



BUILDING CAPACITY IN FRONTLINE COMMUNITIES THROUGH PARTNERSHIPS

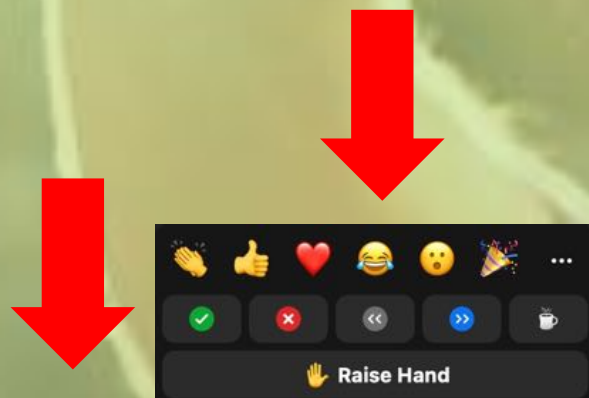
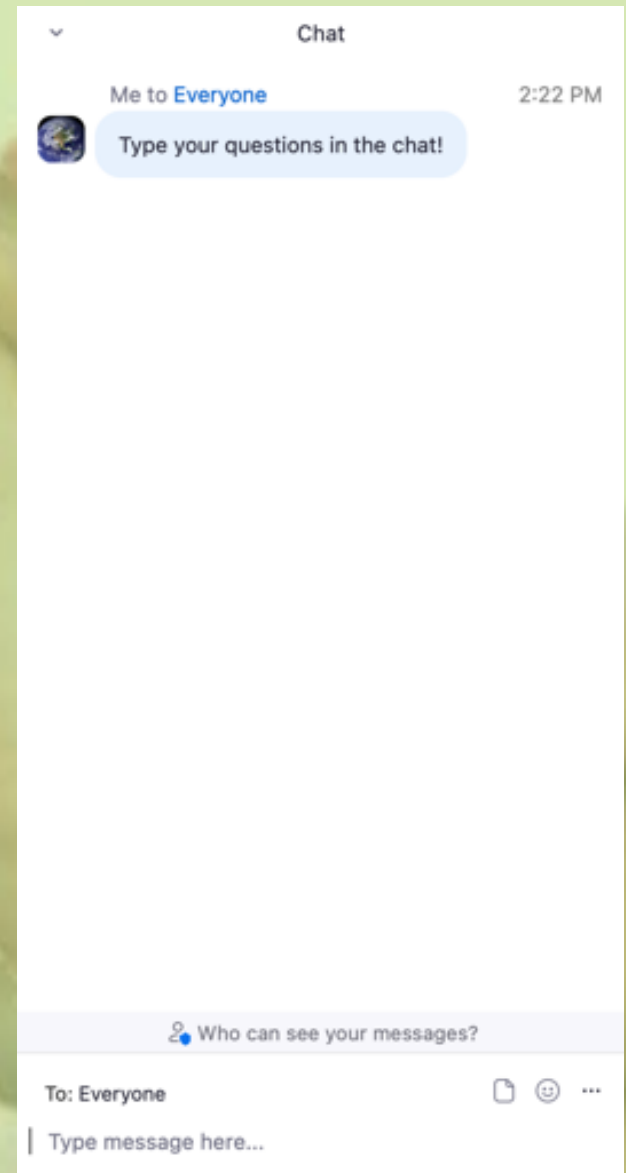
October 19, 2022
10am PT / 1pm ET



Music: www.bensound.com

WATERNOW ALLIANCE

Housekeeping & How to Ask Questions



Today's Speakers



APRIL INGLE

Policy Director

River Network



SHAHRZAD HABIBI

Research and Policy Director

In the Public Interest



MEGHAN ROGALUS

SAN Manager

Partnership for the
Delaware Estuary



ALISON AMINTO

Source Water Protection
Program Manager

Philadelphia Water Department

Agenda

- About WaterNow
- Building Blocks of Trust
- Partnership vs Privatization
- PWD and Schuylkill Action Network's Shared Governance to Protect Drinking Water
- Lighting-Round Breakout Discussion
- Report Back and Audience Q&A



PLEASE COMPLETE OUR WEBINAR EVALUATION!



 **waternow** alliance
water leaders. resilient solutions.

WHO ARE WE?



A forum and network of local water leaders advancing sustainable, affordable, equitable and climate resilient water strategies

WHAT DO WE MEAN BY SUSTAINABLE?

Providing safe, healthy, and affordable water services for people while preserving the integrity of water resources and the environment for future generations.



WHAT DO WE MEAN BY EQUITABLE?

Water equity means universal access to secure, affordable, safe, and healthy drinking water, and wastewater and stormwater management services. Equitable water infrastructure investment should support the long-term sustainability of our waterways, water systems, and utilities.



BUILDING BLOCKS OF TRUST:

Strategies to Create Authentic and Equitable Relationships Between Community Organizations and Water Utilities



**BUILDING
BLOCKS OF
TRUST**

CREATING AUTHENTIC AND EQUITABLE RELATIONSHIPS
BETWEEN COMMUNITY ORGANIZATIONS AND WATER UTILITIES

 **river
NETWORK**
connecting people saving rivers

 **waternow
alliance**

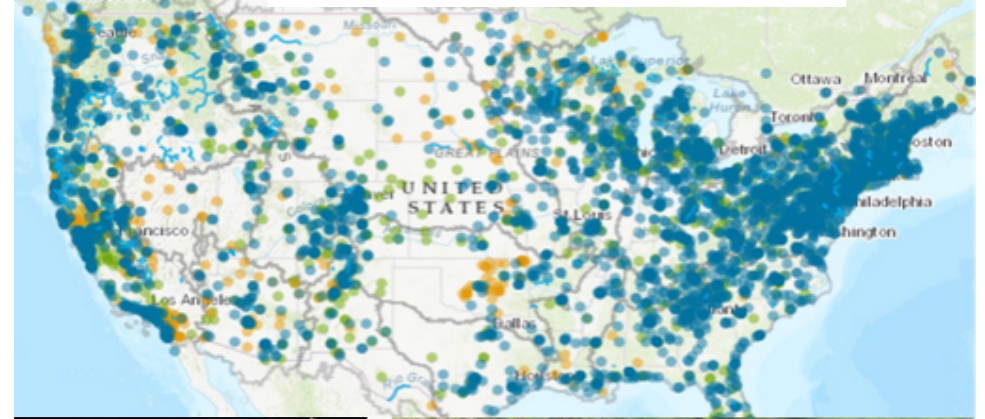
ABOUT RIVER NETWORK



River Network connects and empowers over 8,500 local water-focused organizations working for clean water and healthier rivers across the US.

*We envision a future of clean and ample water **for people and nature**, where local caretakers are well-equipped, effective, and courageous champions for our rivers.*

Meet our network and search the Water Protectors Map on our website rivernetwork.org.



CLIMATE CHANGE, RESILIENCE, & EQUITY

Official: Disaster aid widens racial inequities

CLIMATE

The crisis in Jackson shows how climate change is threatening water supplies

September 7, 2022 · 5:00 AM ET

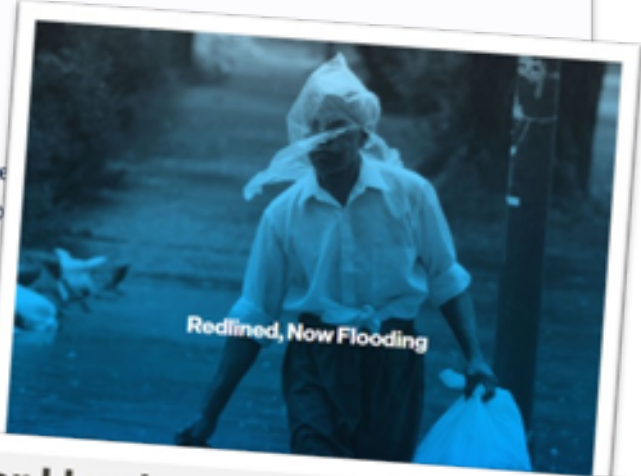
SCOTT NEUMAN



REILLY

4 hrs ago · 0

Disaster relief funding that prioritizes property value over equity, leaving poor neighborhoods and communities of color in the Houston area official told lawmakers.



THE DAILY YONDER KEEP IT RURAL

News & Analysis | Rural Life | Podcasts | Contact

Newsletters Donate

Too Poor to Protect: When Cost-Benefit Analysis Leaves Towns to "Wash Away"

POLITICS AND GOVERNMENT

For decades, many communities were deemed too poor for federal flood protection. Now a new section of the federal water law could help them.

5 years after Hurricane Harvey, many in Houston are still waiting for help

Texas turned disaster aid for Harvey into a competition. Guess who's losing out?




Community-Centered Spectrum

INCREASING IMPACT ON THE DECISION



| | INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER |
|----------------------------------|--|--|---|---|--|
| PUBLIC PARTICIPATION GOAL | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | To obtain public feedback on analysis, alternatives and/or decisions. | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. | To place final decision making in the hands of the public. |
| PROMISE TO THE PUBLIC | We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decide. |

Why Build Trust-Based Partnerships Between Water Utilities and Community Organizations?



**BUILDING
BLOCKS OF
TRUST**

CREATING AUTHENTIC AND EQUITABLE RELATIONSHIPS
BETWEEN COMMUNITY ORGANIZATIONS AND WATER UTILITIES

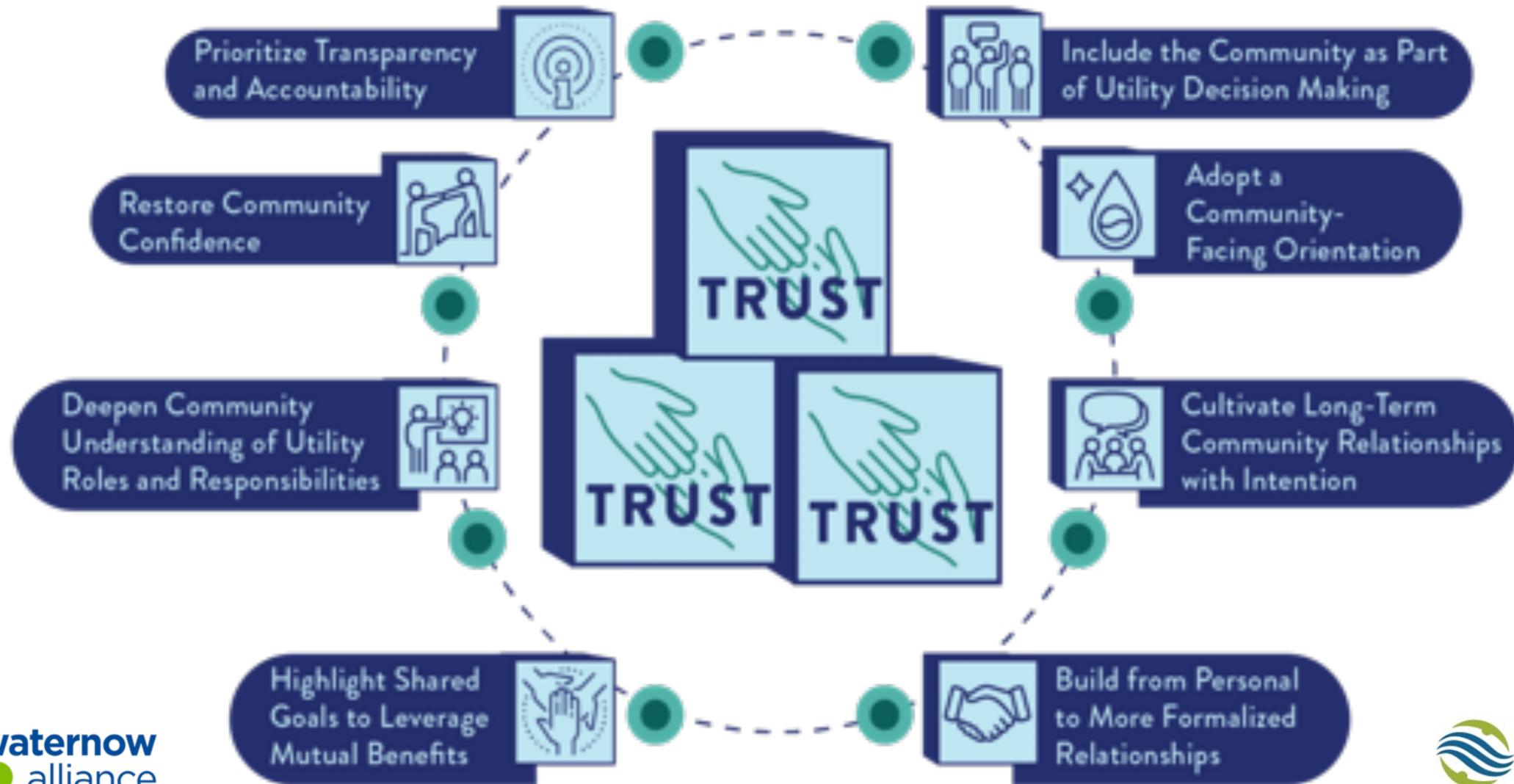


river
NETWORK
connecting people · saving rivers

waternow
alliance



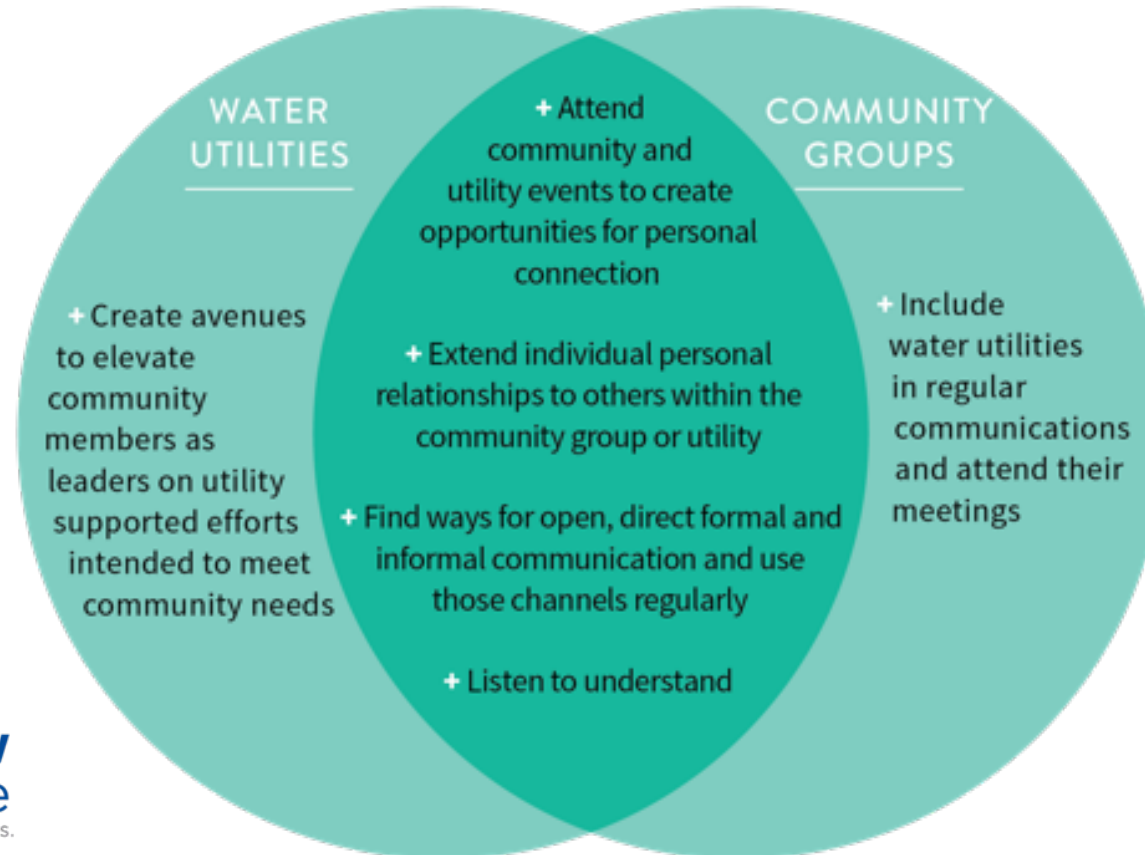
BUILDING TRUST: A CONSTELLATION OF PRACTICES



FOUNDATIONS AND BUILDING BLOCKS



BUILDING BLOCKS FOR CULTIVATING LONG-TERM COMMUNITY RELATIONSHIPS WITH INTENTION

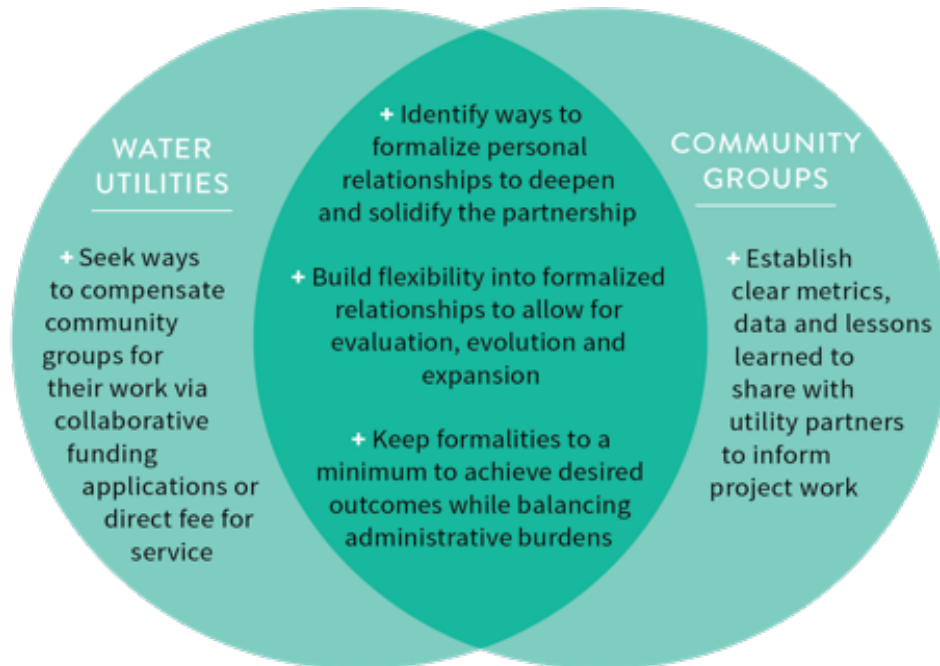


FOUNDATIONAL BEST PRACTICES FOR BUILDING TRUST

Partnership: Tucson Water & Sonora Environmental Research Institute



BUILDING BLOCKS FOR BUILDING FROM PERSONAL TO MORE FORMALIZED RELATIONSHIPS



TRUST BUILDING SUPPORT INITIATIVE



How could the Trust Building Practices advance your work?

What might that look like?

What opportunities and challenges do you foresee in applying Trust Building Practices?

April Ingle

aingle@rivernetwork.org

Understanding the Risks of Public-Private Partnerships

Shar Habibi

In the Public Interest

October 19, 2022

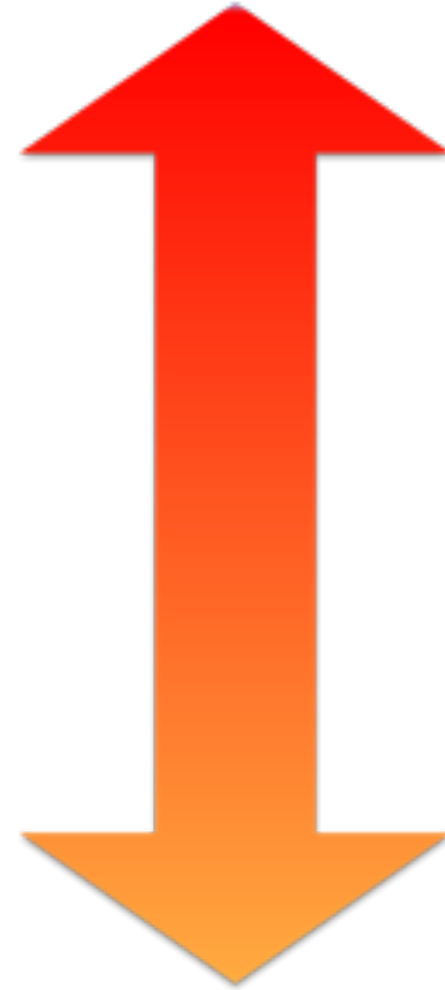


Types of Privatization Deals

Public-Private Partnerships

Full Private Control - Sales

- Concession/DBFOM
- Lease/DBOM
- Management
- Operation & Maintenance
- Outsourcing services
- Full Public Control





Risks of public-private partnerships

- Loss of public control
- More expensive to ratepayers, affordability programs more difficult to implement
 - Cost of capital for improvements more expensive under P3
- Pressure to reduce operating costs: reducing wages and benefits of staff, reducing number of staff, using inferior materials
- Lack of transparency

What to look out for

- Infrastructure Issues
 - i.e. consent decrees, quality, billing concerns
- Budget Deficits and Pension Liabilities
 - Anti-tax sentiment
- Mayor's politics, activities
 - Corporations cultivate privatization champions
- Corporate activity in region

Alternatives to public-private partnerships

- Alternative model: Public-Public Partnerships
 - Municipalities band together in purchasing decisions
 - Municipalities invest together in shared infrastructure
 - Public water systems team up with employee organizations to find efficiencies and reduce costs

Resources

Understanding and Evaluating Infrastructure Public-Private Partnerships in the Water Sector:

https://www.inthepublicinterest.org/wp-content/uploads/ITPI_P3WaterGuide_Nov2019.pdf



Philadelphia Water Department & the Schuylkill Action Network

WATERNOW ALLIANCE: BUILDING CAPACITY IN FRONTLINE COMMUNITIES THROUGH PARTNERSHIPS

OCTOBER 19, 2022



Alison Aminto

Philadelphia Water Department

Meghan Rogalus

Partnership for the Delaware Estuary



Protecting Water Resources



Stormwater

Storage & Management
60% Combined, 40% Separate



Drinking Water

Treatment & Delivery
300+ MGD



Wastewater

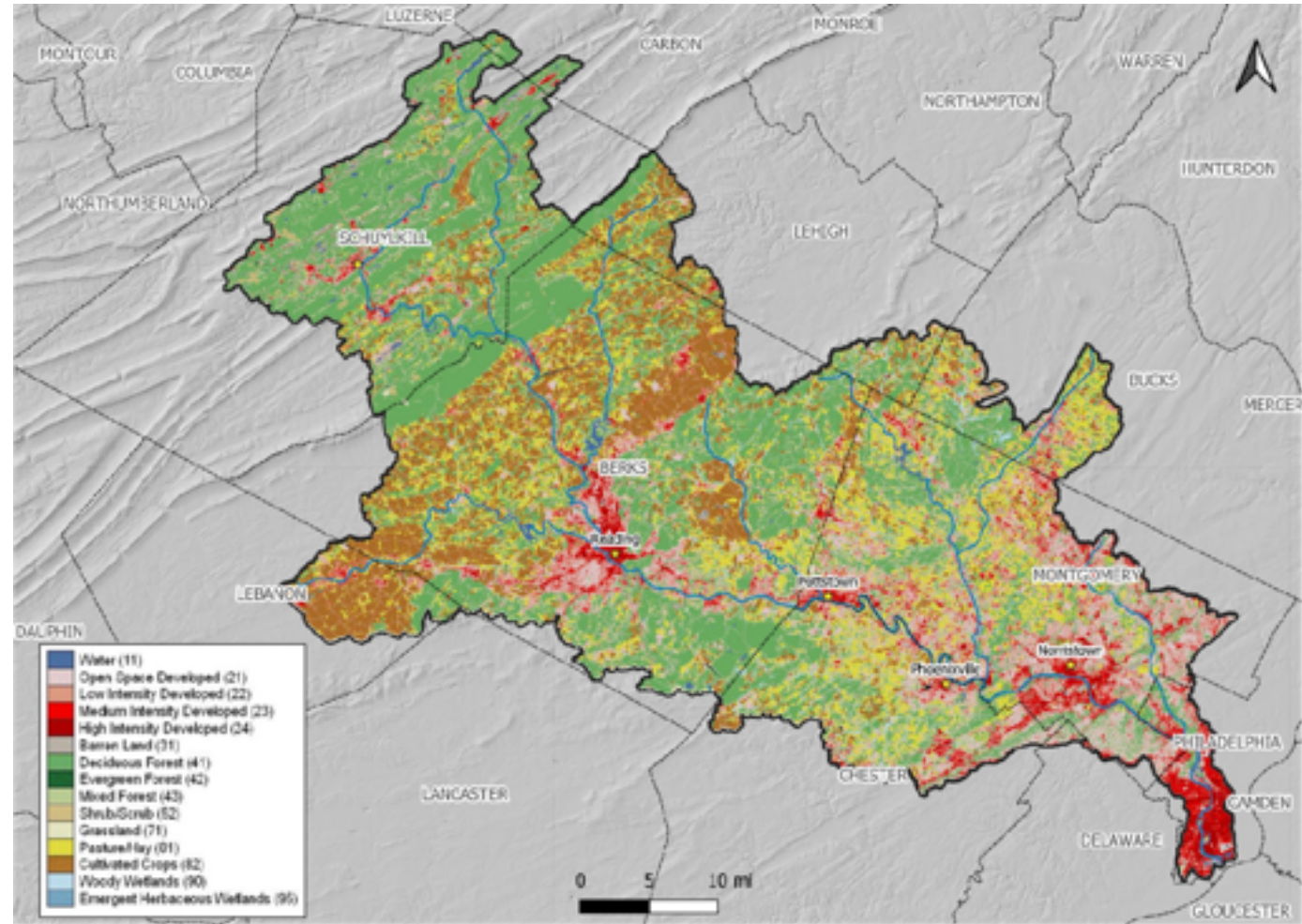
Collection & Treatment
522+ MGD

Philadelphia Source Watersheds

- Delaware River Watershed
- Schuylkill River Watershed



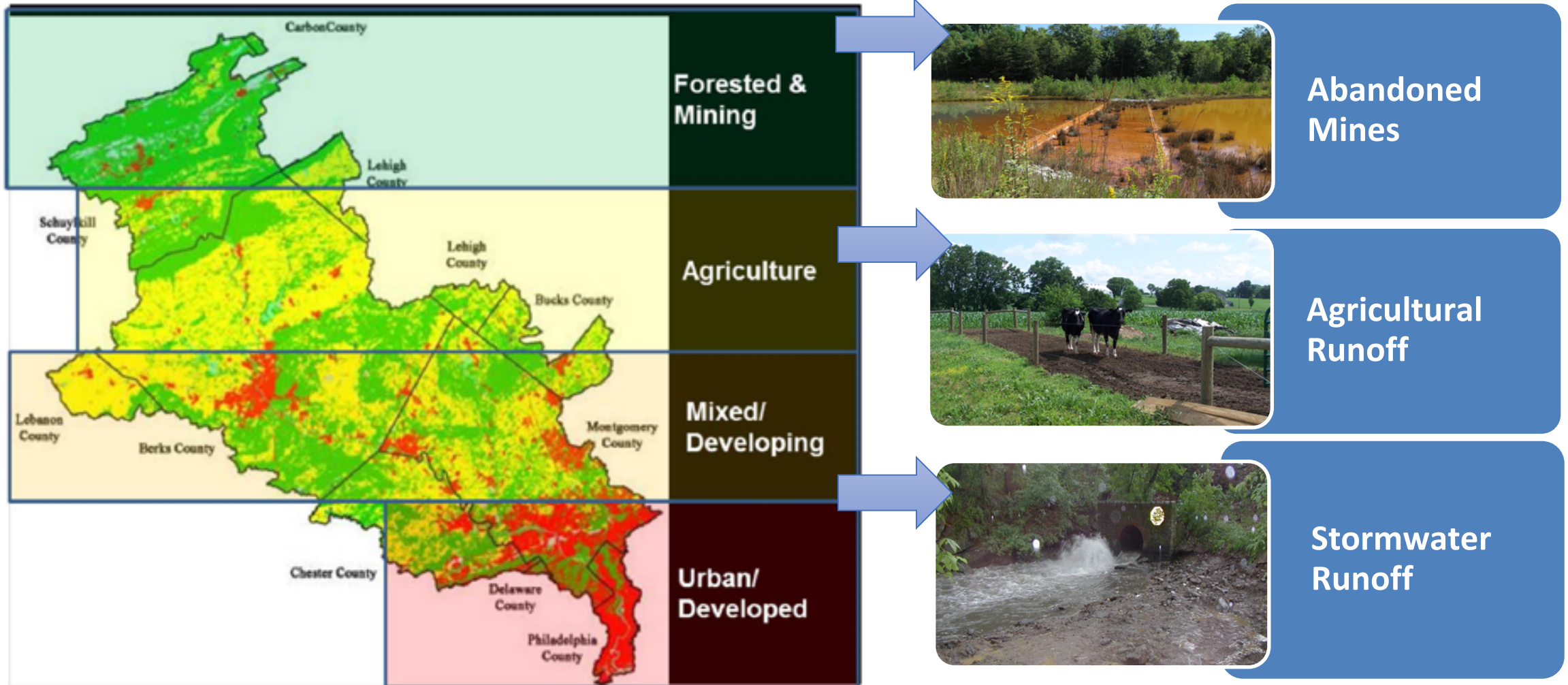
Schuylkill River Watershed



SOURCE: NATIONAL LAND COVER DATABASE (2019)

Source Water Protection

Addressing Priority Sources of Impairment





Schuylkill Action Network

Highlight Shared Goals to Leverage Multiple Benefits

Protecting Schuylkill River



SAN Partners



Water utilities, regulatory agencies, conservation districts, non-profits



Schuylkill Action Network

Cultivate Long-Term Community Relationships with Intention

Executive Steering
Committee

Planning Committee

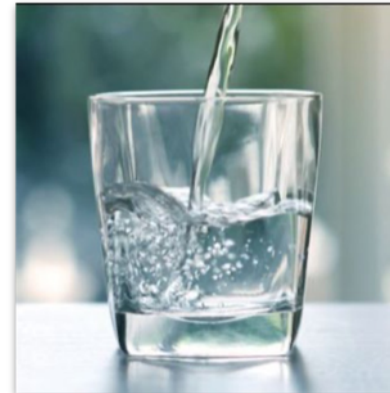
Agriculture

Abandoned Mine
Drainage

Engagement &
Stewardship

Pathogens & Point
Source

Stormwater





Schuylkill Action Network

Cultivate Long-Term Community Relationships with Intention

Abandoned Mine Drainage Case Study - Silver Creek Treatment System



Before



After



Schuylkill Action Network

Cultivate Long-Term Community Relationships with Intention

Stormwater Case Study - Upper Merion Twp./King of Prussia Mall





Schuylkill River Restoration Fund

Highlight Shared Goals to Leverage Multiple Benefits

Agriculture Case Study - Northwestern Stables, Philadelphia





Schuylkill River Restoration Fund

Highlight Shared Goals to Leverage Multiple Benefits



Schuylkill River Greenways



Philadelphia Water Department



Aqua Pennsylvania



Exelon Corporation



Partnership for the Delaware Estuary



Mom's Organic Market



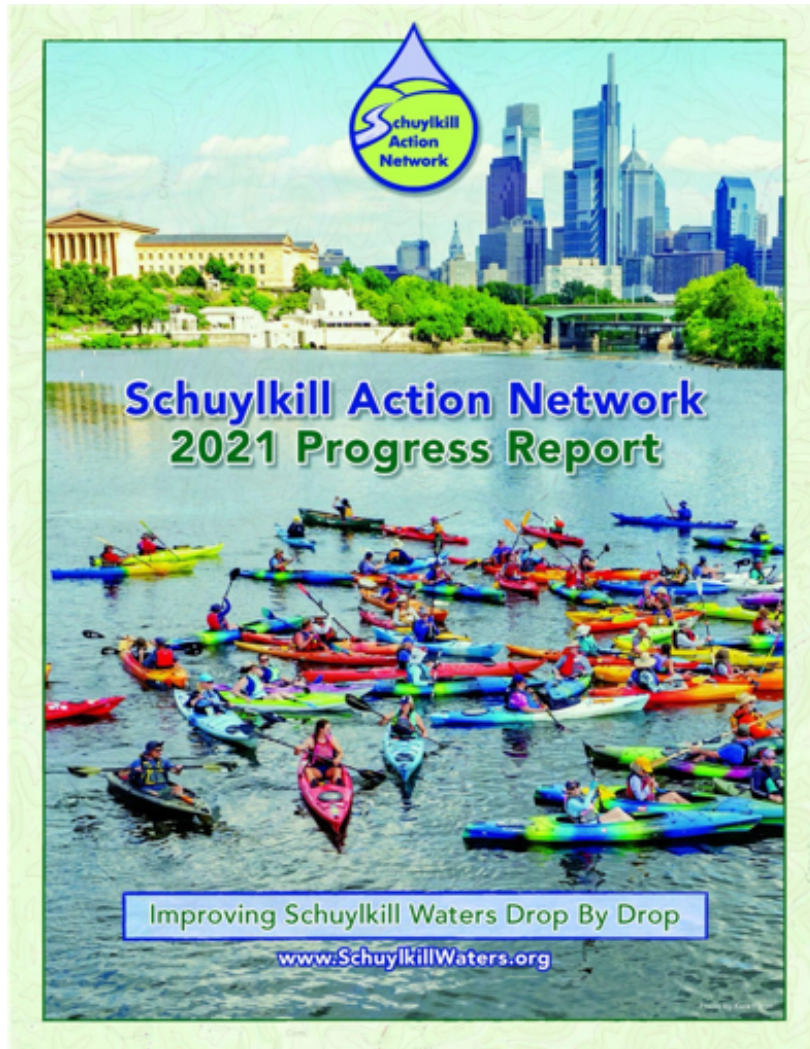
Pennsylvania American Water

Leveraging watershed funding through public-private partnerships



Schuylkill Action Network

Multiple Benefits



- Public-private collaborative network of over 100 partners for nearly 20 years
- Sharing and leveraging resources and technical expertise to improve water quality
- Steadfast funding for network administration and on-the-ground projects
- Network events and outreach materials for improved engagement



PHILADELPHIA
WATER
— DEPARTMENT —

Alison Aminto

Source Water Protection Program Manager

Alison.Aminto@phila.gov



Partnership for the
DELAWARE
ESTUARY

Meghan Rogalus

Schuylkill Action Network Manager

mrogalus@delawareestuary.org

Thank You!

Do you have a sustainability vision for your city?

Our toolkit is here to help.



Localized Infrastructure Decision-Making Framework

To explore lessons from learned from TIR Case Studies click through Waterflow's **10-part decision-making framework** for deploying localized water infrastructure strategies at larger scale as best fit a community's particular needs.



Water Equity and Climate Resilience for Frontline Communities

Find resources tailored to communities across the U.S. that face the first, and worst, impacts of water management challenges, including poor water quality and sanitation, flooding, and contamination and other impacts associated with stormwater runoff—all of which are exacerbated by climate change—in the **Frontline Communities** module.



What Are My Financing Options?

To learn about accessing capital dollars and other revenue streams to pay for decentralized water infrastructure and solutions to common legal, financial and accounting questions that arise when increasing investments in these environmentally friendly programs click through the **"What Are My Financing Options?"** sections.



Localized Water Infrastructure Implementation Strategies

To learn about common challenges – and corresponding solutions – for public utilities deploying decentralized strategies on public property not directly owned or controlled by the water utility ("public non-utility property") and private property click through the **"Localized Water Infrastructure Implementation Strategies"** section.



Benefits of Publicly Owned Water Systems

To learn about the benefits of public ownership of water systems, what privatization entails, and public private partnerships click through the **"Benefits of Publicly Owned Water Systems"** section.

Visit tapin.waternow.org/toolkit to view full toolkit

Building Capacity through Partnerships

Water utilities across the country are increasingly, and successfully, turning to partnerships with community groups, NGOs, and other cities and utilities to build capacity and advance greater water equity in their communities.

Click through the sub-sections below to learn how to **identify main capacity challenges** facing utilities serving frontline communities, how to **identify local partners** who can help overcome those challenges, and what **best practices** to follow when building capacity through partnerships. Partnerships can also include “public-private partnerships,” and the precise meaning of “public-private partnership” is often a source of confusion. This term is used to describe a variety of arrangements between governments and private sector organizations from full privatization of formerly public municipal water providers, to outsourcing, grants, leases, asset sales, and others. Check out the Partnership vs. Privatization sections of the Toolkit to explore the **most common types of public-private partnerships** formed in the water sector and several **key considerations** for determining whether to enter into any of these arrangements.

Identifying Internal Utility Capacity Challenges >

Identifying Partners Who Can Add Value >

Best Practices for Building Trusting Partnerships >

tapin.waternow.org/toolkit

WATERNOW ALLIANCE

Best Practices for Building Trusting Partnerships

To be successful and long lasting, partnerships between water systems and community groups depend on core operating strategies such as robust stakeholder engagement and participation in program design, increasing transparency, and open lines of communication.

Based on interviews with successful community and water utility partnerships, WaterNow and one of our key partners, River Network, have developed a set of **8 best practices for building trusting partnerships**:

1. Prioritize Transparency and Accountability
2. Restore Community Confidence
3. Deepen Community Understanding of Utilities Roles and Responsibilities
4. Highlight Shared Goals to Leverage Mutual Benefits
5. Include the Community as Part of Utility Decision Making
6. Adopt a Community-Facing Orientation
7. Cultivate Long-Term Community Relationships with Intention
8. Build from Personal to More Formalized Relationships

These foundational steps for building trust are a constellation of practices that can be applied in any order depending on where a particular utility and community fall on the trust spectrum. Click [here](#) to read the full report, “**Building Blocks of Trust: Building Lasting, Authentic and Equitable Relationships between Community Organizations and Water Utilities**,” Or watch River Network and WaterNow’s trust building webinar.

Many of these best practices also apply to partnerships between utilities or other public agencies, including dedication to honesty and transparency, recognizing shared goals, and water utility innovation. But when forming relationships among governmental agencies utilities serving frontline communities will also need to consider ways to:

- ✓ Share upfront cost of project construction
- ✓ Pool labor and operation & maintenance resources
- ✓ Coordinate with other already planned capital projects such as street repairs
- ✓ Integrate water, sewer, and stormwater planning

For example, Metropolitan Water Reclamation District of Greater Chicago enters into “**Intergovernmental Agreements**” with municipalities it partners with to build green infrastructure to set out the scope, design, construction, and operation and maintenance of the green infrastructure projects MWRD helps fund.

To access additional resources about best practices for trust-based partnerships click the linked resources below. Click [here](#) to navigate to the **Avoiding Water Shutoffs** section of the Equity and Climate Resilience for Frontline Communities module.

Benefits of Publicly Owned Water

Best Practices for Private Service Contracts



As with [partnerships](#), there are a range of service arrangements available to public water utilities. These agreements are often best employed for discrete types of project implementation that do not involve a transfer of ownership or decision making authority, e.g., street cleaning, meter reading, billing, laboratory services, landscaping, green infrastructure operations and maintenance, water use efficiency installations, turf replacements, etc.

The below subsections outline the [types of service arrangements](#) and [considerations](#) local leaders and utility staff will want to evaluate to ensure they're following best practices when entering into an arrangement. Download WaterNow's [Privatization Issues: Decision-Maker Checklist](#) to explore these issues offline.

Partnership Types

Service Arrangement Types

Partnership Considerations

Service Arrangement Considerations

Case Studies

Value of Publicly Owned Water Systems



Local governments, or governmental authorities and entities, own over 31,000 drinking water systems in the U.S. These systems form an often interconnected or intersecting patchwork of

ter to just dozens of households
ese thirty thousand systems:

000 serve populations of >25,000 (totaling
5 million people);
000 systems serve at least 5,000 people.

ast majority, ~71%, of the remaining utilities,
sant very small systems serving fewer than
2 people. In total, public systems bring drinking
r to nearly 270 million people and businesses
to the country, representing about 88% of the
ation.

y serve. To many, this has the
. There are also more tangible
accountability to the community

ined" water systems as referenced
ind [case studies](#) of publicly owned

Partnership vs. Privatization



There are a range of part
partnership" is often a so
between governments ar
municipal water providers, to outse

Explore the below sections to learn
several [key considerations](#) for deta
WaterNow's [Privatization Issues: D](#)

tapin.waternow.org/toolkit

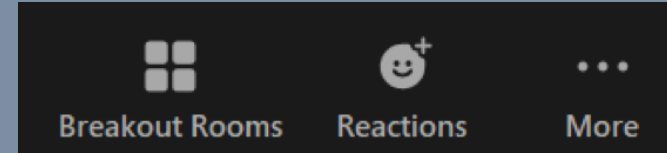
WATERNOW ALLIANCE

BREAKOUT DISCUSSION

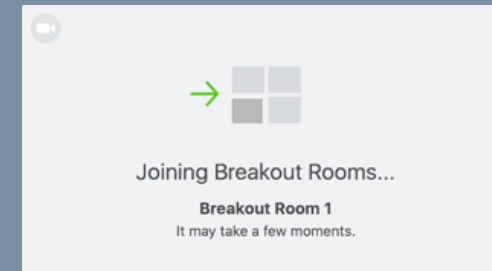
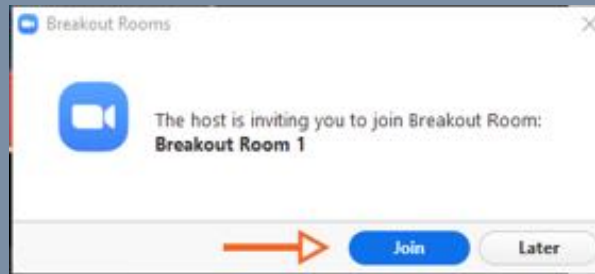
- What does “partnership” mean to you?
- Have community-water service provider partnerships added capacity in your community? Why or why not? What has the added capacity included, e.g., project implementation, connecting with additional stakeholders, strategic planning?

GETTING TO & FROM THE BREAKOUT

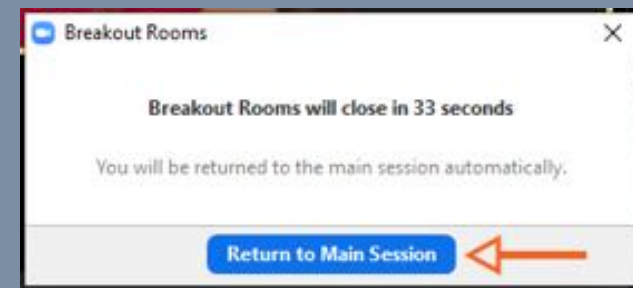
1. Click “Breakout Rooms” in meeting controls
*hover over the bottom of your screen to display this bar



2. Join a room by clicking **Join** when an invite pops up



3. To leave the breakout room and return to the main meeting session at any time, click **Leave Room** on the lower right. Or return when breakout room countdown timer starts. When rooms close, you will automatically be brought back to main session.





**REPORT BACK
AND
AUDIENCE Q&A**

WATERNOW ALLIANCE

JOIN THE ALLIANCE

LEARN MORE AND SIGN UP

www.waternow.org/join-the-leaders



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THANK YOU

FOR MORE INFORMATION EMAIL
CAK@WATERNOW.ORG

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