



February 18th, 2019

Patti Wallace
Purchasing Director
Sewerage and Water Board
625 St. Joseph Street, Room 131
New Orleans, LA 70165
pwallace@swbno.org

Dear Ms. Wallace,

At the Water Collaborative, we believe that change does not happen in silos. Proactive, sustainable change cannot happen without intersectional organizing. This is reflected in our formation 5 years ago with thought leaders in stormwater management who are still supporting a more climate adaptative metro area. Since 2015, we have acknowledged the need to bring multiple sectors together to produce expansive change so all residents can live and thrive with water. There is an understanding that when neighborhoods, city government, utility companies, and businesses work separately, they make more mistakes. This causes communities to experience a constant state of reactionary policies leading to mistrust and misinformation. Our organization has consistently sought to be the anthesis to this culture by planning with the community, not for the community to develop proactive learning models and equitable policies.

With over 100 partners and members, from architecture and engineering firms, climate and energy sectors, to neighborhood associations and beyond, The Water Collaborative is the only collaborative organization focused on storm-water management and climate resiliency in the region that works outside of city government. Because we are a non-government entity, we retain a unique position as an independent, trusted, non-partisan body to support the development of creative strategies from shared information. We represent the only entity in the city regularly provided with multi-sectored information and tools to support the improvement of our water and climate systems. With this, we seek to participate in the master planning process for the Sewerage and Water Board as a contractor dedicated to informing residents about water infrastructure and creating pathways for innovation using cross-pollination.

The success of the Sewerage and Water Board is at the core of the city's future relationship with water. With a successful track record in policy, education and advocacy, we can provide community engagement expertise that no other private firm can offer. As a contractor for the Sewerage and Water Board, we are excited to co-create water management plans that considers all systems tackling water in the metro area. We want all residents to live, thrive, and enjoy the water around them. To address this holistically, we must consider "nothing about us, without us" as the most explicit strategy for building comprehensive water systems. Let us support the Sewerage and Water Board in the development of an equitable, climate adaptive and mitigative plan for the future. We are thrilled to participate throughout this process to promote a stronger Sewerage and Water Board.

Sincerely

Jessica Dandridge
Executive Director
The Water Collaborative
jessica@nolawater.org



The Water Collaborative is a non-profit established in 2014 and is an essential and effective vehicle for the active involvement of all segments of the community in implementing the principles of water management and climate change adaptation. The Water Collaborative is a highly regarded, sought after, and responsive source of information, expertise, and leadership to government, business, academic and community-based institutions, neighborhoods, and residents regarding water management issues. The Water Collaborative consistently informs and empowers its members, enhances their efforts, and links and integrates those efforts within a shared framework aimed at advancing regional water management best practices. The Collaborative serves as a leader and focal point for revisiting and updating water policies and plays a major role in identifying, advocating for, and implementing emerging and innovative approaches to water management. Finally, the Collaborative sustains meaningful linkages with all water-related initiatives and partnerships addressing connected issues such as coastal restoration, environmental protection, climate change mitigation, adaptation, and hazard mitigation. To date, the Water Collaborative developed the New Orleans Comprehensive Zoning Ordinance which was successfully passed, flood mapping for the Claiborne Corridor, analysis of proposed Federal Flood Risks Management Standard, and piloted most of the original permeable pavement projects which can be found in various parking lots including Parkway Bakery in Bayou St. John. Among its many accomplishments as an organizing body in the water sector, it is the only local non-profit that acts as an umbrella for the water sector in the Greater New Orleans Area.

Who Are We?

The Water Collaborative is the regional leader in urban water management. Through our collaborative working groups, interdisciplinary approach to multi-objective problem solving, we create unique and necessary approaches to our world's most pressing issues, climate change. We believe everyone has a role to play regarding stormwater management, flood prevention, and climate change adaptation and mitigation. By bringing design professionals, urban planners, non-profits, social enterprises, neighborhood associations, elected officials, and concerned citizens together, we create smarter and unique opportunities for collective thinking for innovative and models of resilience.

Mission Statement: Our mission is to build a diverse network for all who are impacted by flood risk that focuses on equitable practices to sustainably live and thrive with water.

Vision Statement: We envision an inclusive network of communities who work to make our world climate resilient and New Orleans a leader in rights-based water management.

Values:

1. Collaboration: We never turn anyone away! We invite everyone to the table as an active participant, student, advocate, or supporter. As a collaborative we will accomplish:
 - Large scale community education to increase conversations regarding water and climate through as many residents as possible.
 - Yearly policy recommendations informed and written by our members that support their



- goals and missions.
- Services that lead to members gaining financially whenever possible.
- 2. Informed Decision Making
 - Our diverse membership allows us to continually provide the most cohesive information and research so leadership can make equitable decisions.
- 3. Building Just Relationships
 - Our relationships are more than work related. Our work centers around justice and how our stakeholders can be brought to the table and heard as equal partners in the fight against climate change.
- 4. Socially Responsible Economic Opportunities
 - The water and green sectors have amazing opportunities for personal and community economic mobility; thus, we choose to ensure the opportunities created are always socially responsible for the very people it should intend to support.
- 5. Embracing Our Place in Nature
 - Green Infrastructure is the process of mimicking the natural landscapes that have worked for millennia. As we continually innovate around green infrastructure, we seek to always embrace our place in nature, and know that our natural ecosystems should be our key priority.

What Do We Do?

Education - Before we can inform policy, we must inform residents. The Water Collaborative focuses heavily on educating residents across the Greater New Orleans Area and Gulf Coast Region about flood solutions, resources, workforce development, pertinent research, and much more. By using our diverse membership base, we pool, prioritize, and redistribute information to the general public daily through our various programs.

Policy - We work with city, state, and elected officials to support their understanding of urban water management to further comprehensive policy measures to support the urban water sector's growth and sustainability. Utilizing our membership base and our Government Relations working group, we consistently create policy recommendations while also advocating for specific measures to support needs of the urban water sector and community members.

Equity - Water does not care about your race, gender, color, or creed. As an organization we believe equity must be intentionally incorporated into all our work. We seek to ensure equitable policies and measures are always considered and the most vulnerable communities receive resources for their sustainable development.

Previous Accomplishments

To date, the Water Collaborative and its members have had several significant accomplishments utilizing collaborative designs and shared strategies. Some of our accomplishments include:



- Water Collaborative members developed adopted amendments to the City of New Orleans Comprehensive Zoning Ordinance eliminating possible exemptions from stormwater management requirements, and successfully advocated for the removal of a proposed appendix to the CZO that discouraged home elevations
- Collaborative members spearheaded the analysis of the proposed Federal Flood Risk Management Standard, established by Executive Order 13690
- Collaborative members conducted the drainage fee survey and analysis for the Sewerage and Water Board
- Collaborative members have led efforts to pilot and promote the use of permeable paving materials in local business parking lots, including Parkway Bakery in the Bayou St. John neighborhood
- Collaborative members convened City of New Orleans officials and community members for a Community Rating System workshop with national expert French Wetmore, exploring potential strategies for lowering community flood insurance rates
- Collaborative members have collectively made dozens of community presentations throughout the city and the region on stormwater management issues
- Member organizations have developed and piloted several school-based educational programs targeting students at all levels
- Collaborative members have piloted a flood mapping initiative in the Claiborne Corridor

Many of the accomplishments of The Water Collaborative are completed through our working groups. Working groups are the core of our organization and allow for intersectional design in practice. In working groups, individuals from multiple professions are given unique opportunities to work along side other professionals from different sectors on varying subject matters of their choice. While some working group projects are organic in nature, others work towards long term policy and advocacy goals. While some projects are organically created in our working groups, The Water Collaborative also provides consulting and programming services to the general public to encourage stormwater management best practices, community education and engagement, and socially responsible economic development. Utilizing our network, we support our clients by bringing the best water management service providers to our clients depending on their needs, create programs for community participation, and conduct data collection and analysis. The Water Collaborative staff will work directly with the client based on their needs. Unless they specifically request the use of working groups, client projects are conducted separately to maintain confidentiality.

There are multiple lanes taken to create proactive planning for water management. While no project follows the same process completely, The Water Collaborative relies on specific themes to accomplish working group and client goals.

Identify, support, and champion best practices: There is a significant amount of important work in water management and green infrastructure currently being done by many individuals, organizations,



and businesses throughout the region. A major role for the Collaborative is to ensure these efforts get the support (in terms of expertise and resources) and visibility that can enhance their effectiveness, reach, and sustainability.

Develop effective vehicles to engage stakeholders: The Water Collaborative can only achieve long-term impact if it engages a diverse and expanding network of stakeholders to understand, implement, and champion effective water management policies and practices. The Collaborative as a whole and each Working Group will create effective vehicles to involve those stakeholders in community-based, action-oriented approaches to improving water management in the region. Each Working Group and The Water Collaborative Staff will be focused on engaging, convening, and mobilizing the community constituencies relevant to their work. These stakeholders will provide the Collaborative with the capacity and person-power to fully implement the directions in the strategic plan and will serve as the broad base of community support for the Collaborative's advocacy efforts.

Identify and strategically fill gaps: The Collaborative is uniquely positioned, once it has identified existing efforts and linked them for maximum collective impact, to then identify gaps in knowledge, policy, research, and service (e.g., underserved populations or geographic areas, especially low-income communities, best-practice approaches not yet implemented locally, etc.), and then, through collaboration, to facilitate and support member and partner organizations to develop responses to fill those gaps.

Project Managing Staff and Board of Directors

Jessica Ashley Dandridge - Executive Director

Bachelor of Arts in Political Science and Sociology from Xavier University of Louisiana

Master of Arts in International Affairs in Security and Conflict from The New School: Milano School of International Affairs, Management, and Urban Policy

15 years of non-profit, community development, civic engagement, and risk assessment experience

2020 Board of Directors

Kaitlin Tymark - Board Chair, Project Manager at Jacobs Engineering

Chuck Morse - Vice-Chair, Executive Director of LaunchNOLA

Bob Mora - Treasurer, Managing Partner of Batture LLC

Tara Lambeth - Secretary, Assistant Director of the Planning & Zoning Department for Terrebonne Parish Consolidated Government

Joshua Torrenco - Builders and Designers Working Group Chair, President of Wingate Engineers

Devin Foil - Government Relations Working Group Chair, Coastal Zone Administrator and Floodplain Manager for St. John the Baptist Parish

Samantha Carter - Community Education Working Group Chair, Outreach Manager at the National Wildlife Federation



Katrina Williams - Special Programs coordinator with Coastal Communities Consulting
Oliver Thomas - Marketing Executive at Stuart Consulting Group LLC, Radio Host at WBOK Radio Station
Courtney Williams - Architectural Conservator at Cyprus Building Conservation
Tyler Antrup - Director of Planning and Strategy at Sewerage and Water Board of New Orleans

Written Response

a. What will be New Orleans' biggest stormwater/drainage challenges in 50 years and what is the best approach to integrated, long-range planning to address those challenges?

Some would argue that our city's biggest stormwater and drainage challenges are already here. By 2050, these challenges without proper attention would result in insurmountable task that could bring New Orleans to its knees, creating the Atlantis of the 21st century. Thus, our biggest challenge in 50 years is our city's willpower and willingness to adapt to increased rainfall days, rising sea levels, and reduced natural storm surge barriers that protect the metro area. Obstacles to these challenges are funding mechanisms, community support, and outdated policies. To prevent the starkest of predictions for New Orleans, city government and its utility entities must not only address the most obvious tasks, but also focus on the obscure challenges that are both the most incomprehensible and the most pervasive. Culture and traditions that result in immobility, stagnation, antiquated ideas, and the perpetuation of unproven fears have caused our city's infrastructure to degrade unchecked. Some of our most obvious and obscure stormwater challenges along with integrated, long range strategies are listed below. Yet in order to achieve these long-term goals that will greatly benefit New Orleans and its residents, the cultures of mistrust, misinformation, and the lack of transparency are unifying themes in all the stated challenges. Regardless of grey or green infrastructure planning and implementation, the underlying issues of education and trust are persistent. Our biggest challenge to our most treasured assets in this fight for climate resilience in New Orleans, is us, the residents and communities in the city. Our biggest challenge currently and in 50 years is increased rainfall days, sea level rise, and strengthening tropical storms due to the warming of the planet from world-wide carbon emissions. At the Center for Planning and Excellence's Smart Growth Summit in Baton Rouge, speakers from multiple fields provided some uncomfortable truths. For instance, the Intergovernmental Panel on Climate Change report states that

"in some regions, increases in heavy precipitation will occur despite projected decreases in total precipitation. For a range of emission scenarios... a 1-in-20 year annual maximum 24-hour precipitation rate is likely to become a 1-in-5 to 1-in-15-year event by the end of the 21st century in many regions."¹

¹] Seneviratne, S.I., N. Nicholls, D. Easterling, C.M. Goodess, S. Kanae, J. Kossin, Y. Luo, J. Marengo, K. McInnes, M. Rahimi, M. Reichstein, A. Sorteberg, C. Vera, and X. Zhang, 2012: Changes in climate extremes and their impacts on the natural physical environment. In: Managing the Risks of Extreme Events and Disasters to Advance Climate Change Adaptation [Field, C.B., V. Barros, T.F. Stocker, D. Qin, D.J. Dokken, K.L. Ebi, M.D. Mastrandrea, K.J. Mach, G.-K. Plattner, S.K. Allen, M. Tignor, and P.M. Midgley (eds.)]. A Special Report of Working Groups I and II of the Intergovernmental Panel on Climate Change (IPCC). Cambridge University Press, Cambridge, UK, and New York, NY, USA, pp. 109-2



This is already happening in Louisiana due to the past major flooding events across the metro area due to unprecedented rainstorms. For example, at the same Smart Growth Summit, the state climatologist explained that over 30 inches of rain fell in Louisiana from August 10th – 17th 2019. This is one week prior to the infamous August 26th flood, in which an estimated 4-5 inches of rainfall hit parts of the Greater New Orleans area in a two-hour period. In Algiers, an estimated 4.9 inches fell onto unprepared residents in less than 90 minutes.² This is coupled with a subsidence rate of 2 inches per year due to underground pumping and the levee system.³ The facts create an uncomfortable reality that many across the metro area have yet to face. Yet even with these glaring facts, city leaders and residents have a hard time processing this information. One NOLA.com article perfectly describes some of these frustrations:

"In the 800 block of Union Street, Heather Travland spent Monday afternoon feverishly sweeping water out of the lobby of a building owned by the company she works for, in a successful effort to keep the flood from once again inundating the elevator, which had just been repaired after a similar flood in July. All told, the company and its tenants have flooded three times this summer, leading to a \$75,000 repair bill. "We're just trying to get some help. We're not asking for a lot. We're just trying to keep water out of our business and keep our tenants happy," Travland said."

"Downtown Development District President and CEO Kurt Weigle said the repeated flooding in the area has put serious strains on businesses and residents. "Some of these businesses and developers were some of the most bullish on downtown but are now throwing up their hands and saying, 'This can't go on, ..." ⁴

The article was riddled with larger questions that many residents still do not have the answers to. Understanding a complex system that was historically simplified by political figures has created an unhealthy relationship with our aging grey infrastructure system. Understanding where to place our energy is half the battle that most residents don't want to partake in. As residents pay their utility bills, property taxes, and mileages, the desire to have conversations around failed accountability doesn't sit well with most people. Since 2015, there has been a shift in how to tackle stormwater management with the release of the Urban Water Plan. Beautifully designed, it was the first visible option New Orleans residents were publicly provided with that could change our relationship with water. Expecting citizens to live and thrive with water also requires a cultural shift that some believe we can easily transition too. Public and private projects across the metro area have provided some neighborhoods with hope. But it has also exacerbated the city's fragile historical and systemic racism woes that can lead to added forms of inequalities. With every emerging rain garden, bioswale, and retention pond, the fears of an already gentrified New Orleans become more realistic. Some residents fear a resemblance to Seattle or Manhattan in 30 years, if not sooner. There is ample evidence that shows that climate change increases social vulnerability for low-income families. The Urban Flooding Report summarized it best:

² "New Orleans Hit with Flooding Rain". AP NEWS, 2020, <https://apnews.com/f562ad0c08cf42d28f64d2a6ed9c5d49>.

³ Breslin, Sean. "New NASA Maps Show Just How Fast New Orleans Is Sinking | The Weather Channel". The Weather Channel, 2020, <https://weather.com/news/climate/news/nasa-maps-new-orleans-sinking>.

⁴ Adelson, Jeff. "As New Orleans Flooded, 'Angry' S&WB Leader Saw Drains Fail; Must-Fix Issue Lies 'Underground'". NOLA.Com, 2020, https://www.nola.com/news/article_9c5ef0da-c91b-11e9-80ad-7f55a571ac02.html. Accessed 16 Feb 2020.

“The U.S. Centers for Disease Control and Prevention Social Vulnerability Index maps and rates community resilience to stresses on health, such as disasters or disease outbreaks, by census tract. Overlaying the tracts where America’s most vulnerable populations live with areas of known urban flooding yields a striking match-up. The people who live in dense, aging urban cores and low lying inundation areas—their neighborhoods served by undersized and deteriorating infrastructure—are the low income, elderly and other socially vulnerable people who have the highest risk of urban flooding and the fewest resources to combat it. Those who can afford to move to less flood-prone areas retreat, and the marginalized are left behind.”⁵

To add to the rising pressure, city government lacks the funding and willpower to create necessary internal organizational changes that could promote a stronger culture of living with water. City utility policies are outdated, and foster siloed departments created by outdated civil service structures. Because employees are either not allowed or unwilling to end antiquated and wasteful habits, we have yet to move to a culture of long-term progress. The lack of transparency from utilities and governmental departments have prevented scientifically proven benefits in green infrastructure from becoming fully realized. The Fat City permeable pavement debacle is a great example of when poor community education and lack of transparency meet. A small but popular eating destination near the 17th street canal was chosen to receive an expansive water management project to reduce flooding which is common in the area. Residence of Fat City in Jefferson parish were not provided with clear strategies, and goals about the stormwater management project. Had the residents of Fat City been provided with training, and some monitoring and maintenance tools, the story of the 2.9-million-dollar project wouldn’t look like failed government and further justification for maintaining the status quo.⁶ Still, months later since the report on this project in winter 2019, there has been little to no follow-up with the parish residents on why the system appears to be faulty.

In summary, our city faces immense challenges. These include:

- Increased rainfall, sea level rise, and stronger coastal storms that will exacerbate aging infrastructure and expose the city of New Orleans to mass flooding without proper attention and intentional care.
- Outdated policies that do not properly address the impacts of climate change proactively. More so, these policies perpetuate a siloed culture in city government that causes wasteful spending, unnecessary redundancy, and antiquated systems
- Urban flooding and aging infrastructure disproportionately impact lower income communities, especially those of color. These impacts include residential and business real estate resilience, public health, the decreasing of family wealth and reduced socio-economic statuses, and lack of equitable green infrastructure options for low-income families.
- Lack of transparency and education for decades has eroded trust and promoted misinformation. This lack of trust is coupled with human and community trauma, leading to halts in innovative policies and infrastructure projects.

⁵ Seneviratne, Changes in climate extremes and their impacts on the natural physical environment, p 14.

⁶ Adelson, Jeff. "As New Orleans Flooded, 'Angry' S&WB Leader Saw Drains Fail; Must-Fix Issue Lies 'Underground'". *NOLA.Com*, 2020, https://www.nola.com/news/article_9c5ef0da-c91b-11e9-80ad-7f55a571ac02.html. Accessed 16 Feb 2020.



Integrated, Long-Range Planning and Solutions

Shifting and Sharing Power Where Possible

One of the biggest challenges that plagues New Orleans is our culture of siloed departments. To achieve long-term success in our drainage, we must create a clear path forward between Sewerage and Water Board and the Department of Public Works. With the agencies separated, there is often unnecessary redundancy that leads to wasteful spending and duplication. In a city where water impacts everyone's lives daily, the current system muddles the progress under the weight of bureaucracy. Under and above the streets, local coordination can no longer be an option.

- Merge DPW and S&WB into one system using organizational change management professionals to assess how a successful transition can take place. By hiring an outside party that is knowledgeable in city government, all stakeholders can better trust what can be an uncomfortable and difficult process. These professionals can assess every department and include them in the strategic planning process. The most important factor of OCM is the mobilization of middle management. The system should provide them with as many tools as possible to support their success and monitor naysayers and resisters to ensure the culture of change is fruitful.
- Work with likely and unlikely sectors through a permanent coalition. Work with various sectors that intersect daily with water and stormwater management infrastructure to support problem solving and develop common standards for water management. This can also enable new funding streams or pull from existing funding and reduce waste. This coalition can also tackle workforce development for a predicted expansion in workers in anticipated areas for growth. This should include maintenance and data and technology workers.

Real-Time Monitoring, Evaluation and Risk Assessments

As an organization that touches people daily, the biggest issue is providing evidence to back up scientifically proven solutions. Without visualizations, we are expecting residents to go with our word based on blind trust -the same trust that has been eroded over years of corruption and poor management. Informing residents about projects and their cost don't result in a clear understanding of the proactive steps being taken citywide. Real-time monitoring and evaluation, and risk assessments that allows communities, first responders, transportation personnel, and other necessary personnel to be prepared during storm events. This form of transparency may be difficult for leadership, but it will reduce misinformation and the continued degradation of trust. It will also support new solutions by residents and businesses who could be open to supporting the drainage issues but are not invited to the table. Action steps could include:

- Real-time monitoring of precipitation levels during rainstorms that homeowners can capture and submit to S&WB that live on a free and accessible platform. This process increases resident's self-determination and autonomy while also doubling as a monitoring system for

S&WB, city government, and other necessary personnel during rain events. Residents and businesses that participate in the program can get a small percentage off their bill. This would reduce overhead cost on the utility's end while increasing information and transparency for residents.

- Evaluations and Risk Assessments of homeowner's properties and businesses at no cost to the client. Like programs in Illinois, organizations provide certified property assessments of water and flood probability rates. This data can be collected into a city-wide system that could support a long-term prototype of a stormwater fee in the future. By understanding the types of homes in New Orleans more closely, their income levels, and types of drainage risk, we can better understand how a fee can be best calculated for a future vote. By making this information public, residents can better understand the need and how it could impact them in the future. The additional benefit of having non-profits do this work is that it can support funding gaps for these non-profits while also creating unified goals.

Equitable Water and Energy

"The National Climate Assessment warns that "low-income communities, some communities of color, children, and the elderly," are at great risk of climate change that can "exacerbate existing social and economic inequalities..." And, according to the UN panel of climate scientists, the impacts of climate change will be devastating if action is not taken to reduce greenhouse gas emissions by fifty percent by the year 2030. These are warnings we cannot ignore."⁷

The concerns around climate change and equity are ever-present. Currently, 24.6% of New Orleans are living at or below the poverty line with a medium income of \$39,576, \$23,603 less than the medium income in the United States.⁸ Because our communities are extremely fragile and will be subject to intensified fragility due to climate change, addressing equity through energy and water is an essential step. While Sewerage and Water Board focuses on drainage, drinking water, and sewerage, it's use of carbon emitting energy must be tackled. In order to reduce cost for residents, reduce our impact on the environment, and develop new workforces designed to support climate action, a plan that includes energy in the next 50 years should be a requirement. Finding new ways to ensure cost do not rise for residents should be at the forefront of this plan. While we can explore several options around the country, there are some steps that have been mapped out that can guide us toward a more equitable city.

- Reduce the financial stress of water bills in New Orleans. Understanding ways to reduce the cost for residents should be key, especially for low-income families.
- Reduce the need for using carbon emitting energy.

⁷ Deep South Center for Environmental Justice, Greater New Orleans Foundation, City of New Orleans. *Taking Steps Together on Equity and Climate Change: A Report By And For New Orleanians*. New Orleans, 2020, p. 1, https://issuu.com/greaterneworleansfoundation/docs/2019.08.30_-_climate_action_equity_report_-_web. Accessed 18 Feb 2020.

⁸ "U.S. Census Bureau Quick facts: New Orleans City, Louisiana". *Census Bureau Quick facts*, 2018, <https://www.census.gov/quickfacts/fact/table/neworleanscitylouisiana/INC110218>.



- Cap rent and mortgages in key neighborhoods that would see increase green and grey infrastructure projects. While Amendment 4 did not pass in 2019, we should still take additional action to prevent mass displacement across the metro area.
- Lower the unemployment rate among African American residents by prioritizing renewable energy jobs training at Sewerage and Water Board and across the city of New Orleans.
- Increase overall participation of Disadvantaged Business Enterprises in the long-term resilience strategies.

In conclusion, there is a long list of challenges that Sewerage and Water Board must meet by 2050. While we mapped out some solutions, these should not be seen as comprehensive, but instead as steps in the right direction. Whether we are looking at construction, roadway or green infrastructure projects, we hope we have made a clear stance on the needs of New Orleans. For this RFI, we could have focused on the best green infrastructure techniques or new utility designs. But we know that most don't think about residents as high level stakeholders, especially not comprehensively. Community inclusions that do not happen in conferences rooms are key to the long-term support for whatever is achieved in 3-5 years. While we are excited about the Customer Advisory Committee, this is still a select few chosen by staff at S&WB. While well intentioned, more can and should always be done to increase inclusion. Including everyone, especially those often not invited to decision making tables will make a huge difference in the planning and implementation phases of the integrated master plan. For decades, city leadership has taken voices of residents for granted. As we've seen time, and time again, even the best ideas will not get support without education and engagement. We hope that with the new master plan, this could be the first of many steps to change our government culture for the better, one that not only seeks to be inclusive but is intentionally equitable.