No Drugs Down the Drain
- Our Tours and Presentation Offerings

### **EVENT DISPLAY POSTERS**

- Biosolids
- How Wastewater Treatment Works
- No Wipes in the Pipes
- NSD Saves the Planet
- Don't Flush This
- NSD By the Numbers

### **OPEN HOUSE MATERIALS**

- Flyer
- Posters

### **PROMOTIONAL ITEMS**

- Call Us First Refrigerator Magnets
- Grease Scrapers
- Erasers

### **BEST MANAGEMENT PRACTICES (BMP) BROCHURES**

- FOG
- Dry Cleaners
- Wineries/Breweries
- Water Softeners and Boilers

### **OTHER PRINT MATERIALS**

- Pipeline Newsletter
- Direct Mail Letters to Residents in Construction Project Areas
- Low Income Assistance Program Application and Flyer
- Toilet Rebate Program Materials

### **ELECTRONIC MEDIA**

- Website
- Facebook Page



# VI.

## OBJECTIVES AND IMPLEMENTING ACTIONS

### GOAL A RAISE THE DISTRICT PROFILE

- Objective A1 Develop a coherent, consistent and recognizable identity
- Objective A2 Increase the number of people who can correctly identify the District
- Objective A3 Engage community leaders and stakeholders to support District efforts
- Objective A4 Implement media relations to increase press coverage

### GOAL B INFORM AND EDUCATE DISTRICT CUSTOMERS

- Objective B1 Expand the overall reach of education and social marketing
- Objective B2 Increase the number of participants at tours and presentations
- Objective B3 Provide accurate technical data to support key messages
- Objective B4 Convey clear messaging about the value of recycled water
- Objective B5 Conduct in-language outreach to Spanish speaking populations

## Goal A Objectives

### **Objective A1: Develop a coherent, consistent and recognizable identity**

Establishing a recognizable identity for the District and applying it across all communications is a critical step toward raising the District's profile. Effective branding is achieved through consistency—applying the same look and feel across all elements ensures familiarity. While individual messages and campaigns can be targeted to particular audiences for specific needs, the District should still convey a unified, overarching identity across all materials.

### **Objective A2: Increase the number of people who can correctly identify the District**

Building the District brand is a key factor in increasing awareness of the District. Effective messaging conveyed through a variety of channels can educate a growing number of people and help differentiate the District from other agencies.

The District can build public awareness through both general mass media campaigns as well as through targeted education and marketing initiatives, including school outreach, in-language communications, plant tours, presentations and project-specific signage.

### **Objective A3: Engage community leaders and stakeholders to support District efforts**

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

### **Objective A4: Implement media relations to increase press coverage**

Earned media is an influential factor in the formation of public opinion; the District can utilize the media to build positive perception and increase overall awareness. Implementing a dedicated media relations effort will build relationships with mainstream press (The Napa Valley Register, American Canyon Eagle, et al.) as well as smaller community papers, industry trade journals (Wines & Vines, etc.) and local blogs.

Communications staff can identify newsworthy initiatives and dedicate staff resources toward promoting them through press releases and in-person contacts. District Board members can write topically relevant OP/ED pieces (e.g., the safety of recycled water) for publication.

The District should continue to monitor the frequency and tone of news stories published on an ongoing basis, and report the findings to the Board at the end of each year.

## Goal A Implementing Actions

### 1. Establish a consistent brand (name and tagline) for the District

A significant number of District customers do not fully understand the services it provides. Compounding this issue, the District currently does not have a clear and consistent brand. Currently the official name of the District is the Napa Sanitation District, and the official tagline is: “Dedicated to Preserving the Napa River for Generations to Come.” However, the District website employs the colloquial name NapaSan with a separate tagline that also appears on outreach collateral: “Clean Water. Healthy Community.”

Going forward, the District should choose a single name and tagline to apply across all communications in order to avoid confusion and build public understanding. The rebranding can be rolled out slowly and cost-effectively without incurring undue expenses.

Because of the ongoing confusion between Napa Sanitation and Napa Recycling and Waste Services, the District may wish to consider replacing its current name. The general trend in the industry has shifted from “water treatment” and “sanitation” toward “water resources recovery.” The District can conduct target focus groups to test possible options for a replacement name.

### 2. Establish a style guide to ensure consistency across all District materials

Establishing clear guidelines for graphics, typography, photography and other design elements will ensure consistency across District communications and elevate NSD’s profile while allowing room for variation among different campaigns targeting specific audiences.

### 3. Develop design templates for specific communications collateral

As part of the effort to achieve brand consistency, the District should develop a series of design templates (following the style guide) for educational and outreach materials. Initial templates can include fact sheets, flyers and monthly e-blasts.

### 4. Redesign the District website

The current District website contains much valuable information; however, the content organization and overall look and feel of the site can be improved to promote key messages and raise the District’s profile. Going forward, the District should conduct a comprehensive evaluation of the current website content and navigation to determine how the user experience could be improved.

Any new site should implement responsive design to ensure that it is viewable across all devices—from laptops to tablets to smart phones. Implementing a responsive design site will increase usability across a wider audience and ensure that the site follows best industry practices for website design.

## **5. Redesign and reorganize the Pipeline District newsletter**

The *Pipeline* newsletter is published twice a year and provides a unique opportunity to reach customers directly. As the flagship publication of the District, the Pipeline should serve as a key conduit for the District brand and key messaging.

Currently, the tone and content of the newsletter strikes an appropriate balance between informative and entertaining; going forward, staff should consider increasing the number of stories specifically related to District accomplishments.

The newsletter is an ideal forum for case studies highlighting current recycled water customers, as well as “stories from the trenches,” recounting real-life examples of the District’s 24/7 “Call us FIRST” sewer overflow prevention program to illustrate the District’s responsiveness and dedication to protecting the community.

## **6. Build relationships with community leaders**

District staff and Board members can identify leaders in the community who can help reach target audiences and distribute key messages. The District should focus efforts on those markets that require additional attention, including the Latino community. Staff can provide community leaders with informational collateral such as fact sheets and infographics to help them educate and influence their constituents. Staff can dedicate plant tours for key community leaders to give them insight into District operations.

## Goal B Objectives

### **Objective B1: Expand the overall reach of education and social marketing**

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

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

### **Objective B2: Increase the number of participants at tours and presentations**

Increasing the number of students, educators, interest groups, Latino community members and others at plant tours will increase overall awareness of District programs and operations and will likely build support for funding for ongoing infrastructure improvements—the more people understand the critical service that the District provides, the more likely they are to support it.

### **Objective B3: Provide accurate technical data to support key messages**

Topics such as recycled water that involve issues related to salinity and toxicity clearly benefit from accurate data; however, data-driven messaging can be used successfully for other types of messaging as well, such as the comparative cost of planned repair vs. emergency repair of aging infrastructure, cost saving resulting from self-generated energy production, and others. The District can integrate data into targeted campaign collateral on the District website and through Facebook posts.

### **Objective B4: Convey clear messaging about the value of recycled water**

Potential recycled water customers are the prime audience for fact-based, data-driven messaging that conveys the message that recycled water is a safe and secure solution for their irrigation needs—including irrigation of vineyards. Ideally, messaging should come from a variety of trusted sources, including the District itself, the State Water Resources Control Board, the EPA and peer-reviewed research. Most importantly, messaging promoting the benefits of recycled water should come directly from current recycled water customers in the industry.

### **Objective B5: Conduct in-language outreach to Spanish-speaking populations**

The Latino community is the fastest-growing demographic in Napa; in the 2010 Census, 38% of households identified as Latino or Hispanic. Significantly, a similar percentage of households speak Spanish as the primary language in the home. These statistics reinforce the critical need for dedicated Spanish-language outreach and communication to the Latino community in Napa. Going forward, all informational and social marketing campaign materials should be produced in Spanish.

## Goal B Implementing Actions

### 1. Utilize the District's social media network to educate and inform a broader audience

The District's current social media network is focused solely on Facebook, which staff use to good advantage to build awareness of District programs, projects and services—posting with relative frequency on a range of topics that help keep District messages thriving.

Going forward, staff can increase exposure to the Facebook page by providing a prominent link from the District's website (currently the District's Facebook page is not easily accessible from the [napasan.com](http://napasan.com) website). District staff should also increase the frequency of postings to the Facebook page in order to ensure its ongoing viability as a vital communications channel.

### 2. Integrate data-driven tools and features into the redesigned website

Online interactive features such as project mapping can make the District website a more useful tool for a wider audience and encourage repeat viewing. Additionally, providing recycled water data, enabling form processing such as plan checks and allowing online payments through the web can transform the site into a critical customer service portal. As more users access the site with greater frequency to take advantage of these online features, they will explore other features and sections of the site and respond to the overall messaging conveyed through the site content.

### 3. Build and maintain a dedicated email subscription list

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

### 4. Develop a communications protocol and tools to inform neighborhoods about construction projects

Keeping residents and business informed about planned and ongoing construction projects is an important part of building positive perception of the District. District staff should develop a clear plan of action to ensure that communities are kept informed about projects planned in their areas. The specific nature of the information and the delivery channels used will vary depending on the type and location of the project (e.g., in a residential vs. commercial district); however, the general information provided should answer the following questions:

- *Where is the project located?*
- *What is being done? How long will the project last?*
- *Why is this project needed? What is the benefit?*
- *Will my sewer system be affected? Will roads be closed?*

In addition, individual project communication should identify the appropriate channels, including: Direct mailing, door hangers, website updates (map-based), social media updates (including Nixle), signage (including “Open for Business” signage for retailers) and handouts for Safe Routes to School, as needed.

#### **5. Engage educators and group leaders to increase participation in plant tours**

Working with local schools and community groups, the District can seek to increase the number of people participating in plant tours. The District should engage teachers and community leaders who have participated in the past and are familiar with the tour program to promote the tours through their professional networks.

#### **6. Design and implement an educational campaign utilizing District trucks, properties, and project areas**

The District should consider launching an educational campaign promoting the “Call us First” message, pollution prevention tips, or the value of resource recovery and recycled water. To convey these messages in a highly visible, yet affordable way District trucks and/or project sites could be equipped with signage clearly displaying these messages. Many other agencies utilize company vehicles, buses, trucks, etc. to build community awareness and educate the public.

#### **7. Develop a dedicated Spanish-language outreach program**

First and foremost, the District can increase the level of outreach to the Spanish-speaking community by ensuring that a majority of its communications collateral is bilingual. The District website should be accessible to Spanish speakers, either through Google Translate or by developing dedicated in-language content. Spanish-language Facebook posts can be targeted to primarily Spanish communities through paid promotions.

In addition, District staff or consultants can lead tours for Latino groups and give presentations at Latino community centers like Puertas Abiertas. The District can maintain relationships with these organizations to ensure ongoing collaboration on subsequent social marketing campaigns.



# VII.

## PERFORMANCE MEASURES

It is widely acknowledged that the effects of communications, public relations and community outreach efforts on actual behaviors are difficult to quantify. Traditional performance measures that are indicators in other industries (such as return on investment or ROI) are not always useful for communications or public relations work. However, it is possible to track campaigns, measure interactions and impressions, and gather qualitative data to support the District's efforts. The following performance measures can help gauge the relative effectiveness of specific outreach and provide support for the District's overarching communications efforts.

**Recommended performance measures to gauge the success of communications efforts include:**

**GOAL AREA A:**

- Increased recognition of the District based on research (aided/unaided awareness)
- Decrease in calls to the District related to recycling and solid waste collection
- Increase in website traffic and usage rates, indicated through Google Analytics
- Number of meetings with community leaders
- Number of stories and references to the District in mainstream and targeted media
- Analysis of tone and content of press clippings

**GOAL AREA B:**

- Increase in the number of requests for tours and/or presentations
- Increase in number of participants in Spanish-language tours and presentations
- Overall program participation and rebate acquisition
- Attendance at District-sponsored events and speaking engagements
- Number of impressions and click-through rates for paid media campaigns
- Increase in subscriptions to email distribution lists
- Social media engagement as indicated through Facebook Insights



# APPENDIX A: AUDIENCES & MESSAGING MATRIX

TARGET AUDIENCE	GOALS	MESSAGE THEMES	CHANNELS	PARTNERS
Residential Customers	Build general awareness Build support for projects Provide specific information about rates, fees, permits, etc. Promote sewer overflow prevention Encourage pollution prevention	Clean Water. Healthy Community. Protecting public health and the environment Call us FIRST Pollution prevention protects water Good practices help the environment and reduce costs	Mass media (paid and earned) Website Social media (Facebook, twitter) Events	City Agencies County Agencies Environmental Groups
Landlords	Build general awareness Provide specific information about rates, fees, permits, etc. Provide information to pass along to tenants re: pollution prevention	Clean Water. Healthy Community. Inform your tenants... Call us FIRST Pollution prevention protects water Good practices help the environment and reduce costs	Website E-blasts Direct mail Flyers/brochures	City agencies
Low-Income Residents	Build general awareness Educate re: low-income assistance Promote sewer overflow prevention	Support is available Call us FIRST Pollution prevention protects water and avoids expensive repairs	Flyers/brochures Events Website Social media	Senior Centers Social Service Organizations Community Cultural Centers
Spanish-Speaking Community	Build general awareness Educate re: low-income assistance Promote sewer overflow prevention Encourage pollution prevention	Support is available Call us FIRST Pollution prevention protects water and avoids expensive repairs	Translated collateral Website Outreach events	Community Cultural Centers Churches City and County Agencies Ambassadors
Residents Affected by Projects	Provide clear and current information about location, timing and extent of construction	Keeping the system working Be aware Safe routes to school Businesses are open during construction	Direct mail Door hangers Project signage Web site (map) Nixle/social media	Businesses Schools
Business and Industrial Customers	Build general awareness Provide specific information about fees and permits, etc. Promote recycled water	Clean Water. Healthy Community. Protecting public health and the environment Recycled water is good for your business Resource recovery is essential	Website Earned media Presentations Flyers at City permit counters	City Planning Department Ambassadors State water agencies Academic researchers
Builders/Developers	Provide specific information about fees and permits, etc. Encourage open communication to adequately determine needs of new development projects	Napa Sanitation can work with you Keep us informed Know what you need	Flyers at City permit counters Website Events/presentations	City Planning Department Ambassadors
Schools/Youth <ul style="list-style-type: none"><li>K-6</li><li>High School</li><li>College</li></ul>	Build general awareness Educate youth about system operation Encourage pollution prevention Educate about STEM careers	How it works Innovation in water treatment Pollution prevention protects water Good practices help the environment and reduce costs	Tours Presentations Career Fairs Website Social Media	Teachers Administrators Career Counselors (high school and college)

## APPENDIX B: TASK PRIORITIZATION

<b>FY 2016/17</b>		
<b>TASK DESCRIPTION</b>	<b>COST</b>	<b>HOURS</b>
Establish a consistent brand, including name, tagline, and new logo	\$10,000 for new logo	15
Develop a dedicated Spanish language outreach program	\$2,500 for add'l C2 event services and translation of materials	20
Establish a style guide to ensure consistency across all District materials	\$7,500	20
Develop design templates for specific communications collateral	No add'l cost	35
Redesign and reorganize the Pipeline newsletter	No add'l cost	0
Build relationships with community leaders	No add'l cost	0
Utilize the District's Facebook page to educate and inform a broader audience	No add'l cost	45
Work with County to determine feasibility of continued partnership for website hosting	No add'l cost	40
Develop a communications protocol and tools to inform neighborhoods about construction projects	No add'l cost	5
Engage educators and group leaders to increase participation in plant tours	No add'l cost	0
Build and maintain a dedicated email subscription list	No add'l cost	70
<b>TOTAL PROPOSED COST AND STAFF HOURS: FY 16/17</b>	<b>\$20,000</b>	<b>250</b>
<b>FY 2017/18</b>		
Continue to develop a dedicated Spanish language outreach program	\$2,500 for add'l C2 event services and translation of materials	15
Continue to build and maintain a dedicated email subscription list	No add'l cost	70
Redesign the District website (assumes County still website host)	\$15,000	250
<b>TOTAL PROPOSED COST AND STAFF HOURS: FY 17/18</b>	<b>\$17,500</b>	<b>300</b>
<b>FY 2018/19</b>		
Continue to build and maintain a dedicated email subscription list	No add'l cost	70
Integrate data-driven tools and features into the re-designed website	\$5,000	70
Continue to develop a dedicated Spanish language outreach program	\$15,000 for development and printing	70
<b>TOTAL PROPOSED COST AND STAFF HOURS: FY 18/19</b>	<b>\$20,000</b>	<b>240</b>