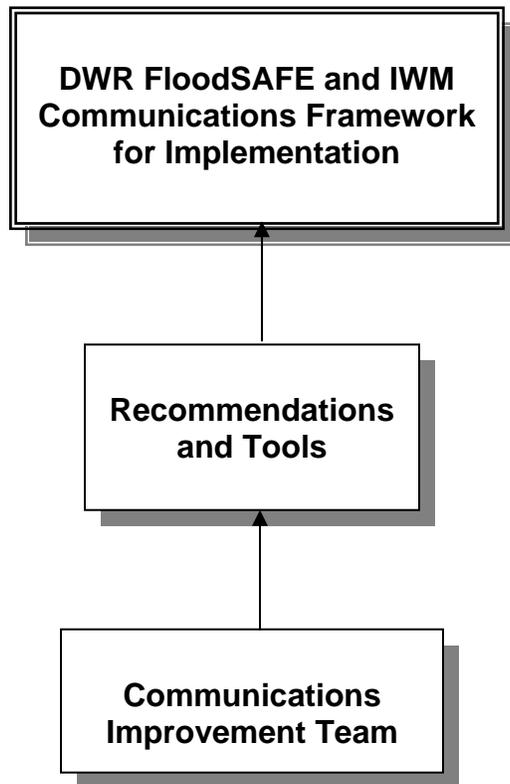


# Communications Improvement Team Working Document



The Communications Improvement Team identified the following key recommendations, tool-related priorities, and critical success factors for improving communications for DWR's IWM and FloodSafe programs.

This working document represent the primary product and focus of the Communications Improvement Team's charter between January 2008 and January 2009. This is a working document and the contents are draft. The material provided here should be used to help move toward final plans in the implementation stage. Notes from CIT meetings and other work products can be found at <\\rio\share\Communications Improvement Team>.

### Key Recommendations

<p><b>Recommendation 1</b> Communication Repository</p>	<p><b>Recommendation 3</b> Framework for Developing, Accessing and Maintaining all Tools and Processes</p>	<p><b>Recommendation 5</b> Standardize DWR Communication Processes and Tools as Appropriate and Desired</p>
<p><b>Recommendation 2</b> Define and Communicate Roles and Responsibilities</p>	<p><b>Recommendation 4</b> Clear and Consistent Communication Policies</p>	<p><b>Recommendation 6</b> Train all DWR Employees on Communication Processes and Tools</p>

STATUS

### Tool-Related Priorities Needed to Support Implementation of Key Recommendations

 Stakeholder / Contacts Repository	 Catalog of Internal Skills	 Catalog of Programs / Projects / Processes
 Content Library	 Event Scheduling	 Communications Project Planning Tools

STATUS

### Critical Success Factors

Critical Success Factors  
1-7

# Recommendation 1: Develop Communication Repository

## Overview

### ***Dilemma***

DWR is currently engaged in hundreds of planning and implementation projects and programs to improve integrated water management in California through FloodSAFE and IWM. These projects programs are administered by many different units (DWR division, office, section, project team etc.) in DFM, DPLA, DSIWM, and DIRWM. All share many of the same communication and outreach needs, and rely on overlapping information about contacts, schedules, program and project descriptions, status reports, etc. However, this information is scattered across DWR and its consultants, leading to redundant processes, conflicts between information of different vintages, and insufficient shared access to critical information to support efficient and coordinated water management planning and project implementation.

### ***Solution***

An investment in a shared repository for internal communication & outreach information is needed to improve the accessibility, accuracy, timeliness, and consistency of project and program information. A communication repository supported by a system that can meet the business needs of multiple units throughout the department will greatly improve efficiency, offsetting the initial investment. An important part of the system's infrastructure will be computer based applications that takes advantage of the latest technology. The system will allow multiple users to access the communication repository simultaneously and provide DWR project and program managers with the ability to update information without the need for special computer skills. Furthermore, the system needs to consist of linked modules and processes where relationships exists to effectively share different types of information between different users. This would be further discussed in Recommendation 5.

Such a solution needs to be designed to support the basic communication functions that all users need, including collecting and maintaining contact information, schedules, program overviews, announcements, and status reports. The system needs an interface that allows easy sorting, filtering, and querying of information for specific program and regional needs. In addition, the system needs to be designed to accommodate specific needs that are critical to individual users. A framework for developing, accessing, and maintaining the communications repository is discussed in Recommendation 3. A shared system needs to be utilized by most individual programs to maximize the benefits and share the maintenance efforts. In addition to designing the system to meet the needs of the users, policies about utilization of the system will be needed. These policies are discussed in Recommendation 4.

### ***Benefit and Estimated Cost***

- Elimination of the need to maintain or recreate redundant contact lists, calendar applications, and project summary information by replacing hundreds of partial, conflicting, and limited access collections of key communication information with a shared system with much reduced maintenance labor needs. (save \_\_\_PY/yr)
- Savings in utilization and maintenance time due to features that allow moderated user entry of information, user customization of display, search capability, etc.
- Improved performance and efficiency due to access to more accurate and up to date information.
- Improved coordination and efficiency due to sharing of key information throughout DWR.
- Cost of labor to develop system (\_\_\_\_PY).

### **Proposed Action**

### ***Phase 1 (Design Phase):***

Phase 1 of the proposed solution would consist of convening a design group of those with expertise in developing, utilizing, and maintaining communications systems and information repositories. This group would design the system, prioritize features, and develop a detailed workplan and budget.

Convene design team to:

- Develop procedures for sharing of information related to program outreach including contact information, schedules, program summaries, fact sheets, status reports, announcements, approved messages, etc.
- Prioritize features for new shared contacts database, scheduling tool, and content library described later in this report.
- Prepare workplan and cost estimates for tool development and maintenance.
- Develop draft procedures for utilization of new tools, including information inventory, approval, version control, access protocols, security, etc.
- Identify assigned roles needed for use and maintenance of the processes and tools, such as a 'librarian' for the content library, database administrators, etc. in coordination with activities described in Recommendation 2.
- Propose draft policy for use and maintenance of processes and tools, in coordination with activities described in Recommendation 4.
- Draft summary report of these tasks and the risk/benefit analysis with request for executive support of Phase 2 (implementation).

### Resources

The design group should include 4-6 staff with expertise in developing, utilizing, and maintaining communications systems and information repositories from DFM, DPLA, DTS, PAO, and the regional coordination team. Estimated labor required is less than 0.5 PY for the design phase.

### Timeline

Estimate 3 months with a 20-40% time commitment from 4-6 staff for this design work.

### Risk / Benefit Analysis

Consider advantages and disadvantages of options including continuation of current fragmented approach, partial or phased implementation of new processes and shared tools, and full implementation. Estimate increased productivity due to improved efficiency, accuracy, and access. Identify external examples of successful implementation of enterprise communication processes and tools. Identify situations where a distributed approach is more appropriate due to incompatible program needs.

### ***Phase 2 (Implementation Phase): \*\*\*\*Still to be written\*\*\*\****

Phase 2 would consist of implementation of the system. These phases are described in the Action Plan below. This repository would be utilized by program and project managers, communications and outreach specialists, and the proposed regional coordination team to share information as described in Recommendation 2.

### Conceptual / preliminary information about next steps

Scope  
Tasks  
Resources  
Timeline

## **Recommendation 2: Define and Communicate Roles and Responsibilities for Individuals and Groups that are Responsible for Communication**

### **Overview**

#### ***Dilemma***

DWR has typically handled communication with local government, stakeholders, and the public on an office-by-office or program-specific basis, with assistance from the Public Affairs Office. At times, interaction with local government, non-governmental organizations (NGO), or other stakeholder groups may be necessary for multiple DWR offices working in a given geographic area and will occur almost concurrently. Often when this occurs, one unit may be unaware of the others' programs or timetables. In some recent instances, different units have scheduled meetings at the same time with overlapping stakeholder groups without knowing about the other meeting(s). In other instances, when a DWR office is doing work in a particular area, they may field inquiries about other, distinct DWR programs, and the DWR team may not have sufficient information about other programs, or may not know how to get more information back to the customer.

As DWR moves toward matrix-management of programs such as FloodSAFE and IRWM, the need to maintain consistent Departmental contacts and deliver a uniform message about DWR programs increases. Using a process such as Regional Coordination can build trust with local stakeholders, NGOs, and the public in a short period of time. This enhanced trust and the spirit of cooperation that would accompany it would allow DWR to move ahead more quickly with programs that are vital to the health and welfare of the citizens of the State.

Some offices have designated coordination positions; in these cases, however, such positions are intended to focus on that organization's specific work rather than a global perspective of work occurring throughout DWR. Examples of established coordination roles include: FloodSAFE Regional Coordinators, IRWM Funding Area Coordinators, IRWM/District liaisons, and California Water Plan (CWP) Regional Leads.

As envisioned through the work being done by the CIT and as described in this document, the DWR Regional Coordinator positions would be filled by individuals with broad knowledge of DWR activities regionally and statewide. These DWR Regional Coordinators would work together to share information about DWR policy, work products, and programs with customers. These coordinators would not direct work and would not be expected to be subject matter experts in all areas of DWR work; however, it is expected that they would have good background knowledge of the various Divisions' roles and responsibilities. Additionally, it is expected that the Coordinators would develop and maintain good working relationships with all the Divisions such that when new programs are developed or additional information on existing programs becomes available, they would be able to obtain that information quickly. Also, because of the coordinators' role in sharing information, they would have the ability to quickly obtain information for customers.

#### ***Solution***

The preferred solution is occurring on both an ad hoc and formal basis within some programs in the Department. For instance within the Division of Flood Management several individuals have been asked to work as Regional Coordinators. The regional coordinators' job is to be subject matter generalists with some areas of specific technical expertise and take information to and bring back information on a variety

of Flood issues with stakeholders throughout the Sacramento and San Joaquin Valleys. In a more formal role DWR has designated a Tribal Outreach Coordinator to work with the Native American Tribes that are or could be affected by current or planned activities of the Department, as well as bringing those Tribes concerns back to Program and Project Managers so that they can be addressed.

The phase 1 preferred alternative is to develop the roles and responsibilities of full time Regional Coordinators. The regional coordinator program would then become a single voice for DWR in our outreach efforts to the various stakeholders in the State. It is envisioned that each regional coordinator will be responsible for a specific geographic area of the state and will have a strong, or will develop a strong, knowledge of all department programs and projects in that geographic area. Further, the regional coordinators will have enough general knowledge DWR Programs and Projects to act for each other when needed. The regional coordinators will be identified as contact points for stakeholders seeking information on Departmental programs.

Alternative solutions would be to request that the various divisions and offices create their own outreach coordinators however this would not create the unified knowledgeable voice that a formal Regional Coordinator would possess. Additionally, that division/office outreach coordinator would need to be responsible to answer for that group throughout the state where that group does work.

The second phase of this would be to implement the Regional Coordinator plan. Using the Roles and Responsibilities defined in phase one to create actual job descriptions and hiring individuals to serve in this role.

### ***Benefit and Estimated Cost***

#### **Proposed Action**

##### ***Phase 1 (Design Phase):***

##### ***Phase 2 (Implementation Phase):***

## **Recommendation 3: Framework for Developing, Accessing and Maintaining all Tools and Processes**

### **Overview**

#### ***Dilemma***

Development and management of communication tools and processes has not been approached on a basis within DWR large enough to address the needs of FloodSafe and IWM. Communications tools have been developed and managed within DWR successfully, but at a much smaller scale than what is needed to meet FloodSafe and IWM program needs. Management of resources, coordination of resources, filling gaps in resources, system design, and alignment across DWR will be some of the biggest challenges. Currently, DWR has the funding and the resources to get started, but sustainability of communication tools and processes over the long term will also be a major challenge given the cyclical nature of flood and water management funding and shifts in legislative focus.

The resources that will be needed to develop and manage communication tools and processes are dispersed throughout DWR in various units. Staff and time available in these units may be obligated to other programs and have other priorities. However, these existing resources should be taken advantage of. Involving the time and staff of units throughout DWR will improve the effectiveness and buy-in of communications tools, but management of these resources to work toward a common set of goals will require a shift in the DWR management paradigm in most cases and a shift to align priorities.

To fill gaps in resource needs, DWR will need to hire new staff or use consultants where appropriate. Hiring and contracting processes are very time consuming and when hiring, the correct classifications may not be available. Existing staff will also have to make time to hire, train, and manage these staff.

Communication tools should incorporate the best technology available. Current IT guidelines, policies, and infrastructure are not sufficient in all areas to support the use of the latest technology. However, DTS is making strides toward improving this.

Tools have been developed within DWR that utilize the latest technology, but the tools are developed to meet very specific program needs and have resulted in applications that can not be applied to other programs with similar needs because the product is proprietary or requires components and expertise that are not broadly available within DWR. Not all units within DWR have access or support for the maintenance and development of communications tools that require technology or applications that are outside of the norm. Yet these communication tools may be very important to meet the business needs of the unit.

The flow of communication stops or is negatively impacted if managers do not see effective communication among the priorities of regular business. The success of communication tools and processes depends on effective communication being a regular part of business. If managers are not aligned on the priority for communication, communication tools and communication processes will be underutilized, poorly managed, and will eventually not meet the business need of users.

Effective tools are reliant on a foundation of good verbal and written communication. Thus, those providing oversight and providing guidance for the development and use of the communication tools and processes must have a strong foundation in the essential elements of effective communication and be able to guide use and development accordingly.

Dialogue and face-to-face communication are probably the most important modes of communication and communication tools and processes should be used to support and not replace these forms of communication. The development of communication tools could result in a reduction in these forms of communication when not appropriate.

### ***Solution***

Involve staff from DWR units in the development of communication tools and processes that will be applying them such that the design meets their business needs. From these units, involve managers and staff at the appropriate level and with the appropriate skill sets in the development, design, and implementation of the tools and processes. A charter would be developed to effectively galvanize and focus a matrix team (comprised of members from multiple units) around a common mission and a set of goals and objectives.

DWR management would assemble an initial matrix team to assess and develop a scope of work for the development of a framework to design, create, support, and maintain communications tools and processes. The team would assess the resource needs to accomplish the scope of work. The next step would be to assess the availability of resources within DWR and the need for consultant services. From here, a final communications tools and processes matrix team would be formed and chartered comprised of managers, technical experts, and practitioners.

The framework would include an element that supports DTS in their effort to obtain the best available technology and tools by describing the business need with a strong bases in program delivery and linkage to the FloodSafe and IWM strategic plans. DTS would have strong participation and leadership role in the matrix team.

A key element of the framework would make technology and support for communications tools and processes broadly available to all units within DWR so that the use of resources is made efficient. For example, expertise could be developed within divisions that would provide support for communications tools and processes for branches and sections.

The framework would have elements that would provide a guide to maintain alignment among managers across DWR with regard to taking steps to ensure the processes and tools that are in place are being utilized. The framework would provide guidelines that establish a communication loop among managers and staff that provide feedback, identify issues, and assess changes in business needs.

The framework would dedicate elements to sustaining processes that would have an element of dialogue and face-to-face communication. Communications tools would support dialogue to make meetings and information exchange more efficient and transparent, but would not replace these important forms of communication.

### ***Benefit and Estimated Cost***

- Increase consistency and efficiency and reduce redundancy within DWR.
- Expand the availability of communication tools and processes to more units within DWR.
- Outside of DWR, stakeholders and other agencies would be able to reach the right people within DWR providing a more effective means for communication, which will reduce frustration and confusion and build trust and accountability.

The risk of developing a framework that will meet multiple business needs is that it becomes too diffuse and complex and specific business needs at the unit level may get overlooked and not met. Sustainability

is also at risk. The framework has to be robust and flexible enough to meet flood and water management needs as they change with legislative focus.

**Estimated Cost (this is the cost for phase 1 and not total cost of implementation)**

	Hours/Staff	Staff	Total Hours	Labor Rate	Labor Cost
Program Manager	320	1	320	\$ 180	\$ 57,600
Manager	240	5	1200	\$ 160	\$192,000
Technical Staff	80	15	1200	\$ 120	\$144,000
			2720		\$393,600

**Proposed Action**

***Phase 1 (Design Phase):***

Develop a framework to develop, access and maintain communication tools and processes

1. Identify program manager
2. Identify management team (DWR staff and consultants) and gaps
3. Identify initial matrix team
4. Identify technical and practitioner team and gaps (DWR staff and consultants)
5. Team develops framework to implement communications tools and processes

This could be accomplished in six months.

***Phase 2:***

Under Phase 2 DWR will form the structure and organization described in the framework to develop and manage communication tools and processes.

The structure would include a program manager, management team, technical teams, and practitioner or user groups. Each team would be comprised of those responsible for development and stewardship. These teams would work closely with users to meet their needs and establish guidelines for use.

Under this phase a complete assessment of resources (funding, staffing, time) would be conducted and gaps determined.

## **Recommendation 4: Publish Clear and Consistent Communications Policies**

**Overview**

***Dilemma***

***Solution***

***Benefit and Estimated Cost***

**Proposed Action**

***Phase 1 (Design Phase):***

***Phase 2 (Implementation Phase):***

## **Recommendation 5: Standardize DWR Communication Processes and Tools as Appropriate and Desired**

**Overview**

***Dilemma***

***Solution***

***Benefit and Estimated Cost***

**Proposed Action**

***Phase 1 (Design Phase):***

***Phase 2 (Implementation Phase):***

## **Recommendation 6: Train DWR Employees on Communication Processes and Tools as Appropriate and Desired**

### **Overview**

#### ***Dilemma***

Training in existing communication processes and tools is currently unevenly applied in DWR – often on a need-to-know basis. The trouble with this is in anticipating who needs to know. Although there are opportunities to learn in classes such as *Dialogic* and *Working with the News Media*, and there is support for personal communication development in venues like Toastmasters, there remains a great need to communicate better, and more broadly, within and external to DWR. Many know how to find or share information within their unit, but how units perform functions like selecting representatives, shaping public messages, archiving and sharing information varies within the Department.

The CIT has envisioned many improvements to how DWR stores and shares information – improvements that will benefit FloodSafe, IWM, and ultimately DWR business practice as a whole. In order for these communication processes and tools to be effective, DWR’s wide array of staff will need to be aware of them, understand them, and have sufficient skills to employ them appropriately. Without training in the new communication tools and processes that will be available, the other efforts to improve DWR communication will be fruitless. Training in communication processes and tools will be the key improving DWR communication in the short-term, and sustaining improved communication in the long run.

Training may be accomplished by things like check-lists for new employees, emailed updates on the availability and use of communications tools and processes, web-accessible information, and of course in a classroom setting and all-hands meetings.

#### ***Solution***

To put communication training programs into effect, DWR will need to hire new staff or use consultants where appropriate. If communication training needs to be in written material, the information should be written or reviewed by skilled and experienced writers or put in layperson terms. This will increase “understandability”, encourage readability, and reduce confusion. However, it should be possible to design the training program itself to be self-sustaining, in part by incorporating it into other training and communication venues. The success of communication tools depends on effective communication being a regular part of business.

#### ***Benefit and Estimated Cost***

Make all DWR employees aware of existing and new communication processes and tools to improve our consistency, efficiency, and effectiveness in all aspects of DWR business practice.

Rising to the challenge to devote appropriate resources – both to train the trainers, and to train DWR at large – will pay off in greater efficiency, and in more sustained results. Using a matrix approach, involving staff dispersed throughout DWR, will increase both personal investment and dispersal of the messages throughout the Department. Also, having more DWR employees involved in the process will increase a sense of ownership about training. As individuals understand the vision and the benefits, they

will be more willing to invest the extra effort that will be needed initially to make the communication improvement processes and tools work.

## **Proposed Action**

### ***Phase 1 (Design Phase):***

Develop a team and strategy to train DWR staff in proposed communication processes and tools. Specific training needs will need to be developed corresponding to the specific communication processes and tools. A kickoff activity, such as a survey of current awareness and functionality of DWR communication methods and tools could be accomplished in six months.

To have a team design the training strategy will require:

- Identify program manager
- Identify management team (DWR staff and consultants) and gaps
- Identify technical team and gaps (DWR staff and consultants)
- Team develops framework to implement communications tools

Estimated Cost

	Hours/Staff	Staff	Total Hours	Labor Rate	Labor Cost
Program Manager	320	1	320	\$ 180	\$ 57,600
Manager	240	5	1200	\$ 160	\$192,000
Technical Staff	80	15	1200	\$ 120	\$144,000
			2720		\$393,600

### ***Phase 2 (Implementation Phase):***

In Phase 2 DWR will begin the process of training staff in the new communication processes and tools, and a more complete assessment of resources (funding, staffing, time) would be conducted and gaps determined.

# Tool Related Priorities Needed to Support Implementation

## Tool 1: Stakeholder / Contacts Repository

### High-Level Definition

The Water Contact Database would serve all of DWR and its public partners with a web interface, robust search capability, controlled internal and external access levels, and linkages to the proposed Water Event Scheduling Tool and Program Outreach Content Library, as well as to Outlook address books. It would allow efficient retrieval of updated contact information as well as generation of customized mailing lists. A key feature will be the ability to search for, filter, and order contacts based on multiple relational factors, including organization, association, program, interest area, geographic area, level of interest, etc.

This tool supports Recommendation 5 by standardizing access to contact information, greatly facilitating efficient outreach for the hundreds of programs and projects within DWR. The relational design, moderated, web-based external posting capability, and linkages to other contact listings would allow efficient entry and updating of information to keep the database relevant and accurate. Linkage with this database would allow efficient use of contact information in custom applications such as grant programs and water planning. It would replace and improve multiple existing program contact listings, improving the effectiveness and targeting of their public outreach and eliminating much redundancy.

### Suggested “Owner” for Development

Because this shared contact database will be most effective and be most cost-efficient if it is used by as many DWR programs as possible, we recommend that a team representing DFM, DPLA, DTS, and PAO, and including the designer of DPLA’s Water Industry Contacts database, be convened to review and prioritize the business requirements and develop a detailed design. Further, we recommend that DTS develop and maintain the necessary software in consultation with the design team and in coordination with development of the other communication tools. We propose that entry and updating of contact information will be shared by the proposed Regional Coordination team, with support from program & PAO staff.

### Summary of Business Requirements

(Based on 8/28/08 CIT tools workshop, to be reviewed and prioritized by design team)

#### Provide shared access to updated contact information to support effective outreach

- Include comprehensive list of partners: statewide, across programs, across organization types, etc.
- Display complete contact information: contact name, street address, e-mail address, office phone number, mobile phone number, fax number, title, organization name\*, association name\*, water management interest category\*, etc.
- Link contacts to information about water organizations: organization name, address, phone number, website, organization type\*, association membership, water management interest category, funding received, etc.
- Link contacts & organizations to information about water associations: association name, address, phone number, website, association type\*, water management interest category, funding received, etc.
- Provide capability to quickly search by selected categories (contact name, organization name\*, association name\*, water management interest category\*, mailing list name\*, level of interest\*, geographic area, funding received, etc.), and generate custom lists for specific program needs.

- Store digital data (photos) as well as text.
- Allow access from multiple locations, for both DWR & partners.
- Retain functionality on multiple client platforms (browser versions, operating systems).

Identify opportunities for coordination, and avoid redundancies & inconsistencies

- Describe one-to-many relationships between contacts, organizations, associations, programs, interest areas, and mailing lists.
- Link to new Water Event Scheduling Tool to support targeted outreach and simplify notifications of changes.
- Relate addresses to geographic areas: counties\*, hydrologic regions\*, etc.
- Provide capability to retrieve demographic summary information.
- Allow linkage between contact databases and other databases or desktop applications to support customized use of contact information (for example, linkage to grant programs, plan reviews, etc).

Create customized mailing lists to support efficient targeted outreach

- Create interface to manage mailing list creation and maintenance for all DFM & DPLA programs.
- Link individual contacts to mailing list preferences.
- Provide web capability for public partners to choose mailing list preferences and level of interest.
- Generate updated mailing lists for use in targeted outreach.
- Link to new Program Content Library listings of advisory panels, meeting attendees, etc.

Facilitate efficient entry and updating of contact information

- Design interface for quick entry & updating of contact information.
- Provide moderated web capability for public partners to check their own contact information and set sharing level.
- Identify revision dates for all entries, and flag e-mail addresses that do not work during mailings.
- Allow import of contact information from other DWR and external sources.
- Manage database with matrix team with assigned maintenance responsibilities.
- Control access levels (DWR, public, etc) and contact-defined address sharing level.
- Measure database usage and monitor public feedback to identify improvements.
- Create standardized lists to facilitate sorting by some categories (for example, 'organization type' would include water districts, county government, federal agency, flood management district, other, etc), and constrain entries to use these editable lists (for sorting categories marked with \* above).

## Tool 2: Content Library

### High-Level Definition

The Program Outreach Content Library would serve all of DWR and its public partners, with a web interface, robust search capability, controlled internal and external access levels, and linkages to the proposed Water Event Scheduling Tool and Contact Database, as well as to program webpages. It would allow efficient retrieval of updated program and project outreach information in multiple formats, including fact sheets, announcements, presentations, status reports, funding opportunities, etc. A key feature will be the ability to search for, filter, and order information based on multiple relational factors, including document type, revision date, program, interest area, geographic area, etc.

This tool supports Recommendation 1 by providing the repository for outreach information. Furthermore, it supports Recommendation 5 by standardizing access to DWR outreach information, greatly facilitating efficient coordination of the hundreds of programs and projects within DWR. The relational design and moderated, web-based external posting capability would allow efficient entry and updating of information to keep the library relevant and accurate. It would supplement and link to existing program webpages, improving the effectiveness of their public outreach, and facilitating use of outreach materials for multiple purposes and delivery of consistent messages.

### Suggested “Owner” for Development

Because this shared library will be most effective and be most cost-efficient if it is used by as many DWR programs as possible, we recommend that a team representing DFM, DPLA, DTS, and PAO be convened to review and prioritize the business requirements and develop a detailed design. Further, we recommend that DTS develop and maintain the necessary software in consultation with the design team and in coordination with development of the other communication tools. We propose that entry and updating of materials or their links in the library will be shared by the proposed Regional Coordination team, with support from program & PAO staff.

### Summary of Business Requirements

(Based on 8/28/08 CIT tools workshop, to be reviewed and prioritized by design team)

#### Facilitate sharing of program & project outreach information to improve coordination

- Provide inventory of written presentations, reports, fact sheets, announcements, schedules, status reports, funding opportunity listings, contact listings, etc. used for all DFM & DPLA outreach.
- Create classification system: document title, document author, document type\*, document format\*, revision number, revision date, expiration date, program name\*, project name\*, water management interest category\*, sensitivity\*, etc.
- Provide capability to quickly search by keyword, document title, document author, document type, revision date, program name\* & project name\*, water management interest category\*, etc.
- Provide capability to quickly filter & order by document type, revision date, program name\* & project name\*, water management interest category\*, etc.
- Link to new Water Event Scheduling Tool for efficient access to updated information.

#### Facilitate delivery of consistent messages

- Help with message review before outreach (for example, letter from one project that impacts another).
- Provide access level control: limit create/modify/delete permission to DWR or external designee, limit access to sensitive documents (set default sensitivity to ‘high’).
- Appropriately manage legally sensitive documents (Public Records Act compliance).
- Incorporate document version control & succession of ownership protocols.

- Associate content with author contact information (real person).
- Link to new Contact Database to cross reference outreach materials with contact information.

Archive key program & project information

- Establish, document, & maintain clear and consistent rules & responsibilities for adding, retaining, and removing content.
- Maintain administrative record for CEQA, etc.
- Handle multiple formats (text, maps, graphics, photos, video, data, schedules, GIS layers, etc.).

Efficiently share outreach materials to assist other programs

- Facilitate re-purposing of content for other programs & uses (consider sensitivity).
- Allow web-based, moderated external posting.

Design tool for efficient use and maintenance to facilitate accuracy, relevance, and widespread use

- Design interface for quick entry of new documents or links.
- Provide internal and remote DWR & public access.
- Retain functionality on multiple client platforms (browser versions, operating systems).
- Manage/accommodate file size (act as portal with links to large files, act as repository for small files).
- Create standardized lists to facilitate sorting by some categories (for example, 'document type' would include presentations, reports, fact sheets, announcements, schedules, status reports, funding opportunity listings, contact listings, other, etc), and constrain entries to use these editable lists (for sorting categories marked with \* above).
- Provide on-line library help tips.
- Measure library usage and monitor user feedback to identify improvements.

## Tool 3: Catalog of Internal Skills

### High-Level Definition

The CIT identified a catalog of internal skills and areas of expertise as a tool to help DWR staff at all levels quickly figure out who to give an assignment to, or ask to review work before publication, or simply who to go to with a specific type of question. As staff move within the Department, it is not always obvious who may have a working history of an area, for example. Readily transferable skills, like those with GIS, programming, modeling, different types of design, different scientific disciplines, project management, and program administration are all examples of skills which could be listed in the skills catalog. The catalog could be formatted like a database, or another possible model for the skills catalog would be an electronic “job board,” that lends itself both to helping managers find appropriate staff to tap into, and staff locate products and processes they have information to contribute to. A rating system for services provided could add accountability to the tool.

Natural “owners” for this project are the Division of Management Services’ Personnel Office, and the Division of Technology Services, with help from a matrix management team that could identify special skills they would like to survey for. All team members would learn more about other parts of the Department’s skill sets and skill needs. Although Division of Technology Services would be primarily *offering* services in this effort, that division’s staff may benefit as well, by learning what other tech-savvy staff they may be able to rely on to make their core work go more smoothly. Both the Classification and Placement Services and Recruitment and Selection Services would benefit from leading the effort to provide this tool, and from the tool itself.

The costs of not creating this tool include unnecessary overstaffing that occurs when units are not aware that DWR has staff available to meet a need elsewhere in the Department, inefficiency from staff performing work outside their area, and propagation of inaccurate information in our public presentations and in our documents. If DWR had the ability to easily determine if a skills set existed within the Department, then managers might not be so quick to use outside consultants or might be less reliant on immediately using consultants (due to urgent deadlines), which then “farms out” the project and knowledge. Business as usual is of course an option, but the benefit of the Internal Skills and Expertise Catalog would be improved communication about who has the skills to perform tasks, and improved information about who has expertise to share when expert advice or review is needed. Benefits would accrue in increased DWR efficiency, more informed decision-making, and increased DWR staff and public satisfaction. As example, Senate Bill 5 requires DWR to proposed new building code standards, which is an area that DWR typically does not usually undertake. If a skills catalog existed, the project staff may find out that DWR employee was a past Building Code official.

In addition to maintaining an Internal Skills and Expertise Catalog on existing employees, it would be helpful to immediately inventory new (yet, experienced) DWR employees. The following example may cross over into Tool 6 – Program/Project Catalog. For example, at a recent project status meeting, project staff shared that they had been struggling with a specific technical issue with a certain entity. At same meeting, a new DWR employee offered that he had been working on that particular project in his previous position and could offer insight. His expertise was greatly welcomed.

DWR is already moving in this direction. As envisioned, the skills catalog would not focus on classifications, but on capabilities, just as Personnel have been requiring increasingly in duty statements. The appropriate fields that DWR needs in light of new projects (e.g. Building Codes) would need to be easily included. We recently moved to make our web pages more intuitive and topic-based, less organization-chart-based. Through Aquaport we are able to figure out “who’s who” by searching on a name. What if we kept that information more current, and added to it? What if we could search it by key

competencies, as well as by name? The skills and expertise catalog would be particularly useful in the recent endeavor to provide rapid, high quality answers to any who email questions to [delta@water.ca.gov](mailto:delta@water.ca.gov) or other general DWR e-mail addresses.

Next steps would include approaching the suggested “owners”, and assembling matrix teams to begin scoping the catalog of internal skills. Within six months that team should be able to provide a more detailed description of how to implement the Internal Skills and Expertise Catalog, as well as a better estimate of the cost to implement and maintain it.

It would be useful for the entire Department of Water Resources to know what knowledge, skills, and abilities (KSAs) all other DWR employees have. This is especially important for experienced employees new to DWR who have years of experience and project knowledge in DWR-related projects. If we had a list of such information it would decrease DWR’s dependence on outside consultants and facilitate internal cooperation. Hiring consultants farms out the project and the knowledge that would be useful to have in the department in the future. For example, DWR is now creating building codes for recommendation and implementation statewide. If there were a list of employees with experience in building codes or experience as a building code official, the information would facilitate the discussion and minimize the need to develop outside contracts and related issues.

## **Suggested “Owner” for Development**

## **Summary of Business Requirements**

## Tool 4: Event Scheduling

### High-Level Definition

The Water Event Scheduling Tool (Calendar) would serve all of DWR and its public partners, with user-customizable web interfaces, controlled internal and external access levels, and linkages to the proposed Outreach Content Library and Contact Database, as well as to individual Outlook calendars. It would allow efficient planning of events to avoid conflicts and effective announcements of events. A key feature will be the ability to search for, filter, and order events based on multiple relational factors, including program, interest area, geographic area, sponsor, etc.

This tool supports Recommendation 5 by standardizing DWR event scheduling processes, greatly facilitating coordination and planning of events that is done by hundreds of programs and projects within DWR. It would improve and replace the DWR webpage calendar and the internal DWR water planning calendar, as well as multiple other internal calendars. As envisioned, various interfaces to this enterprise solution would replicate the existing scheduling tools. Furthermore, the tool would display key events from over 40 external water-related calendars.

### Suggested “Owner” for Development

Because this shared scheduling tool will be most effective and be most cost-efficient if it is used by as many DWR programs as possible, we recommend that a team representing DFM, DPLA, DTS, and PAO be convened to review and prioritize the business requirements and develop a detailed design. Further, we recommend that DTS develop and maintain the necessary software in consultation with the design team and in coordination with development of the other communication tools. We propose that entry and updating of events on the calendar will be shared by the proposed Regional Coordination team, with support from program & PAO staff.

### Summary of Business Requirements

(Based on 8/28/08 CIT tools workshop, to be reviewed and prioritized by design team)

#### Facilitate coordinated & efficient water event planning (tool capabilities)

- Design interface for quick entry of all DWR events and selected external water events.
- Link to logistical information for event hosting: event planning checklist, host contacts, room needs.
- Allow web-based, moderated external posting.
- Limit create/modify/delete permission to DWR or external designee.
- Display events in multiple layouts: monthly calendar view, weekly chronological listing, etc.
- Display name of person entering event and date of last update.
- Create standardized event information lists to facilitate sorting by some categories (for example, ‘water management interest category’ would include water supply, water quality, flood management, other, etc), and constrain entries to use these editable lists (for sorting categories marked with \* below).
- Create nested lists for sorting some categories of water event information (for example ‘program & project name’ categories).
- Allow selection of multiple choices from some categories (for example, event may have multiple ‘water management interest categories’ and ‘key groups invited’).

#### Identify scheduling linkages & redundancies, avoid conflicts (planning mode)

- Display event information: event title, event address, event date & time range, water management interest category, program & project name, event topic, relation to prior events, event size, event host & sponsor contact information, target audience, key groups invited, planned vs. confirmed status, etc.

- Provide capability for planner to sort & filter events by event information: event county\* & region\*, event date (range), water management interest category\*, program name\* & project name\*, etc.
- Alert meeting planners of conflicts with other planned events.
- Provide import & export capability to DWR & external scheduling tools.
- Link to new Contact Database for announcements.

*Announce events to targeted audience (operational mode)*

- Display logistical information: event title, event address, event date, event start & end times, event sponsor contact information, registration information, conference call number, web-cast information.
- Display and/or link to information about event purpose: event agenda, event objectives, target audience.
- Provide capability for user to filter & order events by event information: event county\* & region\*, event date (range), water management interest category\*, program name\* & project name\*, etc.
- Allow access from multiple locations, for both DWR & public.
- Retain functionality on multiple client platforms (browser versions, operating systems).
- Provide capability to populate DWR Outlook calendars with events from this calendar.
- Provide controlled access levels (public, DWR, DWR designated planners).

*Efficiently share information associated with water events*

- Link to associated event information: attachments, web-links, contacts.
- Link to new DWR Content Library for efficient access to updated information.

*Share post-event information to enhance future outreach*

- Link to participant registration list, meeting minutes.
- Identify new attendees (link to contact database).
- Link to information about lessons learned (event reviews, etc).

## **Tool 5: Catalog of Programs / Projects / Processes**

### **High-Level Definition**

The CIT identified a catalog of programs and projects as a tool to help DWR staff at all levels, and the public, quickly figure out what programs are active, and what's going on in them. Although there is no denying the value of an organization chart, and the reporting structure it represents, the names of our units are often overlap and are vague. For example, the Division of Environmental Services' several restoration-related sections are working on very different things. In the Flood Projects Office, neither the Project Development Branch nor the Flood Project Modifications and Permits Branch of are the right place to go with an idea for a flood project improvement if it isn't a mandated, funded one. DWR provides many ongoing services, and some "episodic" ones, but there is no denying the influence of bond issues, legislative mandates, lawsuits, and ultimately some form of funding in shaping our workloads. Hence, a catalog of programs and projects is a rather elegant way to describe DWR's headlining work.

If one is trying to grasp the big picture of what DWR is about, a program or project catalog may give a better idea than an organization chart can, precisely because units are cooperating on efforts together. FloodSAFE CA, IWM, BDCP, Delta Vision, and other large efforts do not fit into a single unit's organization box. The Delta Initiatives web page is a good example of an information source that describes major actions that are in progress, focusing on the programs rather than the units performing the work separately or jointly.

The catalog could be designed to be accessible on more than one level, too, cross-referenced by unit. Units could highlight what their latest direction is. Clearly the Division of Technology Services provides technology services. What is the latest big project, though? Together with other Divisions' LAN administrators, are they working to provide better data backup? Faster service? Helping other DWR staff design more intuitive DWR web pages? These might be examples of projects-by-unit. The Delta Initiatives web page is an example of a catalog that lists units-by-project; when you drill down on programs and projects, you find a contact person, and that person has a seat somewhere in an organization chart.

The Project/Program Catalog could even be used to identify what programs and projects are completed, or in a holding pattern, due to intentional change of management direction, lack of funding, or other reasons. It might be surprising to think of any program admitting that it is stalled out, but it does happen. The incentive to admit the situation is that staff in that the affected unit could retain the staffing and staff expertise that will be needed if the program is re-activated by an infusion of funding, or a shift in political winds. At the same time, program staff could enjoy other stimulating employed through a temporary matrix management assignment, thus gaining additional individual experience and benefiting DWR as a whole.

Natural "owners" for this project could include the Public Affairs Office and/or Division of Technology Services, with help from a matrix management team that could help to identify the major program categories, and the DWR players within them.

[NOT SURE ABOVE - OTHER IDEAS?]

The costs of not creating this tool include extremely uneven workloads between staff involved in active projects and staff assigned to projects in limbo, inefficient provision of information to the public and for DWR staff, missed opportunities for participation and improved work products, reinvention of "the wheel" when units don't realized another has already invented it or is almost there....

As shared in Tool 3: Internal Skills and Expertise Catalog, Senate Bill 5 requires DWR to proposed new building code standards, which is an area that DWR typically does not usually undertake. If a Program/Project catalog existed, the project staff could find out that a DWR project is already using the Building Code change process (i.e. Graywater project).

In addition to maintaining a Program/Project Catalog, it would be helpful to immediately inventory new (yet, experienced) DWR employees to see what projects they have covered. The following example may cross over into Tool 3 – Internal Skills and Expertise Catalog. For example, at a recent project status meeting, project staff shared that they had been struggling with a specific technical issue with a certain entity. At same meeting, a new DWR employee offered that he had been working on that particular project in his previous position and could offer insight. His expertise and project knowledge were greatly accepted.

More ideas please

Benefits would accrue in increased DWR efficiency, more informed decision-making, and increased DWR staff and public satisfaction.

DWR is already moving in this direction. We are making our more intuitive and project/program-based, less organization-chart-based. Through the Delta Initiatives web page we have an at-a-glance summary of hot Delta topics. Similarly, the DWR home page currently highlights climate change, Delta initiatives, and the 2008 drought. The project/program catalog is a way to push the envelope and provide easier access to other DWR activities as well.

Next steps would include approaching the suggested “owners”, and assembling matrix teams to begin scoping the catalog of projects and programs. Within six months that team should be able to provide a more detailed description of how to implement the Internal Skills and Expertise Catalog, as well as a better estimate of the cost to implement and maintain it.

### **Suggested “Owner” for Development**

### **Summary of Business Requirements**

## **Tool 6: Communications Project Planning Tools**

**High-Level Definition**

**Suggested “Owner” for Development**

**Summary of Business Requirements**

**Communications Tools “Next Steps” Summary**

# Critical Success Factors

## Introduction

Implementing change, even if it is change for the better, is usually difficult. Any agent promoting change will encounter resistance from people who are comfortable with the status quo and do not want to exert the effort to adapt to new conditions and procedures. Sometimes naysayers (who Spiro Agnew and William Safire called “nattering nabobs of negativism”) will question the need for the change and whether the change will really produce an improved situation. To implement an improved structural order, the old order must be to some extent dismantled to make way for the new order, and that time period before the new order has been installed is sometimes difficult, chaotic, and gives fuel to the naysayer’s who react to the temporary chaos with “I told you so.” To succeed, agents promoting change must have the motivation, the energy, and the perseverance to stick with the challenge until the changes are complete.

The FloodSAFE California Communications Improvement Team is recommending numerous changes in communications procedures and methods associated with DWR’s business practices. As described elsewhere in this report, the CIT believes these changes are necessary to more effectively carry out the FloodSAFE California mission to reduce flood risks and prevent loss of life and damage to property for the people of California. Deficiencies in current communications practices pose obstacles to achieving the FloodSAFE goals. The CIT believes the recommended changes are important, worthwhile, and necessary to maximize the effectiveness of the FloodSAFE program.

To achieve success in improving DWR communications procedures, the CIT believes a number of Critical Success Factors must be recognized and implemented to overcome resistance to change and to ensure the communications process improvements occur to the greatest extent possible. The CIT recommendations for ensuring success are listed below:

### **Factor 1: Leverage Stakeholder Expectations**

- a. Beginning with release of DWR’s Division of Flood Management White Paper on flood risk in Central California in January 2005 (Flood Warnings: Responding to California’s Flood Crisis), public awareness of the need to improve flood management systems throughout California has been growing. Public awareness of California’s high flood risk exposure received a strong nudge from the devastating effects of Hurricane Katrina in New Orleans, and Governor Schwarzenegger has done his part to educate the public about risks to life and property from flooding. As a result, voters passed Proposition 84 and Proposition 1E in November 2006, providing nearly \$5 billion in funding for flood risk reduction efforts. The FloodSAFE California program was created to plan and manage the bond fund expenditures. FloodSAFE California has continued and expanded the public education efforts about flood risks, creating substantial momentum and public support for improving flood management facilities.

### **Factor 2: Capitalize Upon the Present Momentum and Currently-Available Funding Related to Organizational Change within DWR**

- a. The current funding and momentum related to change is providing a rare opportunity to actually create sustainable, meaningful change within DWR. The CIT believes this momentum and public support has provided beneficial conditions for making changes to DWR’s business practices if the changes will facilitate improvements in flood safety and reduce flood loss. The expenditure of multi-billion dollar bond funds requires efficient and effective communication among the parties

responsible for the expenditures, to achieve optimal results. The CIT further believes the communications improvements recommended in this report will help fulfill voter and stakeholder intent in passing the flood bonds, and this support should provide strong incentive to State personnel to make sure the recommended communication changes happen. Success Factor 2 is directly related to Factor 1 above. The Factor 1 response applies to Factor 2, also.

### **Factor 3: Overcome Fear of Change within DWR**

- a. Affirm and acknowledge importance of staff roles---This action is important to maintain and encourage high staff morale. Overcoming fear of change takes courage and perseverance, and high morale can help staff support the changes until they become new standard procedures. Supervisors especially should explain to staff that their actions are critical to success, and affirm and recognize staff actions that are helpful toward implementing the recommended changes.
- b. Create manageable steps---This is important for several reasons. First, unmanageable steps can block progress and are counterproductive. Also, if the steps are manageable, they can usually be achieved fairly quickly, thereby building a visible track record of success and momentum that can lead toward easier implementation of future steps.
- c. Identify and celebrate early successes---Again, this is a momentum builder and a way to provide evidence to stakeholders that the bond funds are being used reasonably quickly and effectively.
- d. Use staff from within DWR to help implement and understand change. Key staff from each Division could be trained on the changes so that each Division has a “resident expert” on the specific topic easily accessible. Using a matrix approach, involving staff dispersed throughout DWR, will increase both personal investment and dispersal of the messages throughout the Department. Also, having more DWR employees involved in the process will increase a sense of ownership about enhancing communication.

### **Factor 4: Ensure DWR Leadership Shares the Big Picture and Clarifies Priorities Related to Effective Communication**

- e. Increase Accountability within DWR Leadership Related to Effective Communication---In the past, it has not always been clear who was responsible for some decisions, and who was accountable if the decisions were not made or not made in time, or not made correctly. Decisions are more likely to get made on time in a correct way if management clarifies who is responsible. That should happen in this case so necessary decisions are made that lead to actions that implement the communications improvements.
- f. Encourage Additional Clarity in Management Guidance Related to Communications---If management guidance is clear, staff will have a clear understanding of what is expected of them in terms of decisions, actions, schedule, and work products. If clarity is lacking, wrong decisions or wrong actions may occur, schedules will not be met, and work products may not be useful.

### **Factor 5: Tap into Pride and Desire to do Good Work**

- a. It is natural for staff to want to do good work, both for a sense of pride in accomplishment and for the recognition that should come from a job well done. Success breeds more success, and as indicated earlier in the comment associated with Success Factor 3a, staff recognition for a job well done improves morale and creates a desire for staff to continue to perform at a high achievement level.

## **Factor 6: Reassign Resources / Find Creative Ways to Get More Resources, etc. Related to Effective Communication**

- g. Communication is important, and communication improvements are beneficial to achieving goals, although these improvements may not be viewed as urgent by the decision-makers who allocate staff and funding resources. The people working on communication improvements need to be resolute in finding the necessary resources to get the job done. They must not fall victim to the “tyranny of the urgent” in which actions of lesser importance but higher urgency command the resources. Lacking resources, the improvement effort will fail, so finding resources is of paramount importance if the communications improvements are to be successfully installed as DWR standard procedures.
- h. DWR should embrace effective communication as a department-wide priority and activity (e.g. SAP Next Wave project) so that we can obtain additional “communication-related” resources within the Department. Activities related to enhancing communication should be labeled or identified clearly so that DWR staff can see the progression or collection of these efforts.

## **Factor 7: Support and Encourage Staff to Streamline Processes**

- i. Incorporate staff ideas as often as possible when establishing new policies, procedures, SOPs, etc.---Staff are involved in communications every day in accomplishing their work, and are in an excellent position to know what improvements are needed to make communications work better. Management should empower staff to make the changes that will improve communications procedures.
- j. Increase staff’s accountability to “new work.” The Staff or Chief designated to receive the "new work" should be given a chance to accept, alter, or perhaps even deny the new tasks. If the Staff "accepts" the new task, there is greater accountability and ownership of the “new task.”

## Status Summary Table

<b>Write-up:</b>	<b>Writers (Lead in bold)</b>	<b>Status<sup>1</sup></b>	<b>Date</b>
Recommendation 1 (repository)	<b>Stephens</b> , Smith, RC Sub-Team	1	12/30/08
Recommendation 2 (roles / responsibilities)	<b>Woodland</b> , Eusuff, Rice	1	12/30/08
Recommendation 3 (framework)	<b>Lester</b> , Smith, Horne (reviewer)	1	12/30/08
Recommendation 4 (policies)	<b>McCready</b> , Woodland, Rice		
Recommendation 5 (centralize / decentralize)	<b>McCready</b> , Woodland, Rice		
Recommendation 6 (training)	<b>Kirkland</b> , Lorenzo-Lee	1	12/30/08
Tool 1 (stakeholder / contacts repository)	<b>Stephens</b> , Smith, RC Team	1	12/30/08
Tool 2 (content library)	<b>McCready</b> , Kirby, Smith, Stephens	1	12/30/08
Tool 3 (skills catalog)	<b>Kirkland</b> , Smith	1	12/30/08
Tool 4 (event scheduling)	<b>Stephens</b> , Smith, Eusuff	1	12/30/08
Tool 5 (program / project catalog)	<b>Kirkland</b> , Smith, Stephens	1	12/30/08
Tool 6 (communications project planning tools)	<b>Rice</b> , Smith, Rice, Lester		
Critical Success Factors	<b>Nelson</b> , Lorenzo-Lee	1	12/30/08

<sup>1</sup> Status:

1 - Initial Communications Improvement Team Author Draft

2 - Updated

3 - Final Draft