

APPENDIX III.A - COMMUNICATIONS, OUTREACH AND EDUCATION PLAN

DRAFT FOR PUBLIC COMMENTS

Version 1.0: July 11, 2019

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EXECUTIVE SUMMARY

There is no lead in the water Denver Water sends to customers. But lead can get into water as it moves through lead-containing household plumbing and service lines. Denver Water believes there is no safe level of lead in drinking water. Therefore, the intent of the Lead Reduction Program is to ultimately replace customer lead service lines outside the home, while controlling/reducing lead exposure until the lead lines can be replaced and reducing lead release associated with lead solder inside a home's premise plumbing.

In 2012, Denver Water's routine testing of homes with known lead services lines and plumbing to comply with the federal Lead and Copper Rule had results that exceeded the action level for lead, prompting the utility to implement its largest public health education campaign and initiate follow-up action. Since 2012, Denver Water's ongoing lead campaign has involved sharing information with customers, stakeholders and community leaders about lead service lines, solder and fittings, proactive lead identification and replacement programs and informing customers about what they can do to minimize their lead exposure.

In addition to those actions, Denver Water and the Colorado Department of Public Health and Environment have been in discussion since 2012 about methods to reduce lead exposure for customers with lead service lines or plumbing. In 2018, CDPHE designated orthophosphate as the Optimal Corrosion Control Treatment, or OCCT, for reducing lead exposure in homes with lead service lines or plumbing. Denver Water requested an Environmental Protection Agency variance from this decision in order to implement a multipart Lead Reduction Program designed to maximize public health for customers while minimizing impacts to the environment and as an alternative to the use of orthophosphate. Both options will benefit public health by improving water quality and protection from lead. Also, in 2018, Denver Water and several parties (including Denver Water and CDPHE) entered into a collaborative agreement to address lead via an ongoing technical and stakeholder (public) workgroup process. Specifically, this group is working toward long-range regional solutions that maintain public trust and protect public health and the environment per the Safe Drinking Water Act and the Clean Water Act, while additionally minimizing impacts to water supplies, wastewater treatment plants and watersheds.

Communications and outreach are the critical foundation for successful implementation of the program. Denver Water will continue to communicate proactively and transparently to help define relevant information for customers and provide a foundation for a well-informed public dialogue. Detailed communications and outreach plans are in place for the pre-variance phase as well as plans to address either outcome for the variance request. Phase I — Pre-Variance: This phase focuses on gathering input from targeted audiences about the ways to address reducing lead exposure (OCCT and variance paths). Phase II — Post-Variance: This phase includes two separate plans dependent on the variance decision.

While Denver Water is responsible for developing and implementing either orthophosphate treatment or the Lead Reduction Program, a key element for all outreach

activities is an integrated, cooperative approach. Denver Water views CDPHE and EPA as important partners in communicating with targeted stakeholder groups and the general public.

CURRENT AND ONGOING ACTIVITIES

Delivering safe water to 1.4 million people in the metro area is Denver Water's most important responsibility, and the utility long ago adopted a proactive approach that includes adapting its ongoing communications, operations and monitoring efforts as science and regulations have evolved. Denver Water believes there is no safe level of lead in drinking water.

The utility has tested water from inside customer homes with known lead service lines or lead solder once a year since 1992, per the EPA's Lead and Copper Rule. Information about lead is included as part of the sample collection process. In 2012, Denver Water's routine testing turned up results that exceeded the Action Level for lead, prompting the utility to implement its largest public health education campaign and initiate follow-up action, which included testing two times a year.

Since 2012, Denver Water's ongoing lead campaign has involved sharing information with customers, stakeholders and community leaders about lead service lines, solder and fittings, proactive lead identification and replacement programs, and what customers can do to minimize their lead exposure. The utility has used a variety of strategies and tactics, including direct mailings to customers, bill inserts, sharing information at community gatherings, meeting annually with elected officials and using traditional and social media for mass communications and engagement on the issue.

Denver Water employed communications and outreach efforts with a free testing program for customers who want to know if the water from their taps contains lead. Information about the testing program, as well as general issues surrounding lead, are included on Denver Water's website, in presentations to groups touring Denver Water's facilities, and the focus for discussions at Denver Water's water trailer, which supports numerous neighborhood events throughout the metro area. Denver Water also has a youth education program that reaches thousands of local families and Denver youth by directly engaging with schools in the area every year. In 2017, Denver Water tested more than 10,000 samples of water from schools within its service area for lead and are working with the school districts on their remediation efforts.

Denver Water has adapted its information campaign as technology has evolved. As the use of social media has increased in the community, Denver Water has augmented its ongoing communications efforts to include new platforms and strategies, including using its own Facebook and Twitter accounts to share information and call customers to action.

For example, in fall 2018, Denver Water's community relations staff posted an informational message about lead on Nextdoor, the neighborhood social media platform. The message included links to additional information on Denver Water's website and TAP news site.

Since then, that Nextdoor post has garnered more than 15,000 views and continues to gather comments, indicating customers are reading and reacting to the information. Denver Water also highlighted the issue of lead in plumbing in a Facebook live interview in November 2018 via a partnership with 9Health, a highly respected local nonprofit group. The segment to date has received more than 7,300 views.

Moving forward, Denver Water will deploy tactics the utility has used successfully for years, and adapt as new strategies emerge, to communicate with people, neighborhoods and communities who live and work in Denver Water's service area. Tools and tactics include direct mail notification letters and postcards, website postings, video instructions, traditional and social media outreach and engagement, news sites stories, videos and infographics, advertisements, public engagement activities, such as town hall meetings and neighborhood meetings, as well as collaborative efforts with community organizers, Spanish-speaking community groups and government officials.

GOALS, OBJECTIVES, STRATEGIES AND TACTICS

Phase I: Pre-Variance (June 2019–October 2019)

A full communication and outreach plan for this phase is managed in a separate document. As of May 15, 2019, EPA, CDPHE and Denver Water have agreed upon goals and objectives, target audience analysis and an iterative outreach timeline. The group has also finalized key messages and a commonly asked questions document to serve as the foundation for communication materials.

Goal(s)

Denver Water, CDPHE and EPA agree on the benefits of carrying out education and outreach prior to the OCCT variance decision. More specifically, the agencies will:

- Educate, engage and seek input/feedback from residents, customers, local public health agencies, local government stakeholders and other targeted audiences about ways Denver Water could address reducing lead exposure (OCCT designation and variance alternative).
- Develop a framework that will create a shared understanding of lead education and reduction efforts to help ensure consistent information is being shared and distributed among stakeholders and the broader community.

Objectives

- Develop outreach strategies and tactics to educate, engage and seek feedback from target audiences. Educate residents on the following:
 - A historical overview leading up to the 2012 exceedance.

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- The Lead and Copper Rule, 2012 exceedance and Denver Water programs currently in place.
- CDPHE's March 2018 decision regarding OCCT and subsequent Denver Water activities.
- Clear communication on the impacts of lead exposure and what can be done to lower risk in the short-term.
- Denver Water's Lead Reduction Program proposal, study plan and impacts to residents.
- Milestones timeline for addressing the problem.
- Use of filters through the Filter Lead Out of Water program, referred to as the FLOW program.
- Engage and seek input and feedback on the following one of two paths forward to address lead — state decision re: OCCT and variance.
 - Designation: Orthophosphate treatment spoken in layman's terms.
 - Alternative: Denver Water's Lead Reduction Program (accelerated lead service line replacement, filter program).
- Gather input and feedback to be used in the following ways:
 - Inform CDPHE and EPA of public sentiment regarding the alternative path forward.
 - Inform Denver Water on methods to increase engagement and implementation of the Lead Reduction Program. In particular, the FLOW program, will begin to educate customers on and encourage filter use, gathering input and lessons learned to apply to the full-scale filter program.

Strategies

- Develop communications and outreach plan.
 - Target audience analysis (e.g., government and elected officials, Denver Water Citizens Advisory Committee, health departments, environmental and public health advocacy organizations, Denver Water distributors, impacted customers).
 - Key messaging points developed in tandem with CDPHE and EPA for any agency that comes into contact with the public.

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- Refine strategies as needed and identify tactics for communications and outreach.
- Identify multicultural outreach services needed (documents, meetings, etc.).¹
- Communications and education outreach for internal staff.
 - Determine audience(s).
 - Organizational communication.
 - Training for Denver Water Call Center, Customer Service Field, Water Quality, and Safety and Security staff.
 - Support documents and communication materials.
- Implement external communications, outreach and education.
 - Implement filter and potholing pilot programs.
 - Industry Day for contractors interested in bidding on project to proactively answer questions and ensure these individuals know where to direct inquiries they may receive.
 - Coordinate with various City and County of Denver departments, Council Members and Mayor's office to prepare their offices for inquiries.
- Initiate public outreach and input opportunities.
 - Detailed outreach plan incorporated into separate document.
 - Provide pilot study participants with feedback opportunities for participants to share their thoughts on the process and filter preferences.

Phase II: Post-Variance (October 2019–January 2034)

Goal

Scale up education and outreach efforts based on the OCCT variance decision and the path forward.

¹ Denver Water is using the federal interagency [Limited English Proficiency webpage](#), [CDPHE Community Health Equity Online Map](#) and data sources to identify, as well as information from peer cities to identify language and cultural needs for communications and translation services. All documents will include translation into Spanish. Denver Water's call center and communications team have Spanish speakers.

Objectives

- Inform customers and stakeholders of final EPA decision.
- Raise awareness among all customers of the change and its impacts.
- Emphasize the outcome of path forward: improved water quality and enhanced protection from lead in drinking water for those with lead service lines and plumbing.
- Provide clear and consistent messaging and branding.

Strategies

- Variance denied — Move forward with orthophosphate treatment.
 - Inform public of final OCCT decision.
- Variance approved — Lead Reduction Program.
 - Because there are multiple components within the Lead Reduction Program, each component needs to be treated as a stand-alone program. Program components include:
 - Lead Service Line Inventory.
 - Lead Filter Program (FLOW).
 - Accelerated Lead Service Line Replacement.
 - Corrosion Control Treatment (improved pH/alkalinity control).

Either decision includes communicating about the variance outcome and education on lead in drinking water to the general public along with information about the path forward based on the final variance decision.

Orthophosphate Treatment (Variance denied)

Goal

Inform customers and stakeholders of final EPA decision and Denver Water's upcoming water treatment change.

Objectives

- Raise awareness among customers of the upcoming water treatment change and its impacts.

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- Emphasize the outcome of the conversion: improved water quality and enhanced protection from lead in drinking water for all customers with emphasis on those with lead service lines and plumbing.
- Provide general information on the Lead and Copper Rule and metal corrosion for general audiences.
- Inform and educate customers about the sources of lead in plumbing and provide methods to reduce lead leaching (e.g., using filters, flushing, using cold water, cleaning aerators).
- Educate and inform customers about how Denver Water treats water to help minimize lead leaching from pipes and plumbing fixtures for impacted customers.
- Provide clear and consistent messaging and branding.
- Continue FLOW program to provide focused education on variance decision, filter use and to continue to provide participants with replacement cartridges at no cost leading up to the March 2020 implementation of orthophosphate.

Strategies

- Develop communications and outreach plan.
 - Target audience analysis (e.g., government and elected officials, Denver Water Citizens Advisory Committee, health departments, environmental and public health advocacy organizations, Denver Water distributors, impacted customers).
 - Key messaging points developed in tandem with CDPHE and EPA.
 - Identify strategies and tactics for communications and outreach (overall).
 - Identify translation services needed (e.g., documents, meetings etc.).
- Communications, outreach and education for internal Denver Water staff.
 - Determine internal stakeholders and key staff.
 - Organization-wide communications.
 - Intranet.
 - Staff meeting presentations.
 - Training for Denver Water Call Center, Customer Service Field, Water Quality, and Safety and Security staff.

- Support and standard procedure documents.²
- Implement external communications, outreach and education.
 - Direct mail and outreach to industrial and commercial customers whose processes may be impacted by water chemistry changes. Examples include aquariums, brewers and food production companies.

Lead Reduction Program (Variance approved) includes all program components

Goals

- Build a platform for communitywide education and engagement regarding the Lead Reduction Program that includes education, engagement and participation, soliciting feedback and training (e.g., for contractors, employees, vendors).
- Educate and engage with residents, customers, distributors, local public health agencies and local government stakeholders about lead, Denver Water's lead reduction program, the variance and regulatory process.
- Help customers understand how to engage with and have confidence in the Lead Reduction Program, including consistent and ongoing use of filters and encourage in-home plumbing updates.
- Seek feedback from residents and other affected stakeholders about the program pilot to learn best practices and effective ways to implement program activities.
- Incorporate the learn by doing approach to improve program outcomes throughout the life of the program.

Objectives

- Provide clear and consistent messaging and branding for the Lead Reduction Program.
- Provide timely and accurate information and send the right messages to the right stakeholders.

Strategies

- Develop communications and outreach plan.

² Documents include FAQs about the program, fact sheets, brochures, website information, maps, customer surveys for filter program, newsletters, news site stories, videos and infographics and bill inserts.

- Target audience analysis (e.g., government and elected officials, Denver Water Citizens Advisory Committee, health departments, environmental and public health advocacy organizations, Denver Water distributors, impacted customers).
- Key messaging points developed in tandem with CDPHE and EPA.
- Identify strategies and tactics for communications and outreach.
- Identify translation services needed (e.g., documents, meetings).
- Tools and techniques.³
- Communications, outreach and education for internal Denver Water staff.
 - Determine stakeholders.
 - Organizational communication.
 - Intranet.
 - Training for Call Center, Water Sales, Customer Service Field, Water Quality and Water Distribution staff.
 - Support and standard procedure documents.⁴
- Communications, outreach and education for contractors
 - Training.⁵
 - Support documents and communication materials.
- Implement external communications, outreach and education
 - Notification to all customers.
 - Targeted notifications to impacted customers (e.g., with known or suspected LSLs).
 - Target outreach campaign to impacted customers.

³ Tools and Techniques include direct mail notification letters and postcards, [website postings](#), video instructions, traditional and social media outreach and engagement, news site stories, videos and infographics, advertisements, public engagement activities, such as town hall meetings and neighborhood meetings, as well as collaborative efforts with community organizers, Spanish-speaking community groups and government officials.

⁴ Documents include FAQs about the program, fact sheets, brochures, website information, maps, customer surveys for filter program, newsletters, news site stories, videos and infographics and bill inserts.

⁵ Denver Water will offer [seminars for contractors](#) for education on best practices for replacement, following our standards and post-replacement flushing protocol.

- Review, revise and reinforce components of communications, outreach and education.

LEAD REDUCTION PROGRAM COMPONENTS

Each component requires clear goals, strategies, objectives and tactics specific to the component. For example, the strategies and tactics will differ for the Accelerated Lead Service Line Replacement and the Filter Program.

There are several phases for all program components phases, including development, initial launch and implementation and sustained program management that incorporates course corrections along the way (i.e., learning by doing). Components vary in the timing of when each phase begins or ends which has implications for overall messaging and engagement.

Lead Service Line Inventory (In progress)

Goal

Continuously update the inventory of lead service lines throughout the service area to improve estimate of number of lines that require replacement. Ensure inventory is field verified as replacements occur over the 15-year period.

Objectives

- Inform and educate customers about their service lines — ownership, material types and plumbing.
- Engage suburban distributors to assess lead service lines within Denver Water's integrated system.
- Work with municipalities to develop better records regarding service line material.

Strategies

- Develop communication plan.
 - Target audiences (e.g., customers in homes with known or suspected lead service lines, local governments, elected officials, public health agencies). As lead inventory is updated, follow up and messaging differs by group.
 - Key messaging points.
 - Translate documents.
 - Tools and techniques.
- Communications, outreach and education for internal Denver Water staff.

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- Determine stakeholders.
- Organizational communication.
- Training for Call Center, Water Sales, Customer Service Field, Water Quality and Water Distribution.
- Support and standard procedure documents.
- Communications, outreach and education for contractors collecting inventory data.
 - Training on service line inspection and identification including photo documentation.
 - Support documents and communication materials.
- Implement external communications, outreach and education.
 - Direct mail marketing and outreach.
 - Utilize existing internal resources to engage with distributors.
 - Mapping tool to show:
 - Unknown, suspected and known lead service line locations.
 - Known copper service line locations.
 - Links to water quality test requests and filter program.
 - Website information about service line verification techniques.
 - Training resources for plumbers.
- Review, revise and reinforce components of communications, outreach and education.

Filter Lead Out of Water (FLOW) program (October 2019)

Goal

Provide customers with known or suspected lead service lines with a filter and verify that it is being used and maintained appropriately.

Objectives

- Inform and educate customers about the FLOW program.
- Engage with customers with known or suspected lead service lines to ensure they receive a filter.
- Encourage filter use.

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- Verify that customers are using a filter and provide support to ensure that the use of the filter is a long-term behavior change.
- Educate customers about flushing and provide flushing instructions.

Strategies

- Develop communication plan.
 - Target audience (e.g., customers in homes with confirmed lead service lines, local governments, elected officials, public health agencies).
 - Key messaging points.
 - Translate documents.
 - Tools and techniques.
- Communications, outreach and education for internal staff.
 - Determine stakeholders.
 - Organizational communication.
 - Training for Call Center, Water Sales, Customer Service Field, Water Quality and Water Distribution.
 - Support and standard procedure documents.
- Communications, outreach and education for contractors performing filter distribution work to ensure they can direct customers to appropriate resources and channels to get questions answered.
 - Training on flushing, filter types, installation methods and replacement protocols.
 - Support documents and communication materials.
- Implement external communications, outreach and education.
 - Notify impacted residents.
 - Complete distribution (door to door).
 - Ensure implementation of registration, tracking (i.e., QR code).
 - Utilize local opportunities to engage with residents.
 - Implement feedback surveys on filter adoption.
 - Initiate replacement filter process including how-to videos and use verification.
 - Implement voucher program for replacement cartridges.

- Review, revise and reinforce components of communications, outreach and education plan.

Accelerated Lead Service Line Replacement (December 2019)

Goal

Replace customer-owned lead service lines and provide information on post-replacement flushing procedures.

Objectives

- Inform and educate customers about their service lines — ownership, material types and plumbing.
- Provide support and information on post-replacement filter use and flushing.

Strategies

Communication efforts for this part of the program will build on work done during the inventory and filter programs. As part of the replacement segment of the program, customers will be supplied educational materials on how to eliminate additional sources of lead from premise plumbing, will be provided with lead filter cartridges for an additional six months and be offered a water quality test following replacement of the LSL. This will include the best practices found for post-replacement flushing to minimize lead particles.

- Develop communication plan.
 - Target audiences (e.g., customers in homes with suspected lead service lines, local governments, elected officials, public health agencies).
 - Key messaging points.
 - Translation.
 - Tools and Techniques.
- Communications, outreach and education for internal staff.
 - Determine stakeholders.
 - Organizational communication.
 - Training for Call Center, Water Sales, Customer Service Field, Water Quality and Water Distribution.
 - Support and standard procedure documents.
- Communications, outreach and education for contractors.
 - Training on replacement standards and flushing guidelines.

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- Training to provide talking points and business cards to direct customer inquiries.
- Support documents and communication materials.
- Implement external communications, outreach and education.
 - Develop messaging around lead service line identification and inventory process.
 - Before LSL replacement.
 - Website information, direct mail and educational materials.
 - Notify impacted property owners via letter in advance of construction.
 - Carry out appointments with property owners to discuss construction and gain property-owner consent for LSL replacement.
 - Notify within 24 hours of service shut-off for construction activities.
 - During and post LSL replacement.
 - Encourage continued filter use through the first six months following LSL replacement.
 - Educate customers on flushing protocol.
 - Offer water quality testing for follow-up.
 - If water quality results remain above the action level, walk through educational materials with the customer on how to reduce lead in their premise plumbing and refer them to community organizations and funding programs that can assist with investigating and removing lead from their home.
- If LSL replacement is declined, provide customers with educational information and follow appropriate protocols for documentation, notification and escalation if needed.
- Review, revise and reinforce components of communications, outreach and education plan.

Corrosion Control Treatment (CCT)

Goal

Educate and inform customers about how Denver Water treats water to help minimize lead leaching from pipes and plumbing fixtures.

Objectives

- Provide information on the Lead and Copper Rule and metal corrosion for general audiences.
- Inform and educate customers about the sources of lead in plumbing.
- Educate and inform customers about how Denver Water treats water to help minimize lead leaching from pipes and plumbing fixtures.
- Raise awareness among customers of the upcoming water treatment change and its potential impacts to water taste and odor.
- Emphasize the outcome of the conversion — improved water quality and enhanced protection from lead in drinking water for customers.
- Provide clear and consistent messaging and branding.

Strategies

- Develop communication plan.
 - Target audiences (e.g., all customers, local governments, elected officials, public health agencies).
 - Key messaging points.
 - Translation.
 - Tools and Techniques.
- Communications, outreach and education for internal staff.
 - Determine stakeholders.
 - Organizational communication.
 - Training for Call Center, Water Sales, Customer Service Field, Water Quality and Water Distribution.
 - Support and standard procedure documents.
- Communications, outreach and education for contractors.
 - Training on replacement standards and flushing guidelines.
 - Support documents and communication materials.
- Implement external communications, outreach and education.
 - Outreach to industrial commercial customers whose processes may be impacted by water chemistry changes.

- Educate customers about flushing and provide flushing instructions for best water quality practices.
- Review, revise and reinforce components of communications, outreach and education plan.

APPENDICES

Appendix A: Pre-Variance Stakeholder Outreach

Goal

Denver Water, CDPHE, and EPA agree on the benefits of carrying out education and outreach prior to the optimal corrosion control treatment variance decision. More specifically:

- The agencies will educate, engage and seek input/feedback from residents, customers, local public health agencies, local government stakeholders and other targeted audiences about ways Denver Water could address reducing lead exposure (OCCT and variance paths).

Objectives

- Develop outreach strategies and tactics to educate, engage and seek feedback from target audiences. Educate audiences on the following:
 - The scope and history of the problem
 - The Lead and Copper Rule, 2012 exceedance and Denver Water programs currently in place.
 - CDPHE's March 2018 decision regarding OCCT and subsequent Denver Water activities.
 - Risk communication on the impacts of lead exposure and what can be done to lower risk in the short-term.
 - Denver Water's Lead Reduction Program proposal, study plan and impacts to residents.
 - Timeline for addressing the problem.
- Engage and seek input and feedback on the alternative path forward to address lead — state decision re: approval of the variance.
 - OCCT designation: Orthophosphate treatment spoken in layman's terms.
 - Alternative path (variance): Denver Water's Lead Reduction Program (accelerated lead service line removal, filter program).
- Gather input and feedback to be used in the following ways:

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- Inform CDPHE and EPA of public sentiment regarding the alternative path forward
- Inform Denver Water on methods to increase engagement and implementation of the Lead Reduction Program (e.g., filter program).

Introduction

EPA, CDPHE and Denver Water agree that seeking stakeholder feedback regarding the alternative path to reduce lead is critically important to the success of the communication, education and outreach efforts related to the full Lead Reduction Program.

This document outlines various components required to educate and gather feedback about the OCCT designation and alternative path to reduce lead exposure before a variance decision (October 2019) including:

- Timeline — provided below (updates happening frequently).
- Outreach framework including audiences — complete.
- Key messages — in progress in a separate document.

Outreach Framework (Target audiences and timeline)

Communication strategies relate to program audiences, which have been placed in categories based on associated influences and communication goals. Timeline column denotes when the activity was or will be completed.

Timeline	Target Audience	Agency lead	Objectives	Method of Communication	Tools	Additional Information
2/2019	Denver Water Customers (Pre-1951 Homes)	Denver Water	Create awareness about LSLs. Provide information to learn more (e.g., WQ testing, loans for service line replacement).	Direct mail.	Bill insert.	Activity complete.
4/2019	Denver Mayor's office	Denver Water	Provide information to elected officials and staff about the reason for implementing OCCT. Provide assistance for handling citizen calls. Obtain input and guidance on approach to council districts.	Meetings.	Small group meetings. Talking points. Facts sheets.	Denver Water CEO meets quarterly with Denver mayor to provide updates on a variety of projects. Mayor's office briefed April 2019. Next meeting July 2019.
6/26/19 7/1/19 others pending.	Denver City Council	CDPHE	Provide information to elected officials and staff about the reason for implementing OCCT. Provide assistance for handling any citizen calls. Obtain input and guidance on approach to council districts.	Meetings.	Talking points. Fact sheet. Consumer brochure. One-on-one briefings. Presentations (as requested/needed).	Early contact is critical to ensuring Denver Water/EPA/CDPHE are the first and best source of information.
7/2019	City and County of Denver departments (includes Planning, Public Works, Engineering, Office of Environmental Justice and Health Equity, etc.)	Denver Water	Create awareness about CCT variance request. Determine areas requiring coordination for construction and community affairs.	Meetings.	Small group meetings. Talking points. Presentations and needed.	

Timeline	Target Audience	Agency lead	Objectives	Method of Communication	Tools	Additional Information
5/2019	Health Departments	Denver Water — DDPHE CDPHE — all others	Enlist support for water quality improvements for the benefit of public health. Develop strategies to help mitigate public concern/alarm. Inform about the benefits of CCT. Inform about the impacts of a change in water quality. Gain support from the health department as a communications partner with special, targeted audiences, including general public, physicians, etc.	Meetings.	Talking points. Fact sheet. One-on-one and group briefings/meetings. Presentations (as requested/needed).	Met with DDPHE 6/4/2019.
6/2019 7/10/2019 7/16/2019	Denver Water distributors (wholesale/retail large account holders)	Denver Water	Create awareness. Obtain input.	Meetings.	Talking points. Fact sheet. One-on-one and group briefings/meetings Presentations (as requested/needed) Inform customers whose business may be impacted by program	Update provided 4/2019 at monthly distributor forum and via newsletter.
6/2019 6/20/19 7/18/2019	Denver Water - Citizens Advisory Council	Denver Water	Create awareness. Obtain input.	Meetings.	Talking points. Fact sheet. One-on-one and group briefings/meetings.	Utilize connections from specific council members regarding neighborhood specific strategies.

Timeline	Target Audience	Agency lead	Objectives	Method of Communication	Tools	Additional Information
7/2019	Customers/participants in filter pilot	Denver Water	Educate and engage to gage viability of a filter distribution program and adoption rates by Denver Water customers that have known or suspected lead service lines.	Letters, phone calls, door-to-door outreach	Letters. Talking points. Discussions.	Partnering with Mile High Youth Corps, Groundworks Denver, The Greenway Foundation and Clean Water Action to run the pilot.
6/2019	Advocacy organizations: public health, children’s health advocacy, environmental groups	CDPHE & Denver Water for public health and children’s health; EPA & Denver Water for enviro groups.	Create awareness, build interest, obtain feedback.	Meetings	TBD.	Denver Water presented per CDPHE request at the Healthy Housing Coalition meeting on 6/26/19. Children’s Hospital was in attendance.
6/2019	MOU stakeholder group	CDPHE	Present overview of variance option and input requested.	Meetings.	Updates at monthly meetings.	June 5 and late July meetings to focus on variance proposal.
7/2019	Customers and Residents	Denver Water	Create awareness about program approach. Obtain input.	Various	Implement a comprehensive, strategic, integrated public communication and outreach program. Denver Post notice.	
7/2019	Commercial Customers	Denver Water	Create awareness about program approach. Obtain feedback.	Various	Fact sheet. Inform customers whose business may be impacted.	
7/2019	Impacted customers (with known or suspected LSLs)	Denver Water	Educate and engage with customers about LSLs, coordinate LSL removal.	Various	Various	

Outreach Timeline

