



Texas AWWA

American Water Works Association

**From the Sidelines to Success:
Water Utility Managers Share
Winning Tactics**



WATER UTILITY MANAGER'S PLAYBOOK

A utility manager's guidebook to building a strong communications strategy with your utility team and community spectators in mind.



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Coaches

David M. Smith, P.E., General Manager, Benbrook Water Authority

Greg Wukasch, External Affairs Manager, San Antonio Water System

Jessica Paz, Water Conservation Specialist, Texas Water Development Board

Daniel Nix, Executive Director, TAWWA



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Building Teams

David M. Smith, P.E.
General Manager
Benbrook Water Authority



A person in a dark blue long-sleeved shirt is holding a white marker and drawing a basketball court diagram on a clipboard. The clipboard has a purple and orange border. The diagram shows a basketball court with a key, three-point arc, and free-throw line. In the background, a person in a white basketball uniform with the number 13 is visible. The scene is set on a basketball court.

Building Teams

- Understanding the Game—and My Role
- Understanding Key Needs of My Team
- Dependence on Direct Reports (Playmakers)
- Developing Vision for Success



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Internal/External Communications

Greg Wukasch
External Affairs Manager
San Antonio Water System



Internal Communication

DEVELOP AN EFFECTIVE “RUNNING GAME”

-Transparent, consistent, awareness, inclusion

PROVIDE “PLAY CALLS”

-Handling media requests, preparing team members

“HUDDLE” UP OFTEN



External Communication

KNOW WHAT “GAME” YOU ARE PLAYING

-Why do you do what you do?

BECOME THE VISITING TEAM

-Go to where they are already gathered.

SUNDAY NIGHT “GAMES” ARE THE BEST

-Build trust with local media outlets so they will carry your message “prime time”

MAKE SURE YOU HAVE RECRUITED A DEEP “BENCH”

-Who is ready to go into the game at a moment’s notice?





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Culture Change around Communication

Jessica Paz
Water Conservation Specialist
Texas Water Development Board





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This Stinks!

The Great Stink of 1858





“Y’all need to make an internal sewer system within yourselves, and then connect to each other’s tunnels, help each other keep that flow.”

-Ted Lasso

(S03E01) Smells Like Mean Spirit



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Continuous Improvement

Daniel K. Nix
Executive Director
TAWWA



Continuous Improvement: Watching the Game Film

Two Groups of Performance Reviews

- Community
- Staff



Continuous Improvement: Watching the Game Film

Performance with the Community

- ◆ Listen to Feedback
 - ◆ What Questions are They Asking and Why
- ◆ Realize that they are not Scientist
- ◆ Celebrate the WINS !



Continuous Improvement: Watching the Game Film

Staffs Performance

- ◆ Annual Performance Review
 - ◆ Set Annual Goals
 - ◆ Have Employee Set a Goal for Themselves
- ◆ Provide Direction for Their Development



Daniel's Reading List: Recommendations

Let There Be Water: Israel's Solution for a Water-Starved World

Seth M. Segel

The Big Thirst: The Secret Life and Turbulent Future of Water

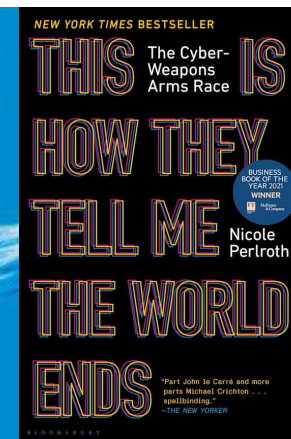
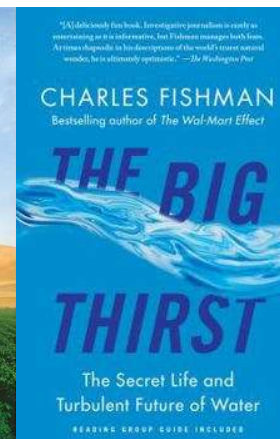
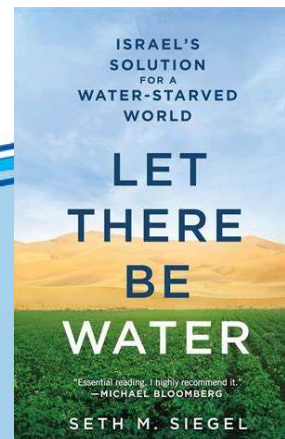
Charles Fishman

This is How They Tell Me the World Ends: The Cyberweapons Race

Nicole Perlroth

The Great Lakes Water Wars

Peter Annin



Daniel's Reading List: Recommendations

Water 4.0: The Past, Present and Future of the World's Most Vital Resource

David Sedlak

Thank You for Arguing: What Aristotle, Lincoln and Homer Simpson Can Teach Us About the Art of Persuasion

Jay Heinrichs

Factfulness: Ten Reasons We're Wrong About the World and Why Things Are Better Than You Think.

Hans Rosling

The Chlorine Revolution: Water Disinfection and the Fight to Save Lives

Michael J. McGuire



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Thank you!