

# Communities of the Future Advisory Committee

Joint Meeting of  
Inform & Influence  
Economic Development  
Committees

**MSD of Greater Cincinnati**  
June 15, 2010

# Goals for Today's Meeting

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- To provide context as we move into the next phase of Project Groundwork
- To present the relationship between the land acquisition process and the communication process, including risks
- To gather your input on communication approach going forward

# Guiding Principle

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**Transparency** is the guiding principle of our community outreach and communications approach.

# Transparency is not just a word; it's **action**

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- Consent decree input
- Publically accessible website
- Community presentations
- Branding of program
- Communities of the Future Advisory Committee
- Outreach letters on baseline investigation
- Videos
- Kiosk in MSD offices
- Quarterly e-newsletter to stakeholders
- Monthly MSD employee newsletter

# Transparency is not just a word; it's **action**

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- Annual stakeholder breakfast
- Neighborhood Summit presentation
- Citizens Advisory Panel (CAP) presentation
- More than 35 presentations to community and civic groups to-date
- Westside Historic Preservation Summit presentation
- 6-week exhibit at Krohn Conservatory
- Children's Festival in South Fairmount
- Westwood community event – display

# Significant accomplishments have been made to-date

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- Phase 1 includes \$1.146 billion\* for WWIP, with \$51 million\* per year for asset management
- To date, approximately \$400 million has been spent which includes planning, design and construction of WWIP related projects
  - 82 completed WWIP
- To date, 39 consent decree project milestones met and 39 non-project milestones met
- WWIP Construction Project Reports are available to the public at:

[www.projectground.org](http://www.projectground.org) \* in 2006 dollars

# www.projectgroundwork.org



## Diamond Oaks Pump Station Elimination

Project Status as of February 28, 2010

### PROJECT INFORMATION

Project ID	10120420
Municipality	Green Township
Basin	Taylor Creek
Project Phase	Construction

### PROJECT TEAM

Planner	N/A
Project Manager	Wes Wimmer
Construction Manager	Marta David
Construction Inspector	Siva Suryadevara
Design Consultant	Resource International
Contractor	Charles H. Hamilton Co.

### OVERALL PROJECT SCHEDULE

Bundle Milestone	Date	Float
PTI Submittal	Submitted before plan	
Start Construction	12/01/2009	Met
Complete Construction	12/01/2010	306 Days

GOOD!

### PROJECT NARRATIVE

#### Description

This project consists of installation of a sanitary sewer line to eliminate the Diamond Oaks, Regency Ridge, and Windmere 3rd Pump Stations.

#### Issues and Risks

None – No vendor schedule was submitted in January or February. Also, the pipe under Westwood Northern Blvd. had to be lowered because the upstream bone was lowered when the inverts at the existing well could not be determined.

#### Current Activities and Accomplishments

- Sewer pipe has been installed under Westwood Northern Boulevard and nearly completed from MH#21 to #22, although excavation was slowed by rock.

#### Look Ahead

- Three gravity lines must be tied in at new MH #22.  
- Diamond Oaks Pump Station must be decommissioned.

### OVERALL PROJECT BUDGET

Phase	Legislative Budget	Actual (Current \$)	Current EAC	2006\$ EAC
Project Administration	\$156,800	\$43,002	\$156,800	\$141,555
Planning				
Design	\$191,400	\$133,850	\$133,850	\$126,311
Right of Way	\$270,000	\$134,706	\$134,706	\$125,722
Construction	\$1,118,000	\$286,442	\$544,806	\$463,185
<b>Total</b>	<b>\$1,736,200</b>	<b>\$567,800</b>	<b>\$672,030</b>	<b>\$376,785</b>
WWP Budget				\$1,643,019
Potential Over/Under-run				\$757,378

GOOD!

### PROJECT LOCATION MAP



### SITE PHOTOS



New MH #21 on north side of Westwood Northern Blvd.



Excavation of Diamond Oaks Pump Station holding tank

### CURRENT PHASE

With completion status over 80%, the PM is no longer requiring schedule updates from the contractor.

Specifications do not require a contractor cash flow.

Original Contract Completion	2/18/2010
Approved Changes (days)	71 days
Revised Contract Completion	4/30/2010
Pending Changes	None
Projected Contract Completion	4/30/2010
Status Date	2/28/2010
Phase % Complete (Schedule)	82%

Original Contract Value	\$353,216
Approved Changes	\$14,766
Revised Contract Value	\$368,014
Pending Changes	None
Estimate at Completion	\$368,014
Actual Costs to Date	\$222,117
Phase % Complete (Budget)	60%

# What is meant by *Program Level* and *Solution Level*?

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## **Program Level**

- Full compliance with the Consent Decree
- Encompasses the entire service area
- Focuses primarily on the Lower Mill Creek area because of volume

## **Solution Level**

- How compliance with the Consent Decree is achieved
- Requires analysis to determine best solutions
- Solutions lead to specific projects

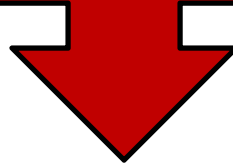


# Moving from the *Program Level* to the *Solution Level*

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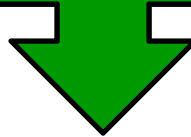
## Evaluation of Program Level considerations:

- Default Solution (tunnel)
- “Sustainable” solutions with deferred tunnel
- “Sustainable” solution with some “gray” solution



## Evaluation of Solution Level considerations (Watershed)

Example: Lick Run watershed within Mill Creek



## Evaluation of Project Level considerations (Community)

Example: ie. South Fairmount or Westwood

# A strategic approach to communications is critical at this stage

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# Divergent goals/desires: Must be reconciled

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Step A	<b>Economic Development</b>	<b>Inform &amp; Influence</b>
	<ul style="list-style-type: none"><li>• Outreach strategy in support of property acquisition</li></ul>	<ul style="list-style-type: none"><li>• Immediate outreach specifically about the Lick Run potential solution</li></ul>

# Divergent goals/desires: must be reconciled

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Step B	<b>MSDGC</b>	
	<ul style="list-style-type: none"><li>• Legislate funds for parcels and gain approval to design beyond 30%</li><li>• Transparency</li></ul>	

# Challenges

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- Contacting property owners to acquire property while still in the planning phase (no defined project)
- Potential for federal funding means notification requirements during any acquisition
- Accurately determining which properties to acquire without having a final design
- The public's desire for information balanced with property owner rights during negotiations

# Challenges

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- Impacted communities feel disenfranchised and under valued
- Program success depends on multiple partners working in tandem
- Employing a holistic “community improvement approach” is new to addressing wet weather solutions

# Challenges create risks to the solution

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## **Risks directly related to outreach and communication**

- Property acquisition (relocation, loss of businesses, funding constraints)
- Inability to Gain Consensus or get alignment between all agencies & organizations around a community of the future solution
- Public Resistance due to lack of prior successes

# Property Acquisition

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**Risks:** Could affect schedule & budget,  
Increased costs, funding constraints

## **Plan to Minimize Risk:**

- Prioritization of 29 properties
  - For Sale, Foreclosure, Bankruptcy, Vacant/Abandoned
  - Preliminary acquisition notices: required by potential federal funders
  - Uniform Relocation Act as a guide.
    - Relocation Specialist working with sellers and establishing baseline conditions
- Critical to remember – business negotiation is the sole purpose
  - Need for confidentiality



# Inability to Gain Consensus

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**Risks:** Suspension or cancelation of a project, unrealistic expectations

## **Plan to Minimize Risk:**

- Inform & Influence with Strategic Communication  
Plan to build community support
  - Advisory Committee; 3 subcommittees
  - Shared Need/Shared Vision videos
  - Community engagement
    - ✓ Current focus: Project Groundwork & Early Success Projects
    - ✓ Once a solution is legislated as a project

# Public Resistance

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**Risks:** Lack of public trust and support, due to lack of prior successful examples

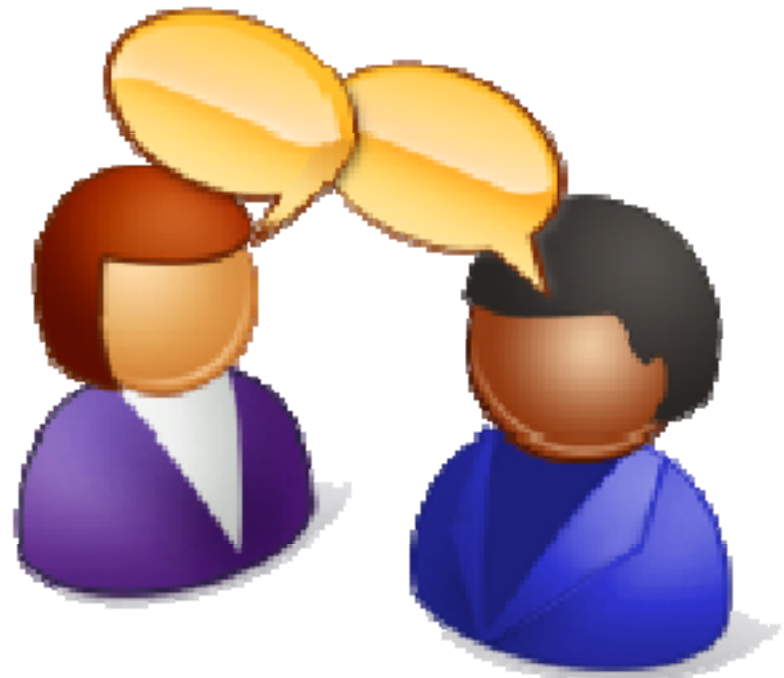
## **Plan to Minimize Risk:**

- Community Engagement has centered around Early Success Projects and Opportunities
- Early Success Projects
  - Stormwater improvements on public and private property to build community support and demonstrate opportunity for reinvestment.
  - Strengthens partnerships
  - Focused in or near Lick Run Watershed
    - eg. St. Francis Ct Apts, Immanuel, San Antonio

# Communications Approach

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Supports **transparency** while balancing the associated program **risk**.



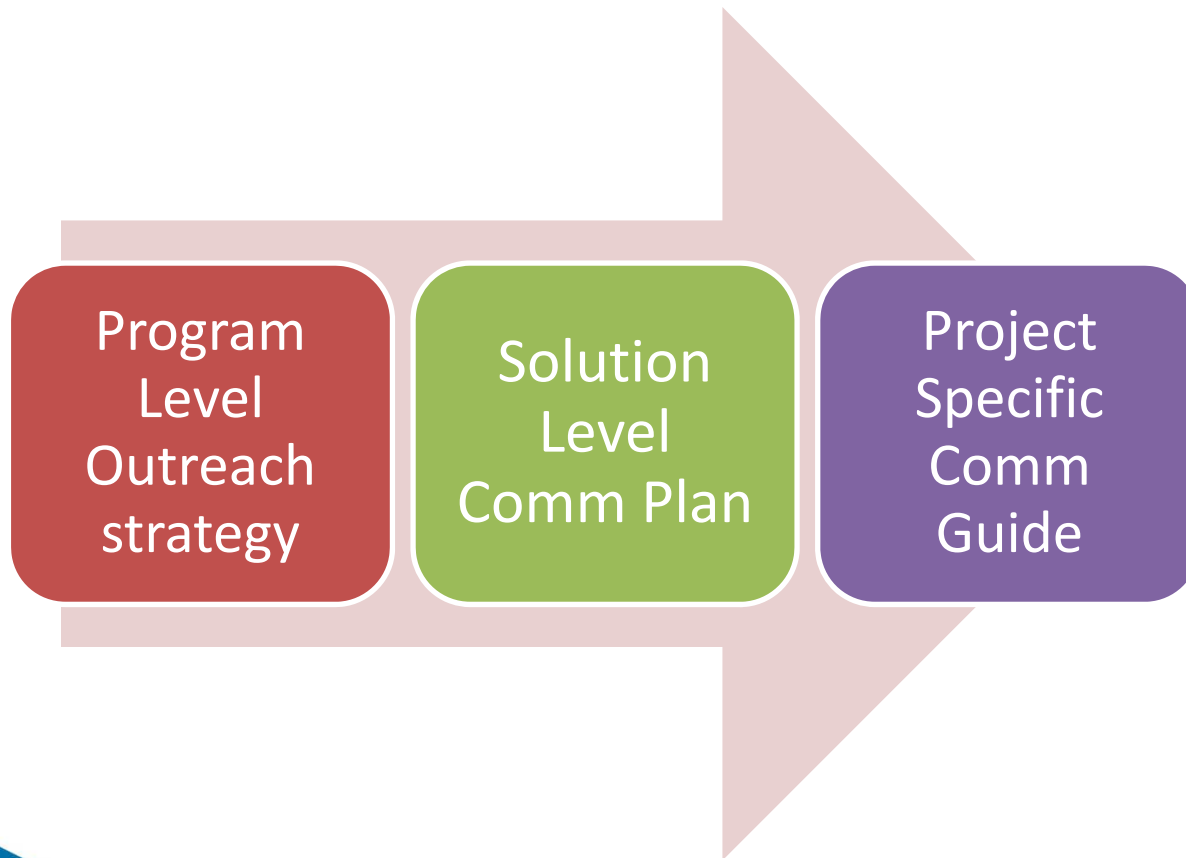
# Communications Process Overview

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- **Program Level** communication strategy – reach broad range of audiences with the “big picture”
  - Project Groundwork branding
  - Video/Website/Presentations
- **Solution Level** communication strategy – reach targeted audiences with relevant information
  - Survey letter
  - Land acquisition letter
  - Talking points

# Communications process follows a strategic approach

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# What is the goal of Solution Level communication strategy?

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- To provide impacted stakeholders with clear, accurate, and relevant information
- To ensure that information is well-timed to allow stakeholders to make informed decisions
- To preserve realistic expectations
- To establish a process of input that allows all voices to be heard rather than tracking only dominant opinions

# The Communication Plan provides the roadmap

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## WHY?

What is the outreach goal?

## WHO?

Who are the key audiences?

## WHAT?

What do they want to know?

## HOW?

How do we reach them?

## WHEN?

When should we reach out?

# Developing the Communication Plan

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- **The “Why”**
  - What is the outreach goal as it relates to the program, the solution, the project?
  - What do we hope to achieve through outreach?
  - When looking back, how will we measure the success of outreach?



# Developing the Communication Plan

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- **The “Who”**
  - Developing the stakeholder matrix
  - Gathering input on all stakeholders that should be included
  - Ensuring contact information is accurate and current
  - Identifying the stakeholders helps set the timeline for outreach

# Developing the Communication Plan

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- **The “What”**
  - What issues are of most concern or interest to each stakeholder?
  - What information will be most relevant based on the stakeholders’ needs?

# Developing the Communication Plan

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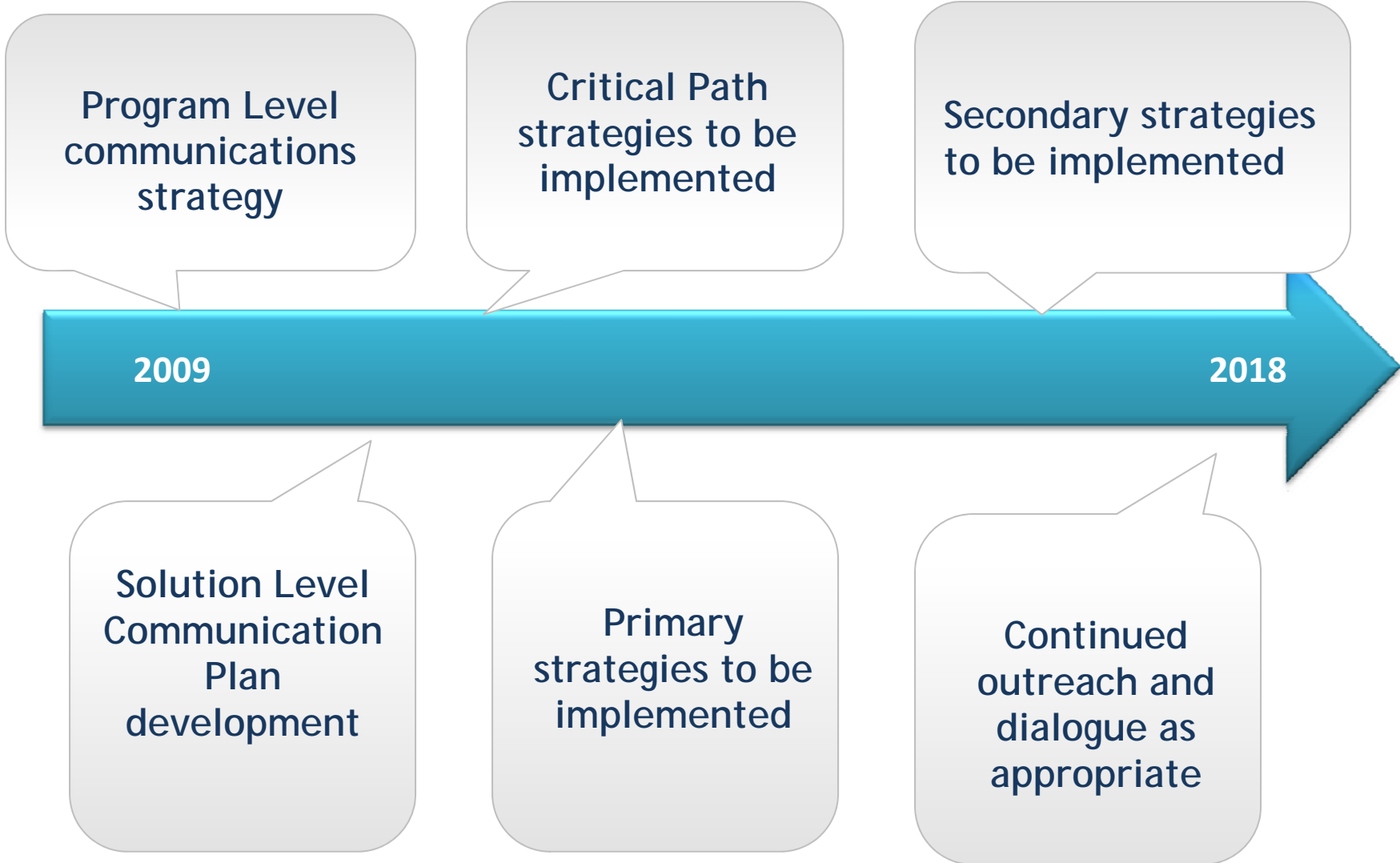
- **The “How”**
  - What communication channels are best suited to reach each stakeholder?
  - What resources are available to reach stakeholders?
  - What are the constraints to reaching certain stakeholders?

# Developing the Communication Plan

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- **The “When”**
  - Which stakeholders are key to inform at each stage of the process?
  - What information will they need and when?
  - How can we best capture their input in a meaningful way?

# Plan implementation is prioritized to maximize effectiveness



# How does the Communication process fit into the overall schedule?

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# Examples of critical path strategies

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- Presentations to state officials
  - To gain buy-in for support of alternative approach
- Dialogue with regulators
- Advisory committee establishment
- Advisory committee input and guidance on Communication Plan
  - Stakeholders
  - Issues of concern
  - Timing

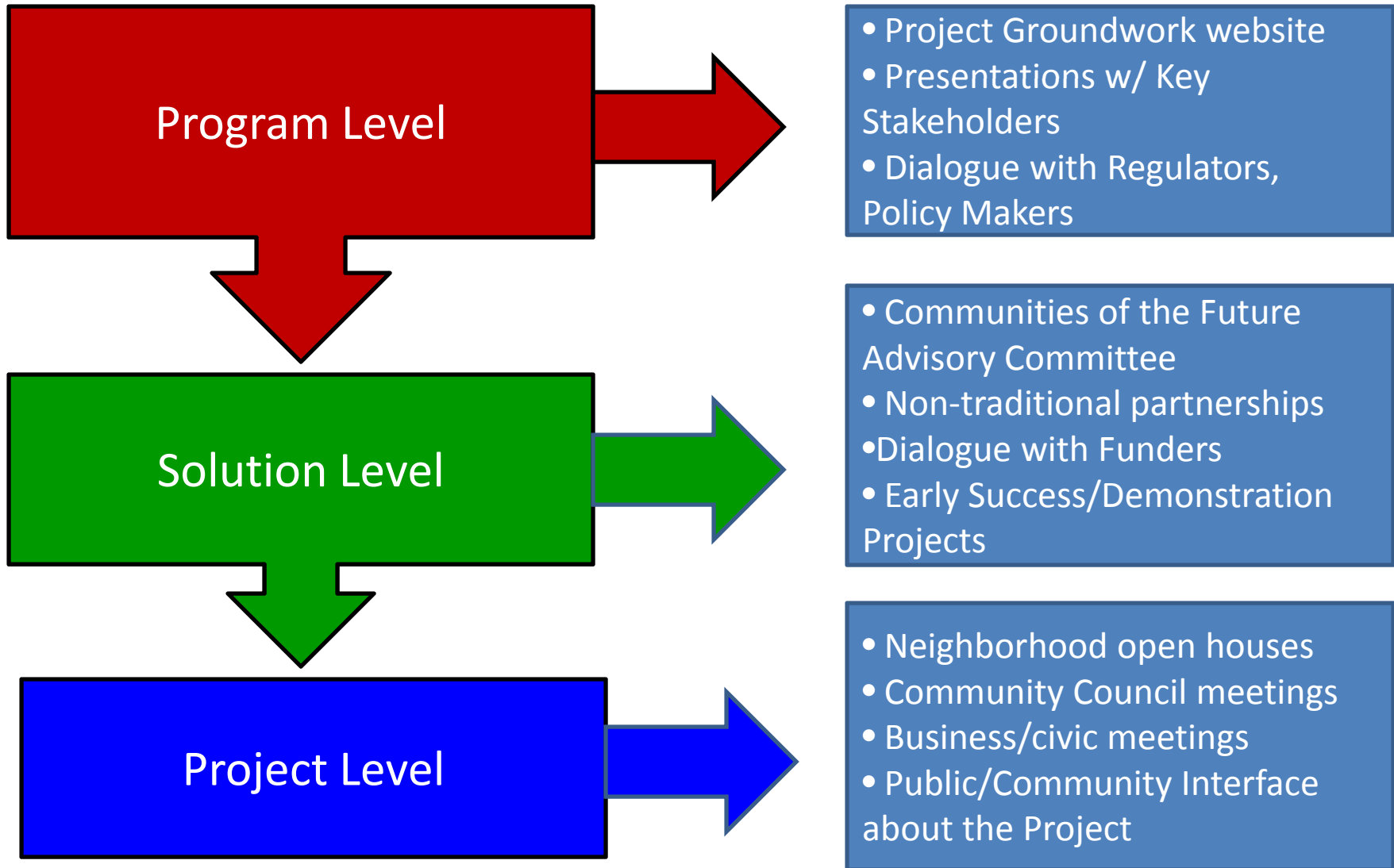
# Examples of primary strategies

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- Presentations to local officials
- Presentations in “solution level” identified communities
  - Community groups
  - Business organizations
- Establishment of feedback loop to receive input from impacted stakeholders
- Talking points to ensure consistent and accurate information from multiple sources



# Moving from the *Program Level* to the *Solution Level*



# We will need your assistance!

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- You are critical touch points with stakeholders
- Your voice will be critical to ensure accuracy of information
- You will have specific roles based on your level of interest and availability



- *Given the risk of suspension or delay of proposed Lick Run solution, do you agree that a strategic communication approach is necessary?*
- *If you do, what are your thoughts on the strategic approach that we've outlined?*