JANUARY 3, 2024

SAFE CLEAN WATER PROGRAM: COMMUNITY ENGAGEMENT AND OUTREACH

IMPACT REPORT

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PROJECT IMPACT REPORT

We believe all people — no matter their age, gender identity, income level, or the color of skin — should have access to safe clean water. An inclusive and meaningful engagement process is central to ensure that safe clean water projects are created by authentically engaging the people they are intended to serve. The many partnerships and resources that were offered in our engagements helped establish relationships beyond this project to provide health, environmental, social and cultural benefits.

In October 2021, Heal the Bay (HTB) accepted proposed work from Urbano Strategies to initiate the Community Engagement and Outreach work for the Safe Clean Water Program. The original proposal was amended in March 2022 to expand the outreach service area. This final report represents, together with the data collected, a summary for information, learning, transparency and accountability for all work conducted from October 2021 to December 2023.

The purpose of this report is to summarize and document all the key elements that are found during the life of the project. The goal is to capture the overall stakeholder satisfaction, perform an overall evaluation of the project experience, and document lessons learned, best practices, and offer project recommendations. The assessment contained in the final report will enable implementing entities to distill lessons learned, internalize them, and make adjustments for the future.

1. PROJECT SUCCESS

The Community Outreach and Engagement work for the Safe Clean Water Program can be considered a resounding success. The projects achieved its primary objectives of creating a comprehensive engagement process and to ensure meaningful community involvement. This success can be attributed to the inclusive and participatory nature of the engagement activities, ensuring broad representation and participation from diverse stakeholders. The project demonstrated effectiveness and efficiency in several key areas:

COMMUNITY ENGAGEMENT PROCESS

The engagement process effectively facilitated community involvement, enabling stakeholders to contribute their ideas, perspectives, and preferences. The interactive experiences immersed participants in the context of the history and culture of water, fostering a sense of ownership. The community expressed appreciation for the inclusive decision-making process, emphasizing their sense of empowerment and pride in contributing ideas.

ACHIEVEMENTS AND IMPLEMENTATION

Urbano Strategies successfully conducted **27 interactive tabling engagements**, collaborated on five watershed-wide events, and **hosted 22 canvassing engagements knocking on 2823 doors**. We facilitated open communication, collaboration, and shared decision-making gathering feedback and insights from participants, local representatives, stakeholders, and partners. Stakeholders valued the opportunity to voice their opinions and share ideas.

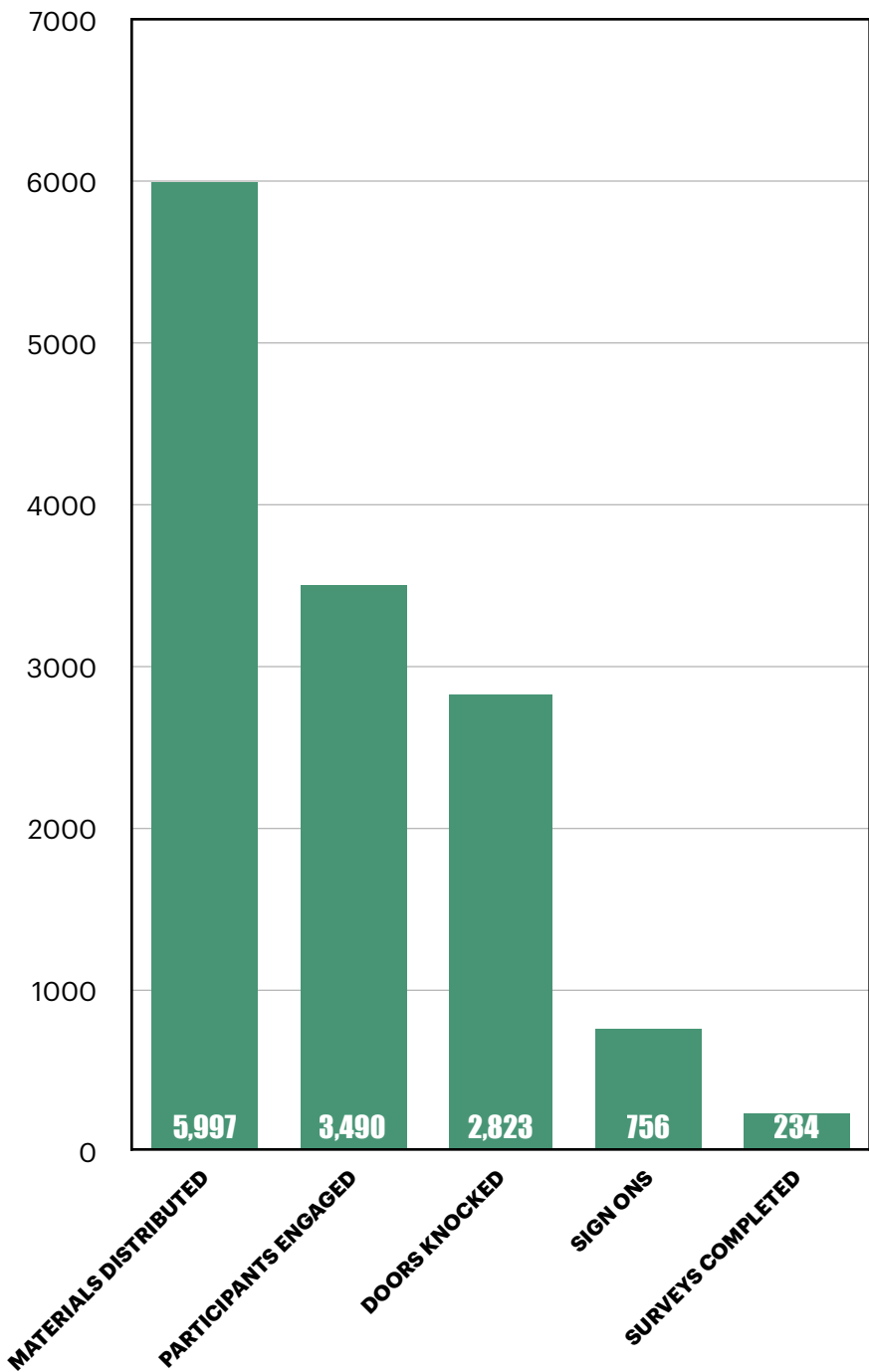## COMMUNITY ENGAGEMENT METRICS

Key performance indicators were met, in accordance with the overall objectives and expected results as defined in the project contract. Our neighborhood canvassing efforts successfully hosted 22 engagements, surpassing the target engagement number of 17. Key milestones indicate that the listing work conforms with the contract specifications. In this context, our team evaluated the project on a periodic basis covering all areas of work under our purview.

2. SUMMARY OF RESULTS

We recognized that the success of the Safe Clean Water Program relies on the active involvement of the community, ensuring that their voices are heard, their preferences considered, and their goals realized. The team designed project outreach tasks to work collaboratively with community members to be invested in the Safe Clean Water Program, increase community cohesion, and create a sense of ownership. Our community engagement efforts truly represent and reached the people intended and reflects the preferences and needs of the community. The Community Outreach and Engagement project successfully achieved its objectives by conducting engaging and participatory activities with the community. The outcomes include:

I. **ACTIVE COMMUNITY ENGAGEMENT:** Our engagement efforts led to directly interacting with more than 3,400 participants. This involved neighborhood canvassing and community tabling events.

II. **COLLABORATIVE WATERSHED EVENTS:** We successfully collaborated on five watershed-wide events for the Central and South Santa Monica Bay Watersheds.

III. **EXTENSIVE OUTREACH AND DISTRIBUTION:** We distributed over 5,900 informational materials, including flyers and Ocean Hero activity guides, fostering community education.

IV. **COMMUNITY OUTREACH AND COMMUNICATION:** We garnered 756 community sign-ons, enabling effective communication via email and phone channels.

SUMMARY OF RESULTS

Category	Value
MATERIALS DISTRIBUTED	5,997
PARTICIPANTS ENGAGED	3,490
DOORS KNOCKED	2,823
SIGN ONS	756
SURVEYS COMPLETED	234

3. SERVING THE COMMUNITY

Our team implemented a range of activities to ensure meaningful community involvement. Key initiatives include active support, door-to-door canvassing engagements, personalized one-on-ones, and interactive activities. We use an on-the-ground approach to empower stakeholders to be invested in contributing and engaging with the Safe Clean Water Program. With our feet to the street, we harnessed the community's wisdom in the community engagement process divided into three major themes that helped us better meet the needs of all people.

UNDERSTANDING THE COMMUNITY

We understood that building on trust is essential for meaningful community engagement. Diving into the engagement process, we held several personalized conversations to introduce the projects, explain our intentions, and emphasize our commitment to inclusivity. Through interviews, interactive activities, and neighborhood canvassing engagements, we actively listened to community members, creating an atmosphere of trust and respect.

INTERNAL ASSESSMENT AND PLANNING

Using the insights gained from our research, we conducted an internal assessment to evaluate our strengths, expertise, and resources. This assessment helped us identify our unique value proposition and determine how we could best support the community's vision for the Safe Clean Water Program. We cultivated partnerships with local neighborhood council members, community organizers, and stormwater specialists. Various meetings were held collaboratively with project partners to revise plans as project elements changed. The parallel decision making process enables us to be on the same side as the community.

COMMUNITY ENGAGEMENT STRATEGIES

Our engagement process was designed to be inclusive, interactive, and accessible to all community members. Recognizing the importance of reaching out to all community members, we conducted door-to-door engagements in the neighborhood. Through these interactions, we directly engaged with 422 local stakeholders, ensuring that even those who were unable to attend our activities we had an opportunity to contribute their perspectives. To ensure transparency and accountability, we established clear communication channels, continuous reference to the strategic outreach and engagement plan, providing regular updates on project progress and involving the community in decision-making processes.

4. FROM STRATEGY TO SUCCESS

The project team conducted a thorough performance in the implementation of the scope of work. We reached the project's related outreach goals by organizing and engaging with community-based groups and organizations including:

1. North West San Pedro Neighborhood Council
2. Rampart Village Neighborhood Council
3. Westlake North Neighborhood Council
4. Coastal San Pedro Neighborhood Council
5. South Central Neighborhood Council
6. Harbor Gateway North Neighborhood Council
7. Recreation and Parks
8. Los Angeles Community Garden Council
9. San Pedro Community Garden
10. Santa Monica Park Drive Community Garden
11. Santa Monica Main Street Community Garden
12. East Hollywood Community Garden
13. Crenshaw Community Garden
14. Wattles Farm
15. Homies Unidos
16. Mama Rosa's Food Pantry
17. Slate-Z
18. Los Angeles Sanitation and Environment
19. Strength Based Community Change
20. Promesa Boyle Heights
21. Invest in Youth
22. Legacy LA
23. Mamas de Sur Centro
24. Watts Rising
25. City of Los Angeles Youth Development Department
26. Los Angeles City Council District 15
27. Los Angeles City Council District 9
28. Los Angeles City Council District 8
29. City of Lawndale
30. Carson's Sheriff Department
31. Los Angeles Police Department - Newton Division
32. Los Angeles Police Department - Hollywood Division
33. Los Angeles Police Department - Rampart Division

4.1 PROJECT EVALUATION

Project evaluation is significant to collect, analyze, and communicate the data collected throughout community engagement activities. To maintain a timely project schedule, we tracked all metrics to determine if project goals are met. The objective of this evaluation is to assess the efficiency, effectiveness, relevance and sustainability of the implementation of our community engagement and outreach work plan and, more particularly, to document the actual results and impact attained.

The evaluation of the project is measured by the planned project schedule against the final executed versions. A description and evaluation of the initial estimates are summarized and are in compliance with the defined quality project deliverables. The results reveal that the initial scope and requirements were sufficiently managed. The evaluation found that implementation of the community engagement and outreach plan produced all the main expected outputs. In compliance with the evaluation, the scope of the evaluation covers all the activities conducted under the project.
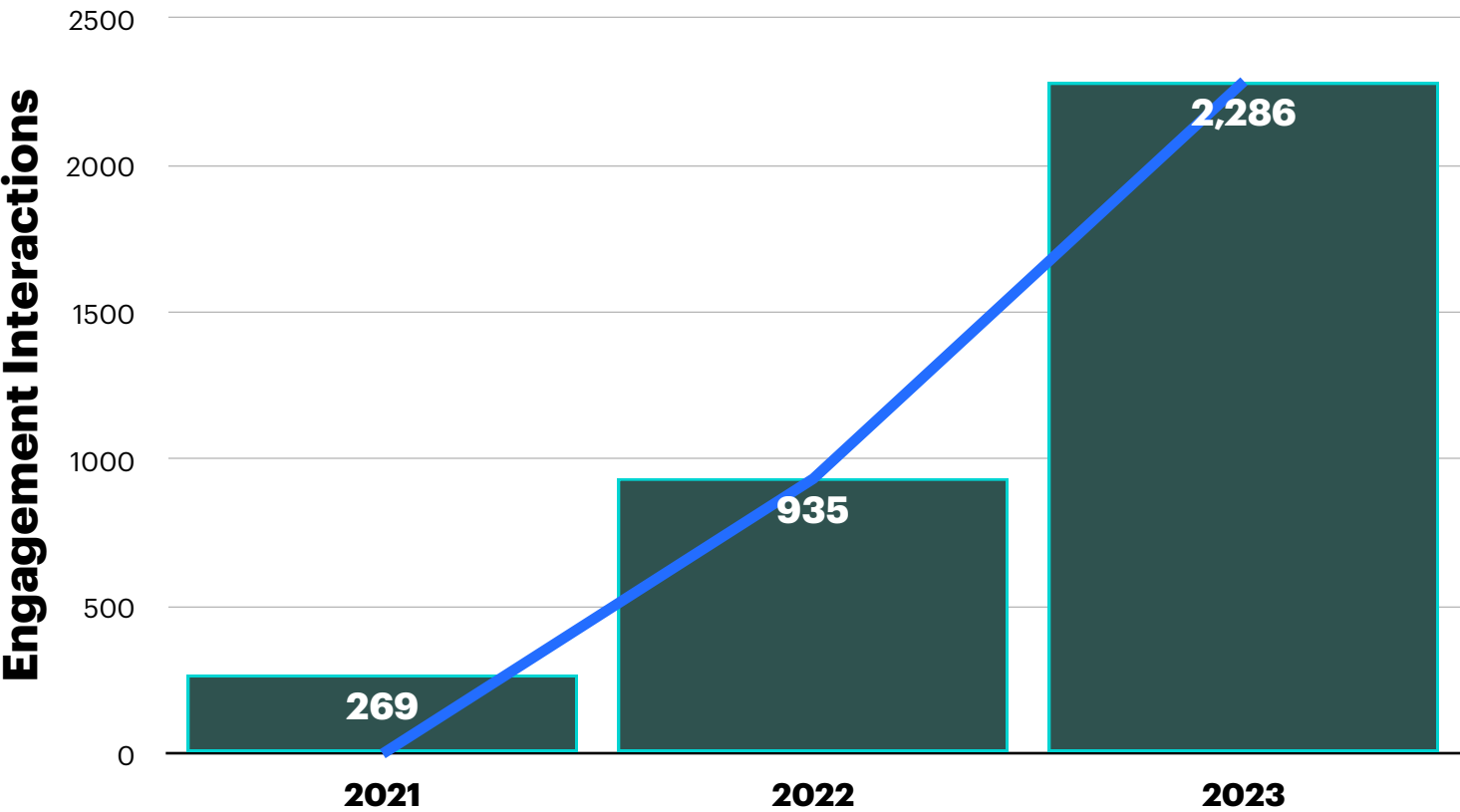
COMMUNITY ENGAGEMENT METRICS AND RECORD OF ENGAGEMENT
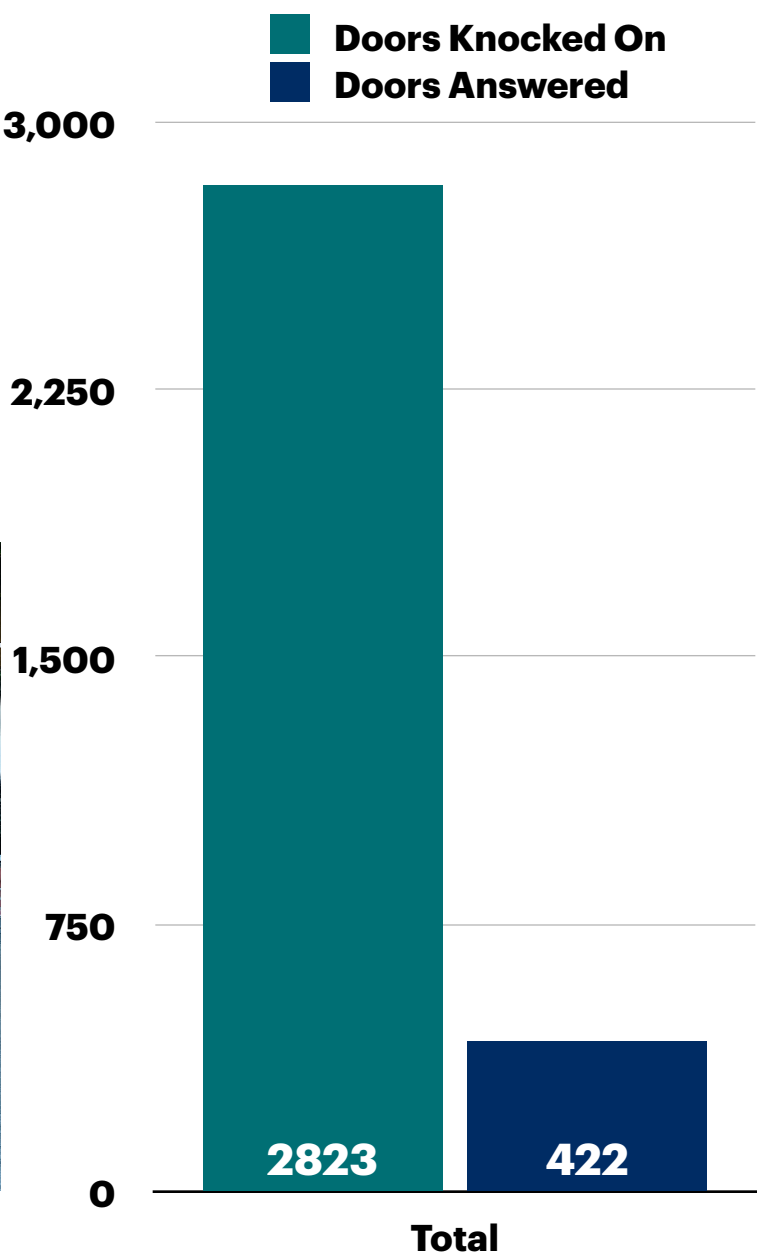
TABLING ENGAGEMENTS

Urbano Strategies conducted tabling engagements in an open space environment holding conversations that allowed for participants the chance to share their insights and engage with the Safe Clean Water Program Team. Our interactive initiatives provided families with opportunities to take part in a variety of activities, including introductions to SCWP, engaging trivia, and participating in surveys.

Tabling Engagements	Metrics		
	Event Occurrences	Event Attendance	Contacts Made
Total Metrics:	**27**	**6587**	**3068**

CANVASSING ENGAGEMENTS

Urbano Strategies conducted door-to-door outreach, concentrating on communities identified by SB535 as the most disadvantaged. These areas experience a significant burden of pollution, per CalEnviroscreen. By utilizing census tract data, our efforts aimed to reach those individuals who could benefit the most from the SCWP. Canvassing allowed us to engage directly on-the-ground with local stakeholders, ensuring their voices were heard.

■ Doors Knocked On
■ Doors Answered

3,000

2,250

1,500

750

0

2823   **422**

Total

Canvassing Engagement Campaign	Metrics		
	Event Occurrences	Doors Knocked On	Doors Answered
Total Metrics:	**22**	**2823**	**422**

COMMUNITY SURVEYING AND SIGN-ONS

The engagements undertaken served as a robust platform, inviting community members to deeply engage in the decision-making process. Participants valued the chance to contribute their insights and preferences through the SCWP's community survey. We facilitated digital access through multiple channels, including email subscription and phone sms sign on. The collective impact of these initiatives has not only fostered a sense of ownership and enthusiasm within the community but has also significantly strengthened our constituent relationship management.

234 SURVEYS COMPLETED

Community Surveying & Sign-Ons	Metrics		
	Surveys Completed	Phone Sign Ons	Email Sign Ons
Total Metrics:	**234**	**460**	**296**

5. PROJECT CHALLENGES AND GOOD PRACTICES

5.1. CHALLENGES/PROBLEMS ENCOUNTERED AND LESSONS LEARNED

It is crucial to reflect on the challenges we encountered and the good practices we employed. This section aims to provide a comprehensive evaluation of our efforts, highlighting the diligent approach we took.

PROJECT CHALLENGES:

1. **COMMUNITY OUTREACH AND ENGAGEMENT** Engaging a diverse and sometimes fragmented community posed unique challenges. We encountered:

   A. **LIMITED RESOURCES** The communities we engaged with faced limitations in available resources. It was crucial for our team to serve as a knowledgeable support system to address their concerns. Obtaining sufficient resources for comprehensive community outreach and engagement posed challenges. Nonetheless, Urbano Strategies overcame this hurdle by strategically allocating resources and proactively educating ourselves on programs, services, policies, and available resources. This approach enables us to effectively navigate and mitigate resource constraints.

   B. **ADDRESSING LANGUAGE BARRIERS** The communities we focus on are linguistically diverse. To ensure inclusivity, we had to overcome language barriers by providing translation services, multilingual materials, and recruiting bilingual facilitators. We supported the SCWP team translate community documents into bilingual format, English to Spanish.

   C. **COMMUNITY ALIGNMENT** Ensuring alignment and managing expectation among various stakeholders, who have differing priorities, created a mismatch.

2. **STAKEHOLDER COLLABORATION** Effective collaboration with multiple stakeholders was essential, yet it presented the following challenges:

   A. **MANAGING DIVERSE INTERESTS** Various stakeholders hold different priorities, perspectives, and goals. We navigate through these divergent interests while ensuring we remained focused on community needs and project goals.

   B. **ALIGNING TIMELINES AND EXPECTATIONS** Coordinating timelines and managing expectations of different stakeholders required careful communication. Balancing schedules and ensuring time sensitive items is a significant challenge.

5.2. GOOD PRACTICES

EFFECTIVE OUTREACH AND ENGAGEMENT:

Despite the challenges, we implemented several good practices that ensured project success and demonstrated our commitment to meeting all requirements:

1. **EARLY ENGAGEMENT** Initiating engagement activities early in the project lifecycle proved beneficial, enabling community input from its inception.

   C. **EMPOWERMENT THROUGH EDUCATION** Offering one-on-one sessions, or informational speaking engagements empower community members with knowledge relevant to the project's goals.

   D. **PARTICIPATORY PROCESS** We actively involved community members in the engagement process, seeking their input and feedback through education and trivia questions.

2. **INCLUSIVE ENGAGEMENT** The project highlighted the importance of inclusivity and diverse stakeholder representation. Ensuring broad community participation is critical to foster ownership, enhance project outcomes, and build trust within the community. This practice involved:

   A. **CULTURAL SENSITIVITY AND RESPECT** Emphasizing cultural sensitivity and respect by acknowledging and valuing diverse cultural perspectives within the community during engagement.

   B. **FEEDBACK LOOP** We maintained open and transparent communication channels, providing regular updates, sharing project information, and soliciting feedback.

3. **PROJECT PLANNING AND EXECUTION** We adopted a systematic approach to project planning and execution, which included:

   A. **CLEAR OBJECTIVES AND DELIVERABLES** We established clear project objectives, ensuring alignment with community expectations and contractual obligations.

   B. **TIMELY RESOURCE ALLOCATION** We carefully allocated resources, including budget, personnel, and materials, to ensure efficient project implementation.

   C. **REGULAR PROGRESS MONITORING** Monitoring and evaluation mechanisms were used in continuity to track progress, identify potential issues, and make timely adjustments as necessary.

6. BUILDING ON SUCCESS: COMMUNITY ENGAGEMENT AND ORGANIZING FOR IMPACT

In this final project report, we present the culmination of our efforts for two SCWP watersheds: the South and Central Santa Monica Watershed Areas. We have not only created positive change within the community but have also paved the way for ***future development and growth***.

WHERE DO WE GO FROM HERE?

1. **STRENGTHENING COMMUNITY ENGAGEMENT** We believe that sustained community engagement is vital to the long-term success of any project. To ensure continuity, we propose the following strategies:

    A. **REGULAR COMMUNITY MEETINGS** Conducting regular community meetings will facilitate open dialogue and enable residents to stay involved in the decision-making process. These meetings will provide updates on ongoing projects, solicit feedback, and address any concerns or suggestions from the community.

    B. **COMMUNITY RECOGNITION AND APPRECIATION** Acknowledging and appreciating community contributions, whether through public recognition, events, or highlighting their involvement.

    C. **CAPACITY BUILDING WORKSHOPS** Organizing cohorts on water stewardship fellowship, grassroots advocacy, and community mobilization will empower residents to take ownership of their initiatives. These workshops will equip individuals with the skills and knowledge necessary to drive positive change within their community.

    D. **ENGAGING LOCAL YOUTH** Investing in the next generation is crucial for sustainable community development. By creating youth-focused programs, mentorship opportunities, and educational initiatives, we can inspire and nurture young leaders who will continue to shape the future of water in Los Angeles.

    E. **PARTNERING WITH LOCAL ORGANIZATIONS** Collaboration with established local organizations, nonprofits, and community centers will amplify our efforts and

create a network of support. These partnerships will foster a collective approach, ensuring that resources, expertise, and ideas are shared for maximum impact.

F. **LEVERAGING DIGITAL PLATFORMS** Recognizing the importance of technology in modern engagement, we propose the development of an online platform that allows residents to stay informed, provide feedback, and participate. This platform will ensure accessibility and inclusivity, reaching a broader audience within the community.

2. **EMPOWERING COMMUNITIES: A PARTNERSHIP IN PROGRESS** Our successful track record, combined with our commitment to community engagement and organizing, positions us as the ideal partner. By partnering with U.S., you gain:

A. **EXPERTISE IN COMMUNITY ENGAGEMENT** Our team has demonstrated a deep understanding of the unique needs, priorities, and aspirations of our communities. We have built trust, relationships, and a comprehensive knowledge base that enables us to effectively engage with stakeholders.

B. **COMPREHENSIVE PROJECT MANAGEMENT** From initial planning to execution and evaluation, our project management approach ensures seamless coordination, efficient resource allocation, and timely delivery of results. We are committed to meeting project objectives while maintaining transparency and accountability.

C. **COLLABORATIVE PROBLEM-SOLVING** We embrace a collaborative approach, valuing the input and experiences of all stakeholders. By actively working with our community partners, we can collectively tackle challenges, identify opportunities, and co-create sustainable solutions.

D. **LONG-TERM IMPACT** Our focus extends beyond immediate project deliverables. By investing in community engagement and organizing, we aim to foster a sense of ownership, social cohesion, and sustainable change that will endure long after our involvement.

CONCLUSION

Continuity in our community engagement and organizing work is essential for building on OUR successes. Through our commitment to excellence and dedication to community engagement, we can proudly say that we have checked all the boxes, and the projects have made a positive impact on the communities of the South and Central Santa Monica Watershed Areas.

WE THANK YOU FOR YOUR CONTINUED TRUST AND SUPPORT

7. ACKNOWLEDGEMENTS

WE EXTEND OUR HEARTFELT GRATITUDE TO THE SAFE CLEAN WATER PROGRAM COMMUNITY ENGAGEMENT TEAM, WHOSE DEDICATION AND COLLABORATIVE EFFORTS WERE INSTRUMENTAL IN THE SUCCESS OF THIS INITIATIVE. OUR COLLECTIVE COMMITMENT AND PARTNERSHIP MADE THIS WORK POSSIBLE.

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