DROUGHT ACTION PLAN

A WATER SHORTAGE CONTINGENCY STRATEGY for the CITY OF NEVADA CITY

Prepared by
Burdick & Company

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Drought Action Plan:
A Water Shortage Contingency Strategy

This document presents the Drought Action Plan ("Drought Plan"), also known as the Water Shortage Contingency Plan, for the City of Nevada City, California. This plan identifies actions and procedures to enable the City government to prepare for, identify, and respond to a drought or other water shortage. The objective of the plan is to help Nevada City preserve essential public services and minimize the effects of a water shortage on public health and safety, economic activities, environmental resources, and the individual lifestyles of its community members.

1. HOW TO USE THIS PLAN

This Water Shortage Contingency Plan has been formatted as an implementation action plan for the City in time of drought or water shortage of any kind. The plan itself describes five stages of water shortage, with each additional stage representing a progressively worsening and critical situation. The document further describes circumstances that would trigger use of the plan, specific actions for City staff to take during each of the stages, as well as specific actions for water customers to take.

The appendices provide background and other pertinent and useful information:

> Appendix A - Water Shortage Planning Overview and Plan Updates and Revisions: This section describes the need for and objectives of the plan, resources used in the preparation of the plan, and a guide for updating the plan.
>
> Appendix B - Precipitation Patterns, Drought History, and Climate Change: Appendix B provides the history of precipitation and drought in the Nevada City area and briefly discusses the potential impacts of climate change on Nevada City's precipitation patterns.
>
> Appendix C - Nevada City Water Supply and Demand: This appendix describes the water supply system infrastructure in Nevada City, current and predicted sources of water into the future, and predicted growth patterns and how those patterns might influence water supply and demand.
>
> Appendix D - Water Shortage Impact Avoidance: Appendix D identifies water conservation measures that Nevada City has already taken to help avoid water shortages and reduce the impact of shortages when they do occur, as well as future impact avoidance measures the City has committed, or may commit, to taking.
>
> Appendix E – References: The References are both source material for this Plan and reference material for further research on the part of the City or its constituents.

2. WATER SHORTAGE STAGES

Drought-Related Water Shortages

Prior to the beginning of the irrigation season, but no later than April 1 of each year, Nevada City will evaluate its current reservoir storage, forecasted runoff/snowmelt, and purchase options from Nevada Irrigation District (NID) to determine which water supply stage will apply during the year. The survey information from California Department of Water Resource's California Cooperative Snow Surveys will be paramount to evaluating water supply stage and will be used to make a preliminary determination of the City's water supplies.

Other (Non-Drought-Related) Emergency Water Shortages

For an infrastructure-related failure, water delivery options will be immediately evaluated and a staff recommendation made to the City Council.

Normal Water Years

The City currently supplies about 900 acre feet (AF) of water per year for all classes of customers, with 600 AF coming from Little Deer Creek (water allocations to Nevada City are 50 AF/month) and the needed balance coming from NID, In the past, this has typically been in months of dry weather and high usage, generally from around June to September.

There is no carry-over storage from water season to water season, with the exception of the 53-AF City reservoir storage, an amount of storage that typically comprises less than a month of the City's water needs.

The City has pre-1914 water rights on Little Deer Creek and does not have any in-stream flow requirements of which the City is aware. See Appendix C for more information on water supply and demand.

Water Shortage Stages

There is no statewide standard for water shortage stages; purveyors determine stages appropriate for their particular circumstances. The following drought stages and water supply conditions were identified for Nevada City based on review of guiding public documents, discussion with City staff, use of samples of other small communities' drought plans and NID's drought stages.

Consistency with NID's water shortage stages is important, given that NID provides water during the dry season when shortages are more likely to occur. However, it should be noted that as a water purveyor, Nevada City may call a drought stage independently of NID, and the State may impose voluntary or mandatory restrictions as well. If and when the State imposes restrictions, they may or may not coincide with NID's and Nevada City's stages and customer action type, i.e., voluntary or mandatory.

Table 1. Water Shortage Stages					
Stage	**Water Shortage Type**	**Water Supply Available on April 1*** (or beginning of irrigation season, whichever comes first)	**Water Supply Available (% of normal)**	**Customer Action Type**	**Water Demand Reduction Goals[1]**
1	**Normal**	71.25-75 AF/mo.	95-100%	None or voluntary	0-5%
2	**Alert**	63.75-67.5 AF/mo.	85-95%	Voluntary	5-15%
3	**Warning**	56.25-63.75 AF/mo.	75-85%	Mandatory	15-25%
4	**Emergency**	48.75-56.25 AF/mo.	65-75%	Mandatory	25-35%
5	**Crisis**	37.5-48.75 AF/mo.	50-65%	Mandatory	35-50%
* Based on 900 AF/year of average and projected water usage, which equates to 75 AF per month on average.					

[1] Demand reduction goals should be re-evaluated at regular intervals; see Plan Maintenance in Appendix A.

3. WATER SHORTAGE DECLARATION TRIGGERS

As noted above, in normal years, Nevada City receives the majority of its water from Little Deer Creek and supplements this with water from NID in months of high usage. If NID declares a drought stage during this time, Nevada City and its customers will also be affected, with the same (or greater) conservation measures required. However, because Nevada City is itself a water purveyor, Nevada City may declare a drought stage independently of NID. Further, the State may declare a water shortage at any time, which will also affect Nevada City and its customers.

The following table identifies the thresholds, or "triggers," for declaring a Water Shortage. The description section includes a general characterization of the amount of reduction for Stages 2 through 5 (i.e., minimally, moderately, severely and critically), and whether supplies are meeting or expected to meet demands. These descriptions can be useful when communicating with customers and the public.

Table 2. Water Shortage Declaration Triggers

NOTE: The State Water Resources Control Board may at any time declare a water shortage emergency that affects all Californians. The declaration, generally in the form of emergency regulations, will describe specific measures called for by customers and water purveyors, as well as whether measures are voluntary or mandatory.

Stage	Description of Water Situation	Trigger for Declaring Water Shortage
1	**0-5% shortage** • Supplies available to meet demands. • Normal or near normal operating stage for the water system	No water shortage declared
2	**5-15% shortage** • Probability that supplies will not meet normal demands • Minimally reduced supplies	• When NID board declares a Stage 2 Water Shortage, and/or • When the Nevada City water storage levels fall below 85-90% of storage capacity
3	**15-25% shortage** • Supplies will not be able to meet expected demands • Moderately reduced supplies	• When NID board declares a Stage 3 Water Shortage, and/or • When the Nevada City water storage levels fall below 75-85% of storage capacity
4	**25-35% shortage** • Supplies not meeting current demands • Severely reduced supplies	• When NID board declares a Stage 4 Water Shortage, and/or • When Nevada City water storage levels fall below 65-75% of storage capacity
5	**35-50% shortage** • Supplies not meeting current demands • Critically reduced supplies	• When the NID board declares a Stage 5 Water Shortage Alert, and/or • When the Nevada City water storage levels fall below 35-50% of storage capacity.

4. CITY IMPLEMENTATION ACTIONS BY WATER SHORTAGE STAGE

The following describes recommended actions to be taken by City staff at each progressive stage of water shortage. Measures not described below may be necessary in certain situations, and it will be incumbent on the experience and discretion of City staff to take actions necessary to protect public health and safety, environmental health, and economic resources – including seeking guidance or approval from the City Council if needed.

In general, each additional stage is likely to require additional staff time and other City resources (e.g., engineering, billing, mailings, response to public questions and concerns, internal communications, and external communications with the media and others).

Please refer to Appendix D for measures the City has implemented or will consider implementing as part of its proactive water shortage impact avoidance strategies.

Water Shortage Response Team

The City Council established a Nevada City Water Shortage Response Team to coordinate responses to drought conditions and other water shortages (see Appendix A for more on roles and responsibilities). The team make-up is as follows, with City Manager as Team Leader:

1. City Manager: Team Leader
2. Director of Public Works
3. City Engineer
4. Water Treatment Plan Operator
5. Finance Director/Human Resources & Risk Manager
6. Administrative Senior Clerk/Deputy City Clerk
7. City Attorney

City Implementation Actions by Stage

Stage 1: Normal Water Conditions (0-5% shortage) – City Actions

A. Make full water supply deliveries to customers.
B. Operate and maintain water system in efficient and economical manner; conduct distribution system water audit, leak detection, and repair; minimize reservoir spills; conduct well maintenance.
C. Annually review and, if necessary, update current conservation plans and system storage.
D. Explore options to increase City's use of recycled wastewater and use of non-potable water for non-potable uses.
E. Ensure that municipal water use shall be used for beneficial purposes only; all unnecessary and wasteful uses of water are prohibited.
F. Ensure that municipal water shall be confined to City property and shall not be allowed to run off to adjoining properties or to the roadside ditch or gutter. Care shall be taken not to water past the point of saturation.
G. Continue to provide incentives to residential customers to reduce water consumption, including plumbing retrofit (free low-flow showerheads, financial rebates for purchase and installation of ultra-low-flow toilets) and toilet leak detection tablets.

H. Explore new customer incentives to reduce water consumption, e.g., high-efficiency washing machine rebate programs. Annually evaluate City's "WaterWise" program for effectiveness.
I. Encourage voluntary customer water conservation through ongoing quarterly public information and education efforts about need for and benefits of conservation, including specific recommendations for calculating water use and conservation actions. Update and maintain water conservation information on City's website. Consider possible school education efforts. Encourage voluntary conservation programs for commercial, industrial and institutional accounts. Encourage non-residential large landscape conservation.
J. Respond to customer requests, e.g., leak detection, wasteful water practices.
K. Maintain usage records to track outcome of water conservation efforts. Strive for 20% reduction of water use by 2020 (see DWR'*20x202 Water Conservation Report* for baseline).

Stage 2: Water Shortage Alert (5-15% shortage) – City Actions

A. Continue to implement Stage 1 measures while also implementing Stage 2.
B. Begin public information campaign with clear message.
    i. Explain drought situation to public and government bodies.
    ii. Explain other stages and forecast future actions.
    iii. Inform customers of water use reduction targets, and request voluntary water conservation with specific recommendations for action to reach targets by using a bill insert, as well as other materials as appropriate.
    iv. Encourage all customers to know how much water they use and describe how they can achieve this.
    v. Ensure City actions visibly demonstrate leadership in responding to water shortage.
    vi. Review monthly, and update as needed the water conservation section of City's webpage, including current drought information (e.g., stages, actions, voluntary or mandatory).
B. Reduce municipal water usage by 5-15%, both inside and outside.
C. Limit fire department practice drills and flow testing of fire hydrants.
D. Limit City's water pipe flushing program to areas required by regulation or as needed to ensure good drinking water quality.
E. Develop procedure for customer reporting of wasted water (if not already in place).
F. Monitor water demand monthly to assess water savings accomplished.
G. Assess current drought stage monthly with current demand and supply information, and considering potential future hydrologic conditions.

Water Shortage Response Team Leader convenes Water Shortage Response Team as needed, and provides monthly updates to City Council members, and other agencies.

Stage 3: Water Shortage Warning (15-25% shortage) – City Actions

A. Continue to implement Stage 1 and 2 measures while also implementing Stage 3.
B. Provide monthly updates to media and public on water supply conditions, status of community demand reduction response, and recommended conservation measures, to be determined by City Council needs and/or severity of situation.
C. Reduce municipal water usage by 15-25%, both inside and outside.
D. Encourage that all treated water-metered school grounds and other public grounds reduce their water usage by 15%.
C. Ensure that on all City properties (e.g., buildings, landscapes, playing fields, irrigation equipment and timing) comply with all Stage 1-3 demand reduction measures that it is asking of its customers.

D. Monitor water demand monthly to assess water savings accomplished.
E. Assess current drought stage monthly with current demand and supply information, and considering potential future hydrologic conditions.
F. Water Shortage Response Team Leader convenes Water Shortage Response Team as needed, and provides bi-weekly updates to City Council members and other agencies as needed.
G. When available, implement conservation pricing on treated water, e.g., water shortage rate structure (change the water rate structure from a uniform rate to an inclining block rate), or drought surcharge.
H. Stage 3 is beginning of mandatory conservation measures; begin enforcement procedures (once they are in place).

Stage 4: Water Shortage Emergency (25-35% shortage) – City Actions

A. Continue to implement Stages 1, 2 and 3 while also implementing Stage 4.
B. Ensure that on all City properties, City complies with all demand reduction measures (Stages 1- 4) that it is asking of its customers, including reducing municipal water usage by 25-35%.
C. Strengthen enforcement procedures as necessary (once they are in place).
D. Monitor water demand weekly to assess water savings accomplished.
E. Assess drought stage every two weeks with current demand and supply information, and considering potential future hydrologic conditions.
F. Water Shortage Response Team Leader convenes Water Shortage Response Team and provides updates weekly to City Council members and other agencies as needed.
G. Provide weekly updates to media and public on water supply conditions, status of community demand reduction response, recommended conservation measures, and enforcement information, including fines and reporting procedures.

Stage 5: Critical Water Shortage Emergency (35-50% shortage) – City Actions

A. Intensify implementation of all measures in Stages 1 through 4.
B. Reduce City's water usage by 35-50%. Ensure that on City properties, City complies with the Stage 1-5 demand reduction measures that it is asking of its customers.
C. Water Shortage Response Team Leader convenes Water Shortage Response Team weekly (or more often, depending on the nature of the crisis), and provides updates to City Council members and other agencies as needed.
D. Implement crisis communication plan (see Section 7).
E. Activate emergency notification lists (see Section 7).
F. Coordinate with California Department of Public Health regarding water quality, public health issues and with law enforcement, and other emergency response agencies to address enforcement challenges.
G. Provide weekly (or more often, depending on the nature of the crisis) updates to media and public on water supply conditions, status of community demand reduction response, and recommended conservation measures.
H. Implement mandatory water rationing, including per capita water use allocations for residential customers, if/as appropriate.
I. Consider any additional measures than may be taken in crisis situation to further reduce water demand and/or identify additional supplies.

5. Customer Actions by Water Shortage Stage

The following describes recommended restrictions and other actions to be taken by Nevada City water customers at each progressive stage of water shortage. As a water purveyor, it is incumbent upon the City to notify customers of water shortage conditions, conservation measures, and whether the measures are voluntary or mandatory (mandatory actions begin in Stage 3).

If and when the State issues emergency regulations pertaining to water conservation, they pertain to all of the citizens, businesses and agencies of California. The restrictions and other actions called for in the State's emergency regulations take priority, and may or may not be consistent with local drought plans.

Stage 1: Normal Water Conditions (0-5% shortage)	**Customer Actions**

VOLUNTARY:

A. Make conscious efforts to conserve water. Water is to be used for beneficial purposes only; all unnecessary and wasteful uses of water are prohibited.
B. Water is to be confined to the customer's property and not allowed to run off to adjoining properties, sidewalks, ditches, gutters or storm drains.
C. Residential, garden, and landscape water use:
    i. Limit watering to the evening and early morning hours only (9 pm to 9 am); avoid use of sprinklers.
    ii. Do not water past the point of saturation.
    iii. Irrigation systems: inspect systems and repair leaks; adjust spray heads to provide optimum coverage and eliminate avoidable over-spray; change run-time for valves consistent with weather fluctuations; reduce minutes of run-time for each irrigation valve if water run-off is occurring.
D. Use automatic shut-off nozzles on all hoses (no free-flowing hoses).
E. Do not wash cars, boats, trailers or other vehicles except by hose with an automatic shut-off nozzle and bucket.
F. Do not hose or wash sidewalks, walkways, driveways, parking lots or other hard surfaced areas.
G. Make a reasonable effort to repair water leaks in toilets, plumbing fixtures and water lines within 24 hours.
H. Take advantage of the City's water conservation incentives, including free low-flow showerheads, free toilet leak detection tablets, and rebates for low-flow toilets (see nevadacityca.gov/water).
I. Implement additional voluntary conservation measures for both short-term and longer-term water savings (see Section 6: Outreach: Public Information and Education).

Stage 2: Water Shortage Alert (5-15% shortage)	**Customer Actions**

VOLUNTARY:

A. Reduce water use by 5-15% from prior year for similar billing period according to bill insert instructions provided by the City.
B. Intensify implementation of Stage 1 measures.

Stage 3: Water Shortage Warning (15-25% shortage)	Customer Actions

MANDATORY:

A. Reduce water use by 15-25% from prior year for similar billing period.
B. Water is to be confined to the customer's property and not allowed to run off to adjoining properties, sidewalks, ditches, gutters or storm drains.
C. Residential, garden, and landscape water use:
    i. Residential, garden, and landscape watering shall be limited to two days per week.
    ii. Limit watering to the evening and early morning hours only (9 pm to 9 am); avoid use of sprinklers.
    iii. Do not water past the point of saturation.
    iv. Irrigation systems: inspect systems and repair leaks; adjust spray heads to provide optimum coverage and eliminate avoidable over-spray; change run-time for valves consistent with weather fluctuations; reduce minutes of run-time for each irrigation valve if water run-off is occurring.
D. Use automatic shut-off nozzles on all hoses (no free-flowing hoses).
E. Do not wash cars, boats, trailers or other vehicles except by hose with an automatic shut-off nozzle and bucket.
F. Do not hose or wash sidewalks, walkways, driveways, parking lots or other hard surfaced areas.
G. Make a reasonable effort to repair water leaks in toilets, plumbing fixtures and water lines within 24 hours.
H. Require all commercial customers to prominently display "save water" signage and develop conservation plans.
I. Restaurant owners shall serve water only when requested by the customer, and shall provide on each table a notice of water shortage.
J. Hotel and motel operators shall post a notice of water shortage and tips for water conservation in each room.
K. Use re-circulating water only in ornamental fountains, ponds or lakes, and post signage nearby that states that re-circulated water is being used.

Stage 4: Water Shortage Emergency (25-35% shortage)	Customer Actions

MANDATORY:

A. Reduce water use by 25-35% from prior year for similar billing period.
B. Continue and intensify implementation of measures from Stages 1 through 3, as appropriate.
C. Do not refill a swimming pool, spa or hot tub unless it is equipped with a cover.
D. Do not use potable water for cleaning, irrigation and construction purposes (including but not limited to dust control, settling of backfill, flushing of plumbing lines, and washing of equipment, buildings and vehicles).

Stage 5: Water Shortage Crisis (35-50% shortage)	Customer Actions

MANDATORY:

A. Reduce water use by 35-50% from prior year for similar billing period.
B. Mandatory water rationing, including per capita water use allocations for residential customers if necessary. Water Crisis/Emergency tiered pricing will be in place.
C. Prohibit outdoor irrigation.
D. No water for recreational purposes; close pools.
E. Otherwise, intensify implementation of demand reduction measures in Stages 1 through 4, as appropriate.
F. The primary objective during critical drought conditions is protection of water supply for public health and safety purposes. Water shall be allocated in the following priority per California Water Code:
    1. Human Consumption
    2. Livestock and animals
    3. Perennial crops
    4. Annual crops

6. Outreach: Public Information and Education

The success of any water conservation effort is dependent upon successfully influencing customers to change their water use behaviors. There is no shortage of water conservation information available; rather surveys show that some customers feel overwhelmed by the amount of information and choices and, as a result, do nothing.

The most effective efforts to change customer behavior draw on the social sciences to develop more sophisticated and effective strategies and materials. In the Spring/Summer 2015 timeframe, City staff will work to develop such an approach for the City to use for various drought stages and for longer-term conservation. (In the same time frame the following drought-related topics will be under consideration and brought forward to the City Council by staff: conservation pricing; conservation incentives; enforcement structures.) The Drought Plan may be amended to include these topics and materials.

Public Notification of Water Shortage and Required or Requested Customer Actions

At a minimum, when a Drought Stage is announced, a press release should be prepared, approved by the City Manager, and distributed to local media (see below for media contact list), and water shortage notice and conservation instructions should be provided in water customer bills (see below for sample bill insert announcing state-mandated conservation actions), making clear which actions are voluntary (if any), and which are mandatory.

It is important to provide clear and targeted messages with specific guidance on what actions are requested or mandated. "Government language" can be perceived by the public as stilted and confusing; the most effective messages will use simple messages, short sentences, and provide no more than one to three recommendations (unless mandated actions call for more). As much as possible information and education materials should be targeted to specific audiences, e.g., residential water customers, businesses.

The State Department of Water Resources has partnered with the Association of California Water Agencies to create SaveOurWater.org, a non-profit entity set up to provide effective information and educational materials and opportunities developed by communications professionals, and will be a valuable resource for City staff tasked with communicating with customers. That and select other websites appear below.

For including in public information:

SaveOurH2O.org (State DWR and ACWA; toolkit for customers)

For use by City staff:

SaveOurWater.org (State DWR and ACWA; public info samples; business toolkit)
CA.com/drought (State drought site)
ACWA.com (Association of California Water Agencies)
RCAC.org (Rural Community Assistance Corp.)
EPA.gov/watersense (Federal site; checklists for customers, how to fix leaks, etc)

SAMPLE: DROUGHT EMERGENCY NOTICE for NEVADA CITY

STATE-MANDATED CUT BACK OF OUTDOOR WATER USE

Beginning immediately, the following are

PROHIBITED:

1. **Irrigating outdoors more than two days per week is prohibited.**
2. **Run-off in outdoor landscapes**: Using potable water to water outdoor landscapes in a manner that causes runoff such that water flows onto adjacent property, non-irrigated areas, private and public walkways, roadways, parking lots, or structures is prohibited.
3. **Washing vehicles without a shut-off nozzle**: Using a hose that dispenses potable water to wash a motor vehicle, unless the hose is fitted with a shut-off nozzle, is prohibited.
4. **Hosing down sidewalks and driveways**: The application of potable water to any driveway or sidewalk is prohibited.
5. **Running fountains that do not re-circulate water**: Using potable water in a fountain or decorative water feature, unless the water is re-circulated, is prohibited.

Prohibitions apply except where necessary to address an immediate health and safety need or to comply with a term or condition in a permit issued by a state or federal agency.

Dear Nevada City Water Customer: June xx, 2015

California is in extreme drought. Many are already taking bold steps to conserve water, and if you're among them, we thank you. In April the state announced mandatory 25% water conservation targets. To ensure that water demands can be met statewide, the State Water Resources Control Board on May XX took emergency action requiring that water suppliers and all citizens step up conservation efforts.

The fastest way to achieve significant savings without undue burden on customers is by reducing outdoor water use, and that is the focus of these mandatory prohibitions.

The State authorized a variety of measures to get customers to meet goals, including fines (as much as $500 per day), raised rates, shut-offs and other similar measures, as well as establishing the possibility of non-compliance fines for the City of up to $10,000 per day. In response, the City of Nevada City on April XX passed a resolution officially putting the City under drought conditions and prohibiting the above uses of potable water.

The City prefers not to use harsh measures to get customers to conserve more. If we all pull together to achieve this 20 percent reduction, stricter, more burdensome and costly measures may not be required. Please be a water-wise neighbor and, if you're not already, at minimum, reduce your outside water use by honoring these mandatory prohibitions. ~ *Thank you!*

The drought is on!

REDUCING OUTSIDE WATER USE is our BEST OPTION to SAVE WATER. Start Today!

City of Nevada City * 503-265-2496 * nevadacityca.gov

Media Contacts for Nevada City

Newspapers

The Union (daily + online)
464 Sutton Way, Grass Valley, CA 95945
phone: (530) 273-9561
theunion.com
digitalsupport@theunion.com
Classified Advertising: (530) 273-9567; classifieds@theunion.com
Editorial: (530) 477-4249; letters@theunion.com
Hot News Tip line: (530) 477-4272

The Nevada City Advocate (monthly + online)
nevadacityadvocate.com

Yubanet (daily + online only)
530-478-9600
yubanet@yubanet.com.
yubanet.com

Radio Stations

KNCO (830 AM)
News-talk, ABC affiliate, Grass Valley
Business Line (530) 272-342
Listener Line (530) 477-5626
KNCO.com

KUMR (89.5 FM)
Independent Community Radio, Nevada City
https://www.kvmr.org/
Press releases: wnews@kvkmr.org
PSA and Community Calendar: https://www.kvmr.org/submit-psa
(Events calendar may be able to use photo)

revised: February 2015

7. Crisis Communication Plan (Drought Stage 5)

This Crisis Communication Plan is to be implemented during a Stage 5 drought or other water shortage crisis, such as an infrastructure failure. The Plan consists of scripted messages to be developed based on the circumstances and needs of the situation, and an emergency notification list.

For water shortage disasters, the Nevada City Disaster Plan, revised January 1, 2011 or later, shall be used to guide relief operations. This Crisis Communication Plan is intended to augment, not replace the Disaster Plan, and provides guidance only for the public and internal communication component of emergency operations.

Scripted Messages

When an emergency occurs, the need to communicate is immediate. If business operations are disrupted or water delivery is diminished or threatened, customers will want to know how they will be impacted. Regulators may need to be notified, and other local governments will want to know what is going on in the community. Employees and their families may be concerned and want information.

Each audience will seek—and should be provided with-- information that is specific to them (e.g., residential customers, businesses, regulators, media). Table F-1 below can be used by staff to help develop that targeted information, and must be approved by the City Manager (or his or her designee) prior to use.

Staff should recognize that in a crisis situation there may be limited information about the incident or its potential impacts, and that the "story" may change many times as new information becomes available. It will be important to release information in an organized and coordinated fashion, with one person or department (generally the City Manager or his or her designee) serving as the contact with media.

One of the aims of the crisis communication plan is to ensure consistency of message. If one audience is presented with a particular message and another audience is presented with a different message, it will increase confusion and shake confidence by raising questions of competency and credibility. Internal protocols need to be established to ensure that the core of each message is consistent while addressing the specific questions from each audience.

It will be important to move as quickly as possible from simply reacting to the incident, to pro-actively developing and managing a strategy to overcome the incident. Management needs to develop the strategy, with both management and staff implementing the strategy. Allaying the concerns of each target audience will help ensure that customers receive the highest possible level of service within the emergency context, and will help position the City to emerge from the incident with its reputation intact.

Table F-1 below provides examples of questions that may arise from various target audiences to help staff develop scripted messages appropriate for the circumstances and conditions of a Stage 5

drought or other water shortage crisis. These messages should be stored on a remotely accessible server for quick editing and release when needed, and hard copies should also be available.

Table F-1 is to be completed and distributed to all employees during Drought Stage 5 conditions. It should include instructions for directing all media inquiries to the City Manager (or his or her designee), and updated regularly as the situation changes.

Emergency Notification List

The entities that must be contacted will likely depend on the circumstances of the crisis. The Emergency Notification List includes an array of agencies and other contacts that are likely to be needed and it should be completed with names, phone numbers and email addresses by April 1 of each year (or before the irrigation season begins, whichever comes first) – do not wait for a crisis to occur and then try to locate the information. When considering additional entities to contact, consider all regulatory agencies that may be pertinent, as well as all interests and entities that may be affected by the crisis.

Table F-1. Scripted Messages Template NOTE: Direct all media inquiries to the City Manager (or his or her designee): Phone ____ Email ____ Revised: (date and time, by whom)		
Contact / Target Audience	**Sample Questions**	**City Response**
Customer/ Community	"When will water flow return to normal?"	
	"Is my water use restricted now? If so, when will the restrictions be lifted?"	
	"What will you give me to compensate for any damages to my property (landscape die-off, etc.)?"	
	"What are you going to do to prevent this from happening again?"	
Employee	"Will this water shortage affect my job?"	
	"Will I get paid during any times of reduced operation?"	
Government Regulator	"When did it happen?" "What happened (details about the incident)?" "What are the impacts (injuries, deaths, environmental contamination, safety of consumers, etc.)?"	
Elected Official	"What is the impact on the community in terms of public safety? The, environment? The economy?"	
	"How many employees will be affected?"	
	"When will the situation return to normal?"	
Supplier (NID)		

News Media See also Elected Official and all other target audiences for questions reporters might ask.	"What are the current water supply conditions?"	
	"What is the status of the community demand reduction response"	
	"What is the status of conservation measures?"	
	"What is the estimated loss?"	
	"What caused the incident?"	
	"What are you going to do to prevent it from happening again?"	
	"Who is responsible?"	

Table F-2. Emergency Notification List		
Entities to Contact*	**Means of Contact**	**Person/s Responsible for Communication with Entities**
Community ▪ Customers ▪ Residents ▪ Businesses	Radio/website/newspaper announcements, social media (Facebook, Twitter, etc.), flyers, mailers, handouts, banners, Chamber of Commerce	Water Shortage Response Team Leader (currently City Manager) and other City staff
City Council	Council meeting or individual contact	Water Shortage Response Team Leader (currently City Manager)
Agencies ▪ Nevada Irrigation District ▪ Nevada County ▪ City of Grass Valley ▪ Department of Water Resources ▪ Central Valley Regional Water Quality Control Board ▪ California Department of Fish and Wildlife ▪ US Army Corps of Engineers ▪ US EPA	Telephone and email	Public Works Director or representative
Media ▪ KNCO ▪ KVMR ▪ YubaNet ▪ The Union newspaper ▪ Social media sites, e.g., Nevada City Chamber of Commerce	Telephone and email	Water Shortage Response Team Leader (currently City Manager)
Staff and Families (as needed)	Email or one-on-one conversations	City Manager or Department Managers
*The entities contacted will vary depending on the nature of the emergency or crisis.		