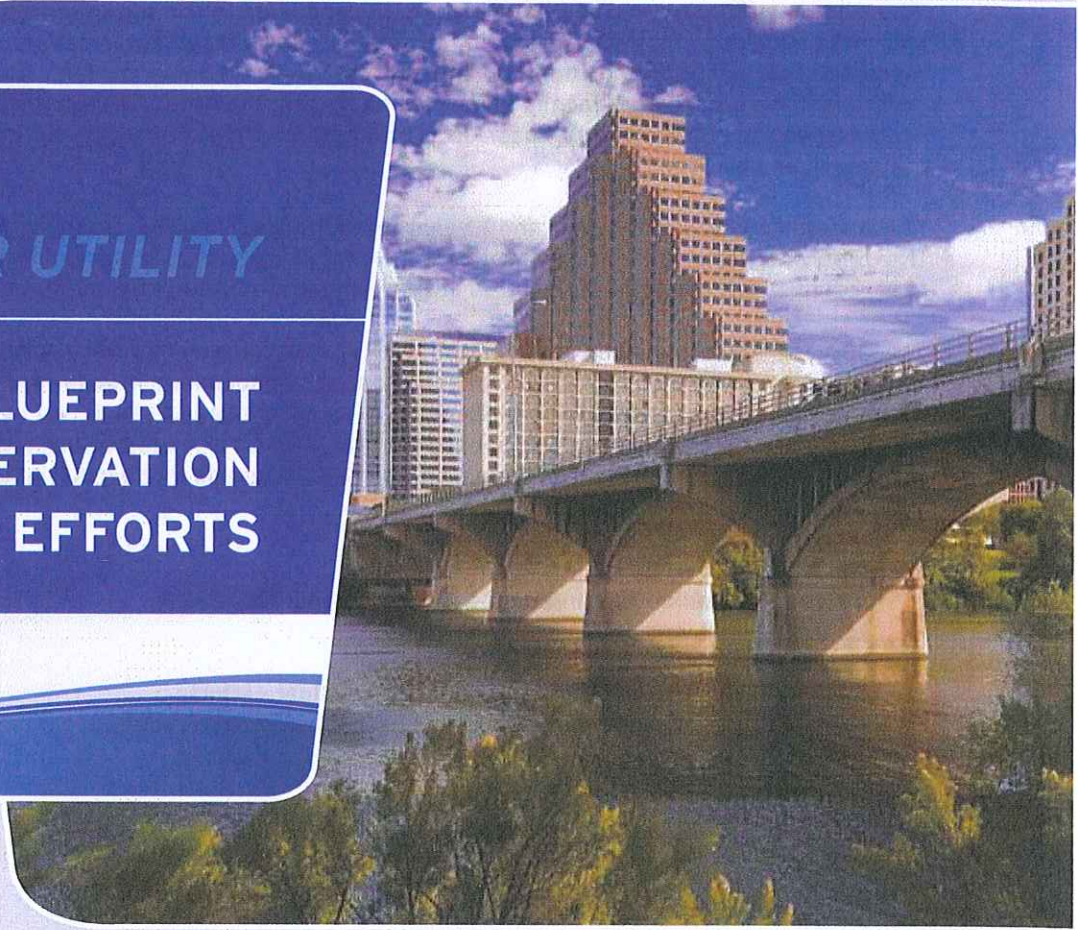


Item 11

AUSTIN WATER UTILITY

10-YEAR BLUEPRINT
FOR CONSERVATION
MARKETING EFFORTS





EXECUTIVE SUMMARY


Following is an outline or blueprint for Austin Water's conservation marketing efforts for the time period spanning 2010-2020. This blueprint includes yearly goals, objectives, and tactics that match Austin Water's organizational vision for 2020.

Based on quantitative and qualitative research conducted in the spring of 2010, a strategic marketing plan was developed for Austin Water, and the Utility has already implemented many of the plan's recommendations. Utility positioning and awareness followed this strategic plan in Summer-Fall 2010, which laid the groundwork for the launch of the 10-year marketing plan in 2011. Many of these tactics are addressed in the "Preparatory Phase" occurring prior to Year 1 of the 10-year plan and will have already been accomplished by 2011.

As discussed with Austin Water, the 10-year marketing plan has been designed and formatted to fit easily into the Utility's 10-year plan for conservation. The language, organization, and format of the 10-year marketing plan coincide with what Austin Water is developing for its 10-year conservation plan.

The 10-year marketing plan is broken into five two-year phases. A two-year period typically provides sufficient time to roll out a program or tactic and to produce initial results for measuring effectiveness. As part of the plan, we propose quantitative research at the end of each two-year phase to gauge the effectiveness of the programs and tactics for that phase. This research-based evaluation will help Austin Water revise or refine goals, strategies, and tactics as needed for the next phase, in order to meet or exceed its organizational goals for 2020.

10-year blueprint summary:

- Goals are based on Austin Water's vision and goals for 2020.
 - Goals are set by periodic research.
 - Blueprint is divided into five two-year phases.
 - Research is conducted after each phase to evaluate efforts.
 - Goals/tactics are reviewed and revised based on research results.
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Austin Water's Vision Goals

Following are Austin Water's vision goals, as stated in its 10-year conservation plan, which this 10-year blueprint will supplement.

- Reduce total per capita potable water production to 140 gallons per capita per day by 2020.
- Reduce peak water use.
- Pursue cost-effective conservation strategies.
- Ensure conservation message reaches all customer sectors.
- Ensure continued conservation program funding.
- Ensure consumer awareness of conservation.
- Promote innovation in water conservation.

Austin Water's Education and Outreach Vision

Austin Water has the following stated vision in its 10-year conservation plan:


Austin Water will encourage open communication in which an exchange of ideas and a commitment to conservation are valued.

Austin Water's Strategies

The following strategies relate specifically to education and outreach. The tactics within the following phases are designed to meet these strategies while working toward the ultimate organizational 10-year conservation vision goals.

- Foster communication with stakeholders.
- Communicate with customers.
- Increase understanding of national and regional conservation trends.
- Provide recognition for water-efficient customers.
- Establish and build the Austin Water message and brand.

On the following pages, the 10-year blueprint addresses goals, strategies, tactics, and evaluation within each of the five two-year phases, demonstrating a roadmap for meeting marketing goals by 2020.



PREPARATION PHASE, PRE-YEAR 1 (2010)

Theme: Lay the groundwork. Develop the tools needed to launch the 10-year marketing plan.

Summary

During this phase, Austin Water will take all the preparatory steps needed to launch Phase 1, including establishing its brand, developing its messages, and refining the tools to communicate with Austin Water's customers and stakeholders (website, coordinated marketing plan, media training for key executives). Since an important part of the strategy for Austin Water involves stakeholder communication, a key component of the Preparation Phase is developing the Message Map, Stakeholder Matrix, the Engagement Plan, and an Engagement Calendar, essentially providing Austin Water with the tools and a roadmap to proactively and consistently engage stakeholders in a meaningful, two-way conversation, ultimately enabling Austin Water to cultivate brand ambassadors for the Utility.

Goals

Goals for this period are to complete the necessary groundwork for Austin Water to launch its 10-year plan in 2011.

Tactics

- Conduct benchmark research (both quantitative and qualitative) on awareness, attitudes, and behaviors in service area.
- Develop umbrella message for conservation.
- Develop brand signature with conservation in mind.
- Develop message map specific to conservation.
- Establish brand parameters for marketing/communications.
- Develop/refine community/stakeholder matrix, community engagement plan, and engagement calendar as tools to identify stakeholders, identify opportunities to engage stakeholders, and determine how to engage stakeholders.
- Media train key spokespeople using conservation-based message map.
- Develop/refine boilerplate and website with brand parameters and conservation-based message map in mind.
- Attend AWE WaterSmart Innovations Conference & Expo, WCAC meetings, and other regional and national water conferences as identified.
- Monitor news stories regarding water-related issues and distribute to staff through internal channels.
- Develop 10-year blueprint.

PHASE 1: YEARS 1-2 (2011-2012)

Theme: Raise awareness through a comprehensive, coordinated education campaign.

Summary

The primary goals for Years 1-2 will be to raise awareness of Austin Water and of its conservation efforts within the Utility's service area, while maintaining Austin Water's positive or at least neutral positioning among a broader audience. In addition, Austin Water should reinforce its comprehensive marketing efforts to help reduce water use, thereby raising awareness of its conservation programs and its profile. Austin Water's efforts will be most effective when leveraged by a coordinated campaign in which all programs and activities are branded and connected to the Utility.

Goals

- Raise awareness of Austin Water.
 - 19 percent of residents have never heard of Austin Water in 2010; lower this percentage by end of Phase 1. Set the percentage reduction goal based on budget and programs implemented. Because more focus is placed on this goal during Phase 1 and Phase 2, the percentage change during these phases should be notable.
- Raise awareness of Austin Water conservation programs.
 - Of water conservation program awareness, raise the 2010 association with Austin Water from 45 percent by end of Phase 1. Set a percentage goal based on budget and programs implemented.
 - 61 percent think Austin Water should do more to promote conservation; reduce by end of Phase 1. Set a percentage goal based on budget and programs implemented.
- Maintain positive/neutral rating among the public.
 - Maintain positive overall rating among 50 percent of the Utility's service area.
 - 61 percent currently think Austin Water is doing an excellent or good job managing the city's water; maintain this level.
 - 10 percent of Austin residents have a negative impression; maintain this level at 10 percent or below.
- Raise awareness of Austin's water source.
 - Increase awareness of water source by the end of Phase 1. Set a goal based on budget and programs implemented.
 - Reduce peak water use by 1 percent per year in both Years 1 and 2.

Strategies & Tactics

- Foster communication with stakeholders.
 - Implement community engagement plan, calendar, and editorial calendar.
 - Review the community/stakeholder matrix quarterly to ensure engagement is occurring consistently and across sectors/geography; modify or update the matrix as necessary
 - Review the engagement calendar quarterly to ensure Austin Water is reaching all stakeholders and all areas of Austin consistently.
 - Establish Austin Water Stakeholder Advisory Panel as described in the stakeholder engagement plan: Austin Water identifies stakeholders within each sector who are already engaged and willing to act as advisors and champions for Austin Water.

- Foster communication with stakeholders; communicate with customers; establish/reinforce brand.
 - Weave umbrella message/tagline into conversations, communication, and marketing materials, creative, boilerplate, etc.
 - Establish social media identity with Austin Water Facebook and Twitter pages to be used as information channels for regional updates on water conservation and related topics: water projects, usage, restrictions, conservation, drought triggers, etc. Also develop a social media editorial calendar to ensure regular content that will help build and sustain community interest. Examples include breaking news alerts about infrastructure, updates regarding rising peak water demand, and posts about important events throughout the year.
 - Begin quarterly meetings (Lunch on the Water, Breakfast on the Water, Water Cooler Roundtable), as described in the engagement plan, with rotating topics and speakers targeting different stakeholder groups each quarter, in order to ensure consistent stakeholder engagement and establish Austin Water as a thought leader on conservation (location and scope of quarterly meetings to be determined by budget).
 - Monthly stakeholder presentations by Austin Water Director or executive team member coordinated through Austin Water Public Affairs office.
- Communicate with customers; establish brand.
 - Revise water bill, which both promotes the Austin Water brand and provides information that encourages conservation. Methods for putting this into practice include branding the bill as Austin Water, organizing information so there is clear correlation between cost and water use, providing historic information displaying water use over time and providing comparison information to customers so they can evaluate their water use compared to their neighborhood average.
 - Wrap Austin Water vehicles with AW graphics and logo that reinforce the Austin Water brand and conservation message.
 - Update signage on all Austin Water facilities to reinforce the Austin Water brand and logo.
 - Use brand parameters in all conservation efforts to ensure all communication and marketing materials are identified with Austin Water.
 - Prominently display area lake levels and resulting conservation needs on the City of Austin website, make regular connection to water source, and conduct outreach to local media to establish Austin Water as go-to authority for water conservation matters.
 - Organize annual community event (March/April) that will educate citizens about gardening and landscape care while still saving water (similar to the SAWS Spring Bloom event).
- Foster communication with stakeholders; communicate with customers; establish and build brand identity and trust; increase understanding of trends.
 - Partner with City of Austin climate program and Austin Energy conservation program
 - Establish channels that ensure Austin Water experts and staff are included in climate and Austin Energy events, forums, workshops, and speaking engagements.
 - Partner with Leadership Austin.
 - Host an Engage Breakfast about water conservation and future water needs. Engage Breakfasts are monthly interactive discussions featuring community leaders and key stakeholders about topical, important regional issues. Austin Water experts would participate in panel discussion, which is open to the public.

- Provide recognition for water-efficient customers; establish and build brand; communicate with customers.
 - Promote business incentive programs via stakeholder engagement, quarterly meetings, and outreach efforts.
 - Promote Water Science Expo/Festival.
 - Promote participation with schools across town; connect to Dowser Dan program.
 - Seek sponsors/possible cosponsor such as LCRA; consider using LCRA Red Bud Center for Expo.
 - Invite media.
 - Kick off coordinated citywide umbrella marketing program for conservation.
 - Press conference launch in May to kick off high water-use season
 - Implement within all water conservation marketing activities: advertising, outreach, press conferences, media relations, and supporting marketing actions.
 - Continue and appropriately brand under the umbrella marketing campaign all consumer-facing water conservation programs: rebates, 3C Challenge, etc.
 - Ensure water source is referenced or even prominently highlighted in language and messaging for the many campaigns conducted by Austin Water for tie-in and connection to the region's water supply, which will enhance conservation success.
 - Campaign tactics should include a comprehensive media mix as well as outreach events, media relations, the development of the annual spring event mentioned above, and presence in all conservation efforts/materials.
 - Develop recognition program for water-efficient customers.
 - Build on existing 3C Challenge.
 - To engage all grade levels, reintroduce K-fourth grade Dowser Dan program; update Down the Drain and Water in Our World fifth-sixth grade programs; expand education outreach programs.
- Campaign evaluation at end of Year 2, via quantitative research (public survey) and qualitative research (interviews with stakeholders)

PHASE 2: YEARS 3-4 (2013-2014)

Theme: Continue to build awareness, begin to focus more on positive positioning, and maintain comprehensive campaign.

Summary

At the end of Phase 1, quantitative and qualitative research will determine whether goals were met and the effectiveness of various tactics. The primary goals for Phase 2/Years 3-4 will be determined by research results; however, if the goals for Phase 1 have been met, then Phase 2 goals will be as follows.

Awareness of the Utility will be notably increasing within Austin Water's service area, so while branding/awareness efforts will continue, marketing activities will evolve to focus on raising awareness of the Utility's conservation efforts. Also, focus will now be more centered on Austin Water's positive positioning in its service area.

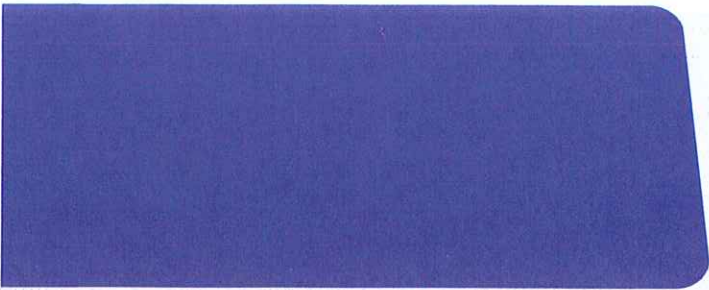
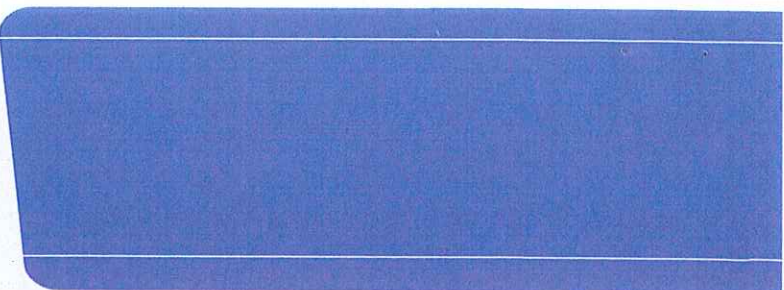
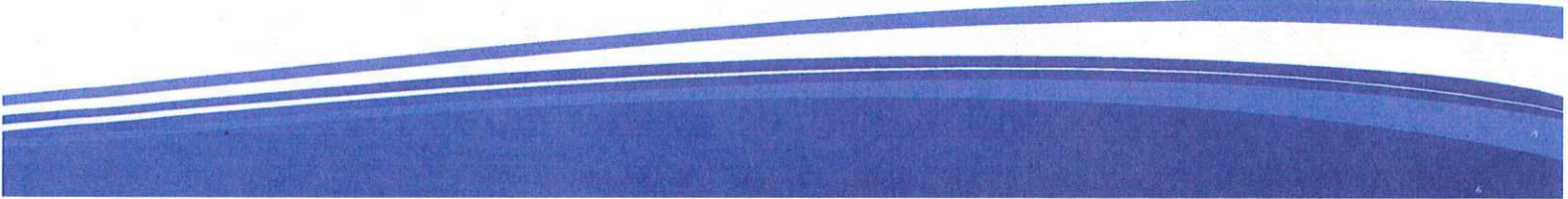
If goals for Phase 1 were met, the Utility will have maintained its positive/neutral positioning while increasing awareness. In this phase, tactics and messaging will focus more heavily on the Utility's positioning among those who are already aware of Austin Water. These two efforts go hand-in-hand in progressing toward Austin Water's conservation vision goals, as the Utility's positioning will be supported by further promoting its conservation programs. In addition, Austin Water should continue comprehensive marketing efforts to help reduce water use.

Goals

- Continue to raise awareness of Austin Water.
 - Lower percentage of residents who have never heard of Austin Water by the same rate established in Phase 1, assuming budget and programs remain constant.
- Continue to raise awareness of Austin Water conservation programs.
 - Place greater emphasis on water conservation program awareness by setting higher percentage rate goal for raising association with Austin Water compared to Phase 1.
 - Improve perception from the Phase 1 research findings that Austin Water is promoting conservation by setting a greater percentage change goal by end of Phase 2 compared to the percentage change in Phase 1.
- Improve positive rating among public.
 - Increase positive overall rating among service area residents from 50 percent by end of Phase 2. Set a percentage goal based on budget and programs implemented.
 - Increase the perception that Austin Water is doing an excellent or good job managing the city's water from 61 percent by end of Phase 2. Set a percentage goal based on budget and programs implemented.
 - 10 percent have negative impression; maintain this level at 10 percent or below.
- Continue to reduce water use.
 - Increase awareness of water source by end of Year 4. Set a higher percentage rate goal compared to Phase 1 assuming budget and programs remain constant.
 - Reduce peak water use by 1 percent per year.

Strategies & Tactics

- Foster communication with stakeholders.
 - Continue community engagement plan, calendar, editorial calendar, and stakeholder matrix, ensuring consistent quarterly contact with all stakeholders across sector and across geographic location.
 - While quarterly interaction with stakeholders continues, Austin Water should be able to cultivate Austin Water advocates and brand ambassadors from this community.
 - Grow the Austin Water Stakeholder Advisory Panel as outlined in the Stakeholder Engagement Plan. Austin Water can identify stakeholders in each group to be advisors to the Utility and champion for their stakeholder group.
- Foster communication with stakeholders; communicate with customers; establish and build brand.
 - Continue social media efforts to disseminate information to community, customers, and stakeholders.
 - Continue quarterly meetings and evolve topics, audiences, locations, formats, etc. as needed according to research results.
 - Continue monthly stakeholder presentations by Austin Water director or executive team member.
- Communicate with customers; establish and build brand.
 - Continue annual spring community event and promote. (We should see this event work out any initial kinks and expand broadly in scope and success by end of Phase 2.)
- Foster communication with stakeholders; communicate with customers; establish and build brand; increase understanding of trends.
 - Continue partnerships (COA, AE, Leadership Austin) and seek partnerships (SAWS, NTMWD) to demonstrate regional/statewide leadership.
 - Host an annual meeting with the different water entities around the state where they can discuss issues within their region and share information and solutions (similar to the 2009 H2O4TEXAS conference held in Fort Worth).
 - Develop or partner with existing city/regional sustainability conference; focus on being a part of the regional sustainability conversation.
- Provide recognition for water-efficient customers; establish and build brand; communicate with customers.
 - Continue Water Science Expo and promote.
 - Continue umbrella marketing campaign for all water conservation efforts.
 - Maintain a comprehensive media mix.
 - Continue to seek local events (such as farmers' markets) to promote various rebate programs and water conservation tips.
 - Employ effective social media to engage the target audience by continually maintaining the social media editorial calendar as well as responding to citizen comments and questions presented online.
 - Maintain the 3C Challenge customer recognition program.
 - Continue education outreach efforts, with participation goal of implementation within all AISD schools by 2015.

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- Increase understanding of trends.
 - Further demonstrate leadership role by providing regular column to local and/or statewide publication on the topic of Texas water issues.
 - Continue to seek more regional/national opportunities for partnerships and participation.
 - Participate in the Alliance for Water Efficiency committees; chair other national water-related group committees.
 - Identify regional and national speaking engagements like the WaterSmart Innovations conference.
 - Campaign evaluation at end of Year 4, via quantitative research (public survey) and qualitative research (interviews with stakeholders)
- 

PHASE 3: YEARS 5-6 (2015-2016)

Theme: Maintain awareness while building positive positioning, and continue comprehensive campaign.

Summary

At the completion of Phase 2, research again will determine whether the stated goals have been met. Research results will guide the goals set for Phase 3.

If research indicates that the goals for Phase 2 have been met, Austin Water and its conservation programs will have strong awareness and a solid, favorable reputation across all sectors of the Austin community. Austin Water will have solid relationships with the media and with stakeholders, some of whom will advocate on behalf of the Utility. Austin Water will be seen as a trusted resource, and it will be on track with its vision to encourage open communication in which the exchange of ideas and a commitment to conservation is valued. If the research indicates that some goals in Phase 2 have not been met, then these areas should receive stronger emphasis and be accounted for in program planning as Austin Water enters Phase 3.

The marketing plan will continue to evolve during Phase 3 by focusing on Austin Water's positive position, as well as leadership in conservation as demonstrated through its involvement and recognition in conservation and water issues on a regional and national level. By this Phase, goals are to maintain the strong awareness of Austin Water, while continuing to reduce water use toward the Utility's 2017 and 2020 goals through the comprehensive marketing campaign. As a result of this campaign, awareness of Austin Water's conservation efforts continues to rise.

Goals

- Maintain awareness of Austin Water.
 - Maintain percentage of residents who have never heard of Austin Water based on Phase 2 goal and results.
- Maintain/raise awareness of Austin Water's conservation efforts.
 - Maintain association of water conservation programs with Austin Water based on Phase 2 goal and results.
 - Reduce perception from the Phase 2 research findings that Austin Water should do more to promote conservation by end of Phase 3. Percentage change goal should be less aggressive compared to Phase 2 based on progress and budget priorities.
- Improve positive rating among public.
 - Increase positive overall rating among service area residents by end of Phase 3 based on Phase 2 goal. Set a percentage goal based on budget and programs implemented.
 - Increase awareness that Austin Water is doing an excellent or good job managing the city's water by end of Phase 3 based on Phase 2 goal. Set a percentage goal based on budget and programs implemented.
 - 10 percent have negative impression; maintain this level at 10 percent or below.
- Continue to reduce water use through comprehensive marketing campaign.
 - Increase awareness of water source by end of Phase 3. Percent rate goal should be less aggressive compared to Phase 2 based on progress and budget priorities.
 - Reduce peak water use by 1 percent per year.

Strategies & Tactics

Continued from Phase 2:

- Foster communication with stakeholders.

- Audit and evaluate stakeholder matrix and stakeholder engagement plan to determine if new stakeholder groups have emerged or new tactics for communication should be employed based on changing political or social environment.
- Continue community engagement plan, calendar, editorial calendar, and stakeholder matrix, ensuring consistent contact with all stakeholders and continuing to cultivate Austin Water advocates.
- Foster communication with stakeholders; communicate with customers; establish and build brand.
 - Continue social media efforts as appropriate to disseminate information to community, customers, and stakeholders.
 - Continue quarterly stakeholder meetings and evolve topics, audiences, locations, formats, etc. as needed according to research results.
- Communicate with customers; establish and build brand.
 - Continue annual spring community event and promote; seek recognition for this program.
- Foster communication with stakeholders; communicate with customers; establish and build brand, increase understanding of trends.
 - Continue to demonstrate regional/statewide leadership through partnerships; continue to seek more regional/national opportunities for partnerships and participation.
 - Demonstrate Austin Water's role as a regional and national participant leader in issues related to water conservation by speaking and writing about Austin Water's role, hosting meetings, and winning awards.
- Provide recognition for water-efficient customers; establish and build brand; communicate with customers.
 - Continue to expand and promote Water Science Expo with higher participation and publicity; seek recognition for this program.
 - Continue comprehensive umbrella marketing campaign for all water conservation efforts.
 - Continue K-fourth grade efforts with Dowser Dan and all education outreach programs, with the goal of maintaining the curriculum in use by all AISD elementary schools and adding non-AISD schools (other districts and private schools within the service area).

New to Phase 3:

- Increase understanding of trends; establish and build brand.
 - Focus more on establishing national leadership through greater promotion of involvement in organizations such as AWE, and promote any programs to be adopted by other utilities (see tactic below).
 - Actively promote use of established conservation programs/marketing materials to other cities in Texas or Southwest region, for collaboration or for licensing.
 - Chair national and regional committees to ensure continual education on national trends; share this information locally via quarterly meetings and speaking engagements.
 - Promote and seek national recognition for education programs, spring event, Water Science Expo, and other events/partnerships that demonstrate vision and conservation efforts.
 - Strengthen relationships/partnerships with water entities on a national and regional level.
- Campaign evaluation at end of Phase 3, via quantitative research (public survey) and qualitative research (interviews with stakeholders), will measure public awareness of 2017 and 2020 goals and Austin Water's progress toward them.

PHASE 4: YEARS 7-8 (2017-2018)

Theme: Forecast and adjust to achieve the 2020 goal of 140 gallons per capita per day; maintain awareness and positive positioning while continuing to reduce water use; look toward the future.

Summary

Research conducted at the conclusion of Phase 3 will again guide the objectives and tactics for Phase 4. As the end of the decade draws near, the media and stakeholders should be looking to see if Austin Water is on track to meet/exceed its 2020 goals. This will be an important topic during these years, and messaging should highlight Austin Water's successes and progress.

In addition, the year 2017 aligns with Year 7, so the media and stakeholders will be reviewing Austin Water's progress toward this goal as well as its 2020 goals. This is why research at the end of Phases 3 and 4 will include questions to measure the public's awareness of the 2017 and 2020 goals, as well as their awareness of Austin Water's progress toward those goals.

By this phase, awareness of Austin Water is very high and public opinion of the Utility is notably favorable in the areas of communication, reputation, and conservation leadership. Efforts are now focused on continuing to reduce water use toward its 2017 and 2020 goals through its comprehensive marketing campaign. As a result of this campaign, awareness of Austin Water's conservation efforts continues to rise.

Goals

- Maintain awareness of Austin Water.
 - Maintain percentage of residents who have never heard of Austin Water based on Phase 3 goal and results.
- Maintain/Raise awareness of Austin Water's conservation efforts.
 - Maintain association of water conservation programs with Austin Water based on Phase 3 goal and results.
 - Reduce perception from the Phase 3 research findings that Austin Water should do more to promote conservation by end of year eight. Use same rate established in Phase 3, assuming budget and programs remain constant.
- Maintain positive rating among public.
 - Maintain positive overall rating among service area residents based on Phase 3 goal.
 - Maintain awareness based on Phase 3 goal and results that Austin Water is doing an excellent or good job managing the city's water.
 - 10 percent have negative impression; maintain this level at 10 percent or below.
- Continue to reduce water use through comprehensive marketing campaign.
 - Increase awareness of water source by end of Phase 4. Use same rate established in Phase 3, assuming budget and programs remain constant.
 - Reduce peak water use by 1 percent per year (for a reduction of 25 million gallons per day from peak use by 2017).

Strategies & Tactics

Continuing from Phase 3:

- Foster communication with stakeholders.
 - Continue community engagement plan, calendar, editorial calendar, and stakeholder matrix, ensuring consistent contact with all stakeholders and advocates.
- Foster communication with stakeholders; communicate with customers; build brand.
 - Continue social media efforts to disseminate information to community, customers, and stakeholders.
 - Continue stakeholder meetings and evolve timing, topics, audiences, locations, formats, etc. as needed according to research results.
- Communicate with customers; build brand.
 - Continue annual spring community event and promote; continue to seek recognition for this program.
- Foster communication with stakeholders; communicate with customers; build brand; increase understanding of trends.
 - Continue to demonstrate and promote regional/national leadership using tactics from Phase 3.
 - Demonstrate Austin Water's role as a regional and national leader in issues related to water conservation, as seen in Phase 3.
- Provide recognition for water-efficient customers; build brand; communicate with customers.
 - Continue to expand and promote Water Science Expo with higher participation and publicity; continue to seek recognition for this program.
 - Continue umbrella marketing campaign for all water conservation efforts.
 - Communicate to the public about the current status of the 2020 goals and what they can do to help Austin Water achieve this goal in the next few years.
 - Develop messaging around this goal.
 - Maintain 3C Challenge customer recognition program.
 - Continue education outreach efforts, with the goal of maintaining the program's presence in all AISD elementary schools and increasing its presence in non-AISD schools, in addition to seeking national recognition for this program.

New for Phase 4:

- Provide recognition for water-efficient customers; build brand; communicate with customers.
 - Based on Phase 3 research results, promote/raise awareness of the 2017/2020 goals.
 - Proactively communicate with stakeholders and the community at large about the 2017 and 2020 goals and Austin Water's progress toward reaching or exceeding them.
 - Publicize Austin Water's attainment of 2017 goal.
 - Publicize Austin Water's progress toward its 2020 goals.
 - Begin public discussion of goals beyond 2020: hold meetings, solicit input.
- Other specific tactics for this phase will be determined by research and current events
- Campaign evaluation at end of Phase 4, via quantitative research (public survey) and qualitative research (interviews with stakeholders), will measure public awareness of 2017 and 2020 goals and Austin Water's progress toward them.

PHASE 5 (FINAL PHASE): YEARS 9-10 (2019-2020)

Theme: Decade milestones: 10-year goal attainment, 2030 goals

Summary

Goals and tactics for this final phase will be determined by two factors: research conducted at the conclusion of Phase 4, and Austin Water's success in reaching its 2020 goals. If the Utility has successfully reached its stated 2020 goals, its messaging and tactics will be different than if it has not. Assuming Austin Water has met and/or exceeded its goals, the following are the primary areas of focus for Phase 5.

In addition, much of the messaging and tactics will be determined by the research results. If successful, Austin Water will be and will be known as a national leader in water conservation, with strong relationships with other utilities, the media, stakeholders, and customers. Austin Water will have reached its goals regarding water use and conservation through cost-effective strategies that reached all customer sectors, as determined by research and evaluation. Austin Water will be an innovator in water conservation. Finally, Austin Water will have successfully cultivated a culture of conservation within its service area.

Goals

- Maintain awareness of Austin Water.
 - Maintain percentage of residents who have never heard of Austin Water based on Phase 4 goal and results.
- Maintain awareness of Austin Water's conservation efforts.
 - Maintain association of water conservation programs with Austin Water based on Phase 4 goal and results.
 - Reduce perception from the Phase 3 research findings that Austin Water should do more to promote conservation by end of Year 10. Use same rate established in Phase 4, assuming budget and programs remain constant.
- Maintain positive rating among public.
 - Maintain positive overall rating among service area residents based on Phase 4 goal and results.
 - Maintain perception based on Phase 4 goal and results that Austin Water is doing an excellent or good job managing the city's water.
 - 10 percent have negative impression; maintain this level at 10 percent or below.
- Continue to reduce water use through comprehensive marketing campaign.
 - Increase awareness of water source by end of Year 10. Use same rate established in Phase 4 assuming budget and programs remain constant.
 - Reduce peak water use by 1 percent per year, reducing total per capita potable water production to 140 gallons per capita per day by 2020.
- Finalize and share new conservation targets and goals to be reached by 2030.
 - Align goals with those of other national utility conservation leaders.

Strategies & Tactics

New for Phase 5:

- Provide recognition for water-efficient customers; build brand; communicate with customers; foster communication with stakeholders.

- Publicize Austin Water's attainment of 140x2020 goal, as well as its other goals for the 10-year period, as stated in the introduction to this plan.
 - Reduce peak water use.
 - Pursue cost-effective conservation strategies.
 - Ensure conservation reaches all customer sectors.
 - Ensure continued conservation program funding.
 - Ensure consumer awareness of conservation.
 - Promote innovation in water conservation.

All of these goals should have been met and/or exceeded by 2020, especially with biannual research taking place to ensure programs and tactics were on track.

- Publicize research results of Phase 4 and discuss Utility's progress in 2010-2020.
 - Publicize awareness of programs, participation in programs, knowledge of water source, and other trends in behaviors and awareness in addition to water use to indicate Austin Water's continued progress.
 - Publicize evolution of Austin Water programs (spring event, Water Science Expo, education outreach) as well as awards won to demonstrate Austin Water's leadership and progress.
 - Share Austin Water's 2010 marketing vision, as stated in the introduction of this plan, to encourage communication in which an exchange of ideas and a commitment to conservation is valued. Share how Austin Water accomplished this.
 - Present and share Austin Water's goals for 2030.
- Begin Preparatory Phase for next 10-year marketing blueprint.

Continued from Phase 4:

- Increase understanding of trends; build brand.
 - Continue to speak and participate regionally and nationally with water-related organizations and conferences.
 - Actively promote use of established conservation programs/marketing materials to other cities in Texas or Southwest region.
 - Strengthen relationships/partnerships with water entities on a national and regional level.
- Foster communication with stakeholders.
 - Continue stakeholder and community engagement as described above (engagement plan, calendar, matrix, etc.).
- Provide recognition for water-efficient customers; build brand; communicate with customers.
 - Continue comprehensive outreach, recognition, and education campaigns.
 - 2020 goal progress and what Austinites can do to contribute
 - 3C Challenge
 - Education outreach programs
 - Water Science Expo
 - Spring event
- Campaign evaluation at end of Year 10, via quantitative research (public survey) and qualitative research (interviews with stakeholders)

Research conducted at the conclusion of Phase 5 should address progress toward all of Austin Water's goals for the 10-year period as well as provide benchmarks for 2030 goals.



TIMELINE

TACTICAL TIMELINE												
Phase 1: Raising awareness, through comprehensive, coordinated campaign			Phase 2: Continue to build awareness, focus more on positioning, maintain comprehensive campaign			Phase 3: Maintain awareness while building positive positioning, continue comprehensive campaign			Phase 4: Positioning/awareness through comprehensive campaign; 2017 goals and preparing for 2020 goals		Phase 5: Decade Milestones. 10-year goal attainment, Goals for 2030	
Year 1	Year 2		Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
Research (quantitative & qualitative)			Research (quantitative & qualitative)			Research (quantitative & qualitative)			Research (quantitative & qualitative)		Research (quantitative & qualitative)	
Stakeholder/Community engagement via plan, calendar, & editorial calendar												
Weave umbrella message/tagline and brand parameters into communications and materials			Maintain consistent messaging and branding throughout all materials, communications									
Kick off citywide umbrella marketing program for conservation			Continue umbrella marketing campaign for all water conservation efforts									
Establish and promote partnerships with Leadership Austin, AE, etc.			Maintain, seek and promote partnerships locally, regionally, nationally									
Promote business incentive programs via stakeholder engagement												
Begin quarterly meetings with stakeholders			Continue quarterly meetings and evolve topics, audiences, locations, formats, etc. as needed based on research results									
Promote/expand Water Science Expo/Festival			Continue promoting the Water Science Expo/Festival			Continue promoting the Water Science Expo/Festival and seek recognition (local, statewide, national levels)						
Organize annual spring community event (March/April)			Hold/expand annual spring community event			Continue holding annual spring community event and seek recognition (local, statewide, national level)						

TACTICAL TIMELINE									
Phase 1: Raising awareness, through comprehensive, coordinated campaign	Phase 2: Continue to build awareness, focus more on positioning, maintain comprehensive campaign			Phase 3: Maintain awareness while building positive positioning, continue comprehensive campaign			Phase 4: Positioning/awareness through comprehensive campaign; 2017 goals and preparing for 2020 goals	Phase 5: Decade Milestones. 10-year goal attainment, Goals for 2030	
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Re-launch K-12 efforts with Dowser Dan									
Continue 3C challenge as recognition program for water-efficient customers	Per research findings, continue or modify recognition program as necessary								
Social media efforts begin (Facebook & Twitter)	Continue social media efforts as appropriate								
Revise and brand water bill	Per research findings, continue or modify as necessary								
Share lake levels and resulting conservation needs on website and with media	Provide regular column on Texas water issues to local or statewide publication								
Partner with COA climate program and Austin Energy conservation program	Continue local partnerships and seek regional/national opportunities								
	Seek out regional/national opportunities for participation, leadership	Demonstrate AWU's role as a leader in issues related to water conservation/establish national leadership (participating in committees, hosting/speaking at events, writing case studies and articles)							
		Actively promote use of conservation programs and marketing materials for collaboration or licensing						Publicize AWU's attainment of 2017 goal	

TACTICAL TIMELINE									
Phase 1: Raising awareness, through comprehensive, coordinated campaign		Phase 2: Continue to build awareness, focus more on positioning, maintain comprehensive campaign		Phase 3: Maintain awareness while building positive positioning, continue comprehensive campaign		Phase 4: Positioning/awareness through comprehensive campaign; 2017 goals and preparing for 2020 goals		Phase 5: Decade Milestones. 10-year goal attainment, Goals for 2030	
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
						Publicize AWU's progress towards its 2020 goals			
						Begin public discussion of goals beyond 2020			
								Publicize AWU's attainment of 2020 goal and 10-year goals	
								Publicize research results of Phase 4 and discuss AWU's progress 2010-2020	
								Share AWU's 2010 marketing vision	
								Present and share AWU's goals for 2030	
								Begin Preparatory Phase for next 10-year plan	



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