

2019 Communications Plan

FleishmanHillard



GLWA
Great Lakes Water Authority

2018 » Highlights From The Year

This year, the Authority has seen tremendous success through its planned and responsive media efforts, including the following placements:



CLICKON DETROIT NEWS NEWS TIPS NEWSLETTERS FIND IT HERE PROMOTED

MICHIGAN WATER

Great Lakes Water Authority: No PFAS in drinking water system

By Ken Haddad

Posted: 10:57 AM, August 01, 2018
Updated: 10:57 AM, August 01, 2018



m LIVE

Flint awarded \$425,000 in funding to assist residents with water bills

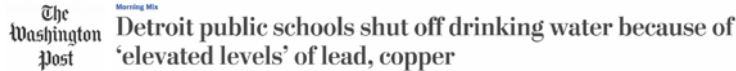
Updated Aug 30, 2018; Posted Aug 30, 2018



The Detroit News

Water authority starting apprenticeships

Associated Press Published 6:19 p.m. ET Nov. 18, 2018



The Washington Post

Detroit public schools shut off drinking water because of 'elevated levels' of lead, copper



70 YEARS **MICHIGAN RADIO**
YOUR NPR NEWS STATION **in|p|c**

91.7 FM Ann Arbor/Detroit 104.1 FM West Michigan 91.1 FM Flint

GLWA turns to new technology to head off water main breaks

By STEVE CARMODY • OCT 17, 2018

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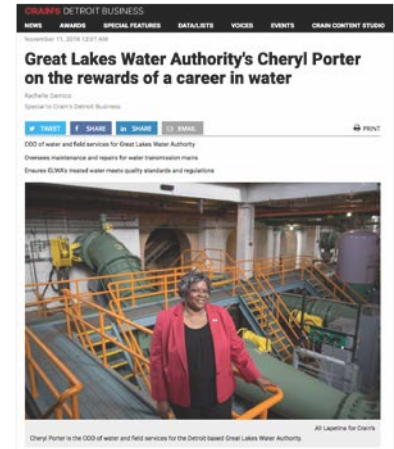


Southeast Michigan's largest water system is turning to new technology to detect faulty water mains before they fail.

A year ago, a massive water main break disrupted 11 communities in western Oakland County.

In order to avoid similar problems in the future, the Great Lakes Water Authority is launching a pilot program to use acoustic technology to inspect the interior of large water mains. The sensors will try to detect leaks, gas pockets and structural weakness.

A section of the water main that failed last year in Oakland County
COURTESY: GLENN STEVE CARMODY / MICHIGAN RADIO




DETROIT BUSINESS

Great Lakes Water Authority's Cheryl Porter on the rewards of a career in water

Special to Detroit Business

Twitter | Facebook | Share | Email | Print

CEO of water and field services for the Detroit-based Great Lakes Water Authority oversees maintenance and repairs for water transmission mains. Enforces GLWA's treated water mains quality standards and regulations.



Cheryl Porter is the CEO of water and field services for the Detroit-based Great Lakes Water Authority.

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Hometown Life

Water authority debuts technology designed to catch breaks before they cause chaos

David Veseljak, HometownLife.com Published 11:29 a.m. ET Oct. 18, 2018

The systems were debuted in Farmington Hills, less than a mile from where a water main break last year left tens of thousands without water for several days

2019 » Looking Ahead

As the Authority enters into its fourth year of operations, the organization's communications strategy has evolved to meet the Authority's changing needs.

We have optimized the existing strategy to better align with GLWA's goals, objectives, audiences, and the changing media landscape. We have also considered the needs of our member partners first and foremost in the development of this plan.

As such, GLWA will position itself as an organization with unprecedented involvement and empowerment for member partners, resulting in the treatment and delivery of the nation's highest quality water.

2019 » Communications Goal

To be the provider of choice in delivering sustainable water solutions to our partners through **quality** (here and now), **service** (how we do it together), and **innovation** (future).



2019 » Communications Objectives

1

Raise awareness
of GLWA
advantages and
value

2

Continue
to improve
transparency

3

Improve opinion
of water quality in
Southeast Michigan

Audiences » Who We Are Focused On

Member Partners

He follows what the Authority does closely and attends workshops and board meetings regularly.

He knows exactly who to call when there is a problem, and looks to GLWA for leadership and counsel on overall water quality issues.

He views the Authority as a partner when it comes to decision making, and values his relationship with it. He also recognizes the value that the Authority brings to his community, since as members, his municipality is able to reap the benefits of GLWA's economy of scale and leadership.

Internal

She is committed to her job, and passionate about the quality of her work.

She may have felt disenfranchised in the past, and wants to be brought into the fold more.

She appreciates it when she is able to interface with management and executive leadership, and has begun to see more focus on that communication in the past year.

New for 2019!

Residents

She's not aware of what GLWA is, or the science it takes to make sure she gets clean, quality water.

When she turns on her tap, she expects the water to flow, although she is skeptical about whether it *really* is safe to drink following all the news coverage of water quality issues regarding lead and other chemicals.

Based on this news, she is very concerned about water quality issues, but is not aware of what goes into the water treatment process. She is, however, acutely aware of her water bill, and how it continues to rise year after year.

Media

He's interested in water quality, environmental and infrastructure issues.

He sees himself as a watchdog that is committed to public health and safety, as well as the environment.

He is not afraid to ask tough questions, or file a FOIA to get the information he needs. His first inclination is to second guess the Authority, and needs corroboration from other sources.

How Our Brand is Positioned

GLWA 2019

FROM PREVENTATIVE TO PREDICTIVE

The Great Lakes Water Authority represents an unprecedented level of regional collaboration that allows a comprehensive strategic and operational approach to the entire Southeast Michigan water system. One water system will allow for the greatest efficiencies in asset management, quality improvement and reliable delivery.

PROMISE

Our unwavering commitment to customers

PILLARS

How we deliver on the promise

QUALITY

Quality is the priority goal of GLWA. With qualified, experienced team members with leading treatment and technology backgrounds, GLWA is well positioned efficiently to provide the nation's cleanest water.

Through treatment facilities, source water is put back cleaner than when it entered the system

GLWA operates the nation's largest single-site waste water treatment/water resource recovery facility. Our experience has made us the leader in ozonation-- the strongest disinfectant.

We surpass federal and state requirements for monitoring and our water operations have been 100% compliant for the last 10 years.

GLWA is a leader in phosphorus reduction, and has successfully met and exceeded goals to reduce its phosphorus output by 40 percent.

FISCAL RESPONSIBILITY

GLWA is devoted to building trust by creating an efficient organizational structure that ensures fiscal responsibility.

Committed to continuous improvement in all areas of the organization, for example staffing optimization, energy reductions and capital planning.

GLWA is committed to providing transparent, clear, concise information on revenue requirements and all financial documentation.

The Authority is committed to sharing all information on its website and with its member communities through regularly member outreach meetings and tools.

SERVICE

In developing both the Water Master Plan and the Wastewater Master Plan, GLWA is proactively looking at asset management, capacity management and other planning opportunities to improve the regional system and address community needs.

Creation of the **One Water Partnership Agreement**.

Member partners have reaffirmed their commitment to the Authority through an unprecedented number of entries into Model Contracts.

The formation of GLWA provides an unprecedented level of member input and accountability to member communities. Example: asset upgrades and repairs coordinated with road repair or other projects

INNOVATION

GLWA's leadership supports a focus on innovation, entrepreneurship and technology that lead not only to improved quality and efficiencies, but also a sustainable, positive environmental impact.

Identifying and implementing the latest advancements in managing storm runoff and reducing flooding.

GLWA chemists are on the leading edge of reducing phosphorus, pharma, and other chemicals impacting water quality and the environment.

Operates a sustainable, eco-friendly Biosolids Dryer Facility, which can dry and convert 70 percent of the biosolids from the Wastewater Treatment Plant into class A fertilizer to be sold to farms throughout the region.

Implementing new operational practices that will make its Water Resource Recovery Facility energy neutral, and eventually an energy generator through sustainable nutrient recovery.

CLARITY

Reasons to believe



Approachable, Reliable, Trustworthy, Smart, Efficient, Focused, Determined

TRANSPARENT, DIGESTIBLE



Breaking Down The Pillars » Quality



*Regulatory standards? We don't just meet them, we surpass them.
Why? Because the public's health and safety is our responsibility.
We are the experts. Water quality and treatment is a science, it's not easy – chemistry, balance, testing, infrastructure. We have people on staff 24/7 constantly testing for, meeting and exceeding guidelines, fixing infrastructure and going above and beyond – all in partnership with the communities we serve.*

The work should...

Be confident; talk about GLWA relative to national standards.

The work should not...

Be arrogant; put other water systems down.

Breaking Down The Pillars » Fiscal Responsibility



How can you put a price on clean water, your environment and overall health? You can't. At GLWA it is our mission to ensure that every dollar is spent wisely and is being thoughtfully reinvested into the system. Because at the end of the day, we are the stewards of the system, your health and ultimately your safety.

The messaging should...

Be transparent; clear and digestible for the layman.

The messaging should not...

Be confusing or use jargon.

Breaking Down The Pillars » Service



Pipes know no boundaries. There is one system, it is all connected, and we all have a responsibility to it. Collaboration is at the center of our service and GLWA is the champion leading this charge. Our water is there for us through world-class, proactive operations focused on continuous improvement and sustainability.

The messaging should...

Be timely; when something happens we respond quickly.

The messaging should not...

Be passive.

Breaking Down The Pillars » Innovation



Why innovate?

At GLWA, we are the experts in water and waste treatment, we innovate to continue to be the best and most efficient in our sector. We push ourselves to think bigger, coming up with sustainable solutions that go beyond the sector – like our biosolids that are now being distributed as Class-A fertilizer. It's these sustainable practices that have earned us designation as a Utility of the Future.

The messaging should...

Be inspirational; talk about connecting the dots to the future.

The messaging should not...

Be science fiction; and live too far forward without insight.

How We Categorize Our Stories



DRUMBEAT

Always-on news and content;
driving buzz and visibility

Example: Member partner collaboration

TENTPOLE

Big events, key milestones,
and announcements

Example: Charges

EPIC

Brand and perception-shifting,
integrated campaigns

Example: Brand awareness campaign

How We Categorize Engagement Opportunities

Planned

Heavily planned and produced content across key calendar moments.

Decided on, and arranged, in advance.

Example: PipeDiver and SmartBall press conference

Responsive

Unplanned content sparked from listening, conversations, and insights at a regular flow.

Quick and positive reaction.

Example: Statement released on DPSCD water shutoffs.

Realtime

Unplanned content that communicates to consumers based on in-the-moment insights.

Unpredictable, yet timely.

Example: Statement issued on no detectable PFAS in GLWA drinking water system

How We Categorize What We Listen For

Environment Impact	Quality	Infrastructure	Research & Innovation	Financial Transparency	Affordability
Great Lakes	Water Quality Reports	Southeast MI Pipes	Great Lakes	Revenue	Accessibility Issues (SE MI)
Water Treatment	State/Fed Requirements	Breakage Issues	Green Infrastructure	How Charges Are Set	National Accessibility
Green Infrastructure	Lead and Copper	National Issues	NOAH	Budget	WRAP Updates
NOAH	PFAS/PFOS	Infrastructure Funding	Utility of the Future	Model Contracts	Water Shutoffs
Waste Research	Flint Water Crisis	Fed/State/Local Policy	Bio-solids	Water Shutoffs	
Bio-solids	Boil Water Advisories		Energy Generator		
Energy Generator	Changing Regulations		University Partnerships		
Realtime Concerns	Emerging Contaminants		Pipediver/Smartball		

How We Measure Success

We are always evaluating new ways to measure traditional and digital media efforts. In addition to message pull-through, we have identified a new measure to track GLWA's **reputation** in 2019 and beyond.

Reputation Score

Awareness +

Transparency +

Opinion

A combination of external (awareness, opinion) and internal (transparency) measures.

We will need a benchmark to evaluate reputation movement over time.

Coming Soon!

Traditional Media

Coverage Quantity

Message Pull-Through

Total # of Impressions

Media Mentions

Media Sentiment

Messaging Themes

Social Media (Owned)

Impressions

Reach

Total # of Followers

Facebook & Twitter Engagement

Social Media (Earned)

Conversation Volume

Sentiment

Messaging Themes

2019 » Community Outreach/Connections

Community Outreach continues to play a key role in our brand awareness efforts.

In 2019 we will:

- **Event Sponsorships:** One event in Wayne, Oakland and Macomb Counties, as well as the city of Detroit. Providing branded water bottles, sponsoring T-shirts (GLWA logo prominently placed).
- **New!** In partnership with Water Operations, create GLWA-branded Water Wagons to provide water as a part of community event sponsorships (and emergency assistance in crisis events).
- Partner with Member Partner Community Access Cable stations to provide them with educational content. *One Water Video News Report, FOGS and Boil Water Advisory Videos Coming in 2019!*



2019 » Community Outreach/Connections

- **New!** Open House at Water Works Park for GLWA Team Members and their families in conjunction with Drinking Water Week. Save the date for May 11, 2019!
- Create a 2nd easily digestible infographic to help explain GLWA charges to the residents of member partner communities, the general public and the media.
- **New!** Partner with SEMCOG and the Freshwater Forum at the Cranbrook Institute of Science for a blitz-style public education campaign in southeast Michigan. Campaign will include social media, paid media and earned media to education the public in 4 key areas: drinking water, wastewater, storm water, natural resources. Campaign will run in June.
- **New!** Implement a pilot GLWA brand awareness campaign the Spring. Will include social media, as well as radio. Brand awareness measurement surveys will be used before and after the campaign to track effectiveness.
- **New!** Partnered with On Demand with Rob Lowe to produce a series of three documentary style brand awareness spots (5-6 minute, 3 minute and 1 minute) that will air on public television throughout the United States beginning in early 2019.