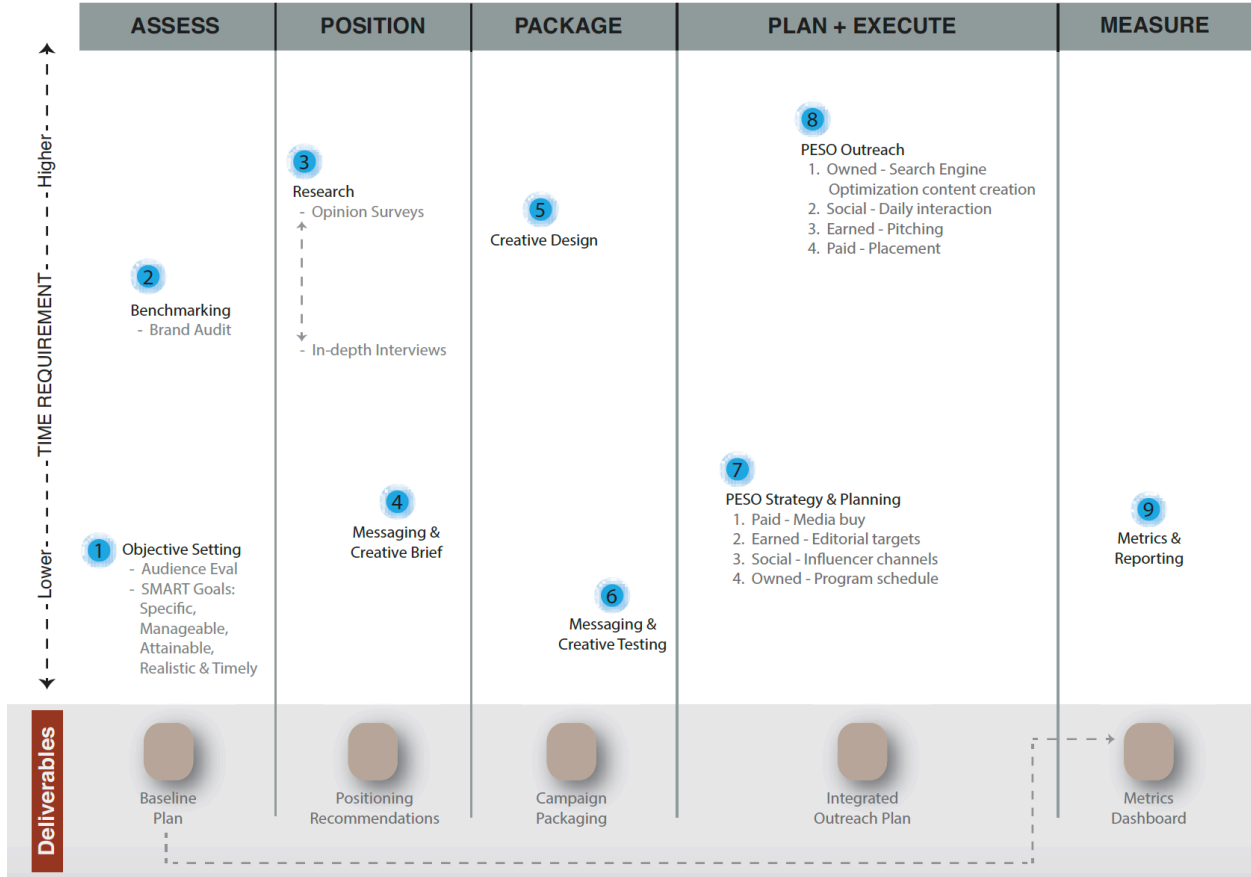# C. Approach and Proposed Work Plan

Once Hahn Public has reviewed the water utility's existing communications materials and market research; established mutual goals, objectives and metrics; and understood the resources and capabilities available to the project team to deploy various strategies, tools and tactics, we will craft a framework and timeline to guide how the utility can engage and educate its target audiences.

In developing marketing plans, Hahn Public's focus is to allocate resources appropriately among strategies and solutions that can convey the right messages to the right audiences, moving customer behavior and perception toward securing sustainable and impactful outcomes. Strategies typically include community engagement strategies relying on in-person contact — helping to establish the staff of City and utility as experts and brand ambassadors — as well as the media channels we organize into a PESO model — paid, earned, social and owned:

ASSESS	POSITION	PACKAGE	PLAN + EXECUTE	MEASURE

TIME REQUIREMENT — Higher / Lower

8 PESO Outreach
1. Owned - Search Engine Optimization content creation
2. Social - Daily interaction
3. Earned - Pitching
4. Paid - Placement

3 Research
- Opinion Surveys
- In-depth Interviews

5 Creative Design

2 Benchmarking
- Brand Audit

7 PESO Strategy & Planning
1. Paid - Media buy
2. Earned - Editorial targets
3. Social - Influencer channels
4. Owned - Program schedule

4 Messaging & Creative Brief

9 Metrics & Reporting

1 Objective Setting
- Audience Eval
- SMART Goals: Specific, Manageable, Attainable, Realistic & Timely

6 Messaging & Creative Testing

Deliverables

Baseline Plan	Positioning Recommendations	Campaign Packaging	Integrated Outreach Plan	Metrics Dashboard

Hahn Public employs a fully integrated approach to media planning, targeting our clients' dollars to the most effective media mix. Our media planning and buying experience covers the complete media spectrum, including spot television, radio, cable, outdoor, magazines, newspapers and digital.

Social media plays a powerful role, allowing peer-to-peer sharing and support for brand-ambassador development, as well as driving customers toward the utility's substantial and well-executed owned-media educational resources. In today's media landscape, social media is also an essential tool for engaging with legacy media, allowing the utility to continue to leverage the residual value of print and broadcast media exposure and keeping the utility well-positioned to demonstrate its accountability and progressiveness.

Milestone 1:
Initial input sessions to review previously collected research data and establish integrated marketing plan goals.

As part of this phase, Hahn Public will review additional research in the field (including findings from our own original research) to identify trends we need to consider about how perceptions of water issues and utilities have changed and are changing. As part of establishing goals and objectives for the marketing plan, we will also be interested in:
- Understanding the utility's current position through a fuller situation analysis
- Establishing personas reflecting target audiences, as discussed above
- Establishing success metrics, including understanding the data resources available to the utility (regular customer satisfaction surveys, pre- and post-test of campaigns, customer usage data, digital/social analytics, etc.)
- Understanding, and as necessary helping to refine, the utility's current message architecture for its future brand-building efforts. We understand that actual creative may not be developed before the completion of the plan, although some existing assets may have continued life or be repurposed, and that creative development is out of scope. Knowing the message platform, however, will have a substantial influence on the mix of tools and tactics needed, which in turn will impact the ability to achieve goals

Milestone 2:
Initial draft for working review submitted to the utility.

Based on the goals and objectives for the marketing plan and other information gathered from and with the utility project team, Hahn Public will produce a draft that includes a range of options that the utility can consider and evaluate, from which a final draft plan will be refined.

We have found that giving clients options and choices is an effective way to structure the collaboration that results in a strong plan. A smart marketing plan works within budget

constraints through a creative media and engagement mix and strategically planned schedules, with a combination of channels (broad and targeted) for maximum efficiency.

Through initial analysis, Hahn Public will know if the outcomes desired by the City of Ann Arbor — and, importantly, the branding tactics and messages it seeks to convey — call for more emphasis on out-of-home (including event sponsorship) and broadcast visibility and reach, or more on digital and social placements that can be behaviorally targeted, or more on direct-mail and community-based strategies that can reach more deeply into particularly demographic, geographic or psychographic segments.

As noted above, these choices reflect not only the contours of the utility's targeted audiences but also (perhaps more so) those of the key influencers who will elevate the utility's brand perceptions and motivate behavior change and increase public approval. Targeted customers also need to be informed by the utility's own marketing and editorial calendar, including the milestones (rate setting, legislative/regulatory hearings, seasonal events) that may drive additional audience interest in the utility.

Milestone 3:
Working sessions for the draft integrated marketing plan

In addition to working with the utility to narrow and refine the tactics and tools incorporated in the plan, Hahn Public will also incorporate the utility's feedback to add detail where appropriate — for example, identifying specific relevant community or media partners. Such useful elements that would not be apparent before the plan is drafted become obvious at this phase of development.

Our Client Service Values
We commit to the highest standards of performance for our clients:
- Professionalism: Protecting the reputation of the project at all times
- Good stewardship: Being frugal and meticulous in managing funding and budgets
- Inclusivity: Achieving diversity and a high level of community involvement
- Sensitivity: Understanding current issues and responding in appropriately
- Responsiveness: Providing exceptional service and flexibility

Commitment to Client
Hahn Public is aware that geographic location is a factor in the decision-making process for City of Ann Arbor. Even though Hahn Public is an Austin based firm, we successfully manage many out-of-state clients. For example, One Gas is officed in Oklahoma and Kansas City. Also, Lubbock Power and Light, based in Lubbock, Texas, is an approximately eight-hour drive from our headquarters. Despite the distance, Hahn Public makes it a point to provide extra contact with out-of-state clients.

Hahn Public usually has weekly catch-up meetings and visits to the client's preferred location whenever the need arises. If Hahn Public has the honor to work with the utility at City of Ann Arbor, Hahn Public staff would be willing to spend the first initial weeks of planning and strategy in-person. At the time, if the client is comfortable with the plan and the relationship with Hahn Public, we recommend having remote weekly calls and constant contact over email or phone as per the project team's request. Because Hahn Public already has similar arrangements with its non-Austin clients, it will not be a significant adjustment.

Hahn Public is willing to make the trip to Ann Arbor to give project update presentations on any matter related to the project. Hahn Public is committed to gaining, building and strengthening a relationship based on trust and mutual understanding. Our end goal is to create a meaningful relationship with our clients, going above and beyond their expectations.

C.1. Proposed Work Plan

A typical work plan process for Hahn Public is as follows:

- Planning
    - Kickoff Meeting
    - Research
    - Message and Creative Review

- Plan Development
    - Paid Media Strategy
    - Earned, Social, Owned Outreach Strategy
    - Plan Revision and Refinement

- Creative and Production
    - Brand development

Planning

Kickoff Meeting

This comprehensive planning session includes a systematic approach to analyzing and understanding how our work can help achieve the client's key outcomes. The session will include a detailed discussion of available resources, budget guidelines and time frames as well as establishing reporting relationships and, as appropriate, identifying current and potential partners. Typical planning sessions follow a strategic and disciplined approach that includes:
- Exploring and understanding the client's objectives
- Establishing clear metrics of success
- Understanding key strengths, weaknesses, opportunities and threats
- Defining target audiences and their core values

Research

As part of the work done in the kickoff meeting, we can identify existing research and data resources available for our review and analysis. During this review, we identify any critical needs for new research that should be done to inform marketing plan development. This research program (often taking the form of structured in-depth interviews and/or focus groups) is tailored to respond to the needs of a particular project — for example, if Hahn Public is also developing new branding for the client.

Message Development

In order to create the new brand elements, the stormwater project team needs, we recommend starting with the development of coherent messaging through a workshop.

Hahn Public has conducted more than 80 message workshops with a variety of clients ranging from nonprofits and corporations to government agencies. The full day process involving up to 12 participants includes:

- Stakeholder mapping and prioritizing: Who are the audiences who most need to hear from you, and who are the allies who can most help you?
- Narrative building: Every organization has a unique purpose. In this process, we teach the same narrative structure used in screenplay writing, then put it into practice to help bring an organization's value into focus.
- Metaphor selection: In the world of words, one significant body of research has identified seven metaphors that express the answer to this single question — what do you want? We use these universal metaphors to help understand an organization's desired reputation, that is, the idea for which it wants to be known.
- Platform design: We create a message platform to serve as the keeper of the words for an organization that helps form reputation over the long term. In rare cases, we complete a platform in a single workshop session to the satisfaction of the client and to our own standards. Oftentimes, the workshop provides a strong basis for us to contemplate the direction an organization's brand should take.
- Matchups: Once messages are in draft form, we lead participants through an exercise to match messages to stakeholders in order of priority.

Our workshop draws out great ideas and culminates in the first draft of a message platform by the end of the session. We then aim to finalize the platform within two weeks of the message workshop.

Plan Development

Paid Media Strategy

A smart media plan works within budget constraints through a creative media mix and strategically planned schedules. Defining the audience is a critical first step for determining optimal media channels and building cost efficiencies. We consider primary and secondary audiences, including key influencers, messages and campaign goals.

After developing campaign goals, we evaluate each medium thoroughly and make recommendations based on its abilities to reach the target audience with maximum cost-efficiency and optimal timing. Considerations for media selection include:

- Demographic and psychographic profiles of target audience, including relevant behavioral and transactional triggers, influencers and media consumption habits
- Audience profile of medium
- Context of the medium and its ability to present the brand and message well
- Geographic and seasonal criteria that may impact cost or provide leverage opportunities, including holidays, political advertising, festivals, and events
- The medium's relevance with culturally diverse audiences
- Reach and cost of the medium for ROI
- Opportunities to extend the campaign with added-value, including PSAs
- Timing — media such as paid search allows for a sustained presence, while other placements such as outdoor and radio are best timed to support seasonal triggers for cost efficiency

Earned, Social, Owned Outreach Strategy

Each of the four media channels in a PESO model plays a specific role in changing behaviors and building awareness, offering its own benefits and challenges. By looking at all four channels as part of a single model, we can carefully integrate messages and investment choices, build in flexibility, and ensure we're taking every opportunity to reach our key audiences with the right message at the right time.

Our design of a PESO strategy is also informed by our expertise and knowledge of public behavior change, built on messages and communication that are relevant to the audiences and include concrete calls to action. Hahn Public also understands the importance of cultural competency and, if necessary, can deliver translation services to ensure all content can be made available in the language of choice for desired audiences.

Plan Revision and Refinement

Once we deliver a draft plan, Hahn Public commits to working with clients on prompt turnaround cycles for review and final approval while aiming to capture sufficient feedback at each review opportunity to keep the number of cycles to a minimum. Our draft plans generally include a range of options for strategies, tactics, and tools, from which clients may select preferred options for inclusion in the final plan and/or for phased implementation. During the revision phase, we aim to gather additional information we can use to add detail to plan recommendations — for example, identifying specific community or media partners.

Creative Development and Production Assistance

As a firm with in-house creative and production capabilities, Hahn Public often works with clients to produce spec creative or other draft content that can illustrate key recommendations of the marketing plan or fill needs for asset development that go beyond the client's existing content inventory (This is particularly applicable in cases where our scope includes developing new branding strategies and assets).

In addition to such tasks as logo, tagline and message development, Hahn Public can develop and produce such tools as digital display and digital streaming ads, print ads, billboards, radio and television spots, event marketing materials, point of purchase materials, direct mail, signage, and digital newsroom content.

Brand development

At Hahn Public Communications, "branding" means far more than a logo and tagline. Our unique brand system accounts for 20 distinct elements that all interact to create the narratives and appeals that call audiences to action. This broad-based concept is particularly valuable when we work with campaigns looking to unify and better align their identity with both external and internal audiences.

The City of Ann Arbor's stormwater awareness and education campaign already has an identity, history and values that shape its narratives that cannot and should not be displaced by catchy and empty slogans. Working with clients, we feel we are in the business of brand discovery — gleaning from the insights of the people who know the organization best and synthesizing those insights into messages, images and tools that are compelling and engaging, but that are most of all authentic to the organization's experience.

Our proposed research, brand development and marketing communications program is designed to go beyond capturing and then distilling the top-line, top-of-mind perceptions of the campaign and WPD. We look forward to working with the project team to make the campaign authentic and then deliver it to key audiences in compelling ways to produce optimal results.

Brand Strategy	Opportunity, Issue	Customers, Clients	Vision, Mission, Values	Promise, Purpose	Offerings
Brand Identity	Name	Personality Attributes	Logo Mark	Tagline	Graphic Expression
Brand Messaging	Stakeholders	Archetype, Metaphor	Benefit Propositions	Feature Messages	Proof Points
Brand Experience	Places, Packaging	Paid Media	Earned Media	Social Media	Owned Media

Name, Logo and Style Sheet

Once the brand message platform is complete, our creative team will go to work to build the brand. The overarching brand should be memorable, owned and believable. The brand should also be effective in both color and black and white, as well as scalable (i.e. effective in various sizes). To achieve these characteristics, our logo design process involves:

- Creative brief: We will gather information and establish the design criteria to reflect the identified needs, objectives, and any potential issues to be addressed.
- Concept development: We will develop five viable name options and three logo concepts that meet the established criteria, then present the concepts while explaining the reasoning and thinking behind each.
- Design: Following the project team's name and logo concept choices, we'll establish the final direction of the logo and its identity (look and feel). During this phase, we'll evaluate and finalize the logo's general format, typography, color and other elements. This phase includes two client revisions. If necessary, any changes in budget and/or timeline are reevaluated and agreed upon at this point.
- Delivery: We will deliver the logo in multiple electronic file formats and color variations.

We will also compile and deliver a style guide that can help ensure all graphics and messages are properly used. This will include information on:

- Color: Various formats will be included for both print and web: CMYK, PANTONE colors (if applicable) and RGB (or HEX values). Primary and secondary colors will be specified, as well as suggested usage for them.
- Fonts: The style guide will define font aspects, such as proper typefaces, size, line height, spacing before and after, headline versus body font, etc. Web alternatives for non-web fonts will also be included.

Measuring Success

There are several ways to measure the success of this type of initiative. The most straightforward is to conduct pre- and post-test surveys to gauge awareness and perceptions before and after the launch of a new campaign, including media use preferences, memorability/persistence of key messages, and other exposure metrics (which can be aligned to the anticipated exposure of a paid media campaign).

These surveys can be fielded online for a relatively low cost and can be calibrated to highlight what particular messages were most persuasive. Another metric to consider is uptake of the messages and materials — both news and social media mentions, to the degree that earned media is pursued as a strategy, and consumption of branded collateral. The ultimate outcome measure, of course, is not only increased awareness on stormwater issues within the City of Ann Arbor but also change in behavior where educated and responsible decisions and actions are being taken to ensure protection of the natural environment and promote a sustainable urban community.