



**How CWW's 6 STRATEGIES
RELATE TO "THE 10
ATTRIBUTES OF EFFECTIVELY
MANAGED UTILITIES."**

1. PRODUCT QUALITY

- Infrastructure Performance

2. CUSTOMER SATISFACTION

- Customer Satisfaction
- Regional Potential
- Information Technology

**3. EMPLOYEE AND LEADERSHIP
DEVELOPMENT**

- Customer Satisfaction
- Sustainable Workforce

4. OPERATIONAL OPTIMIZATION

- Customer Satisfaction
- Infrastructure Performance

5. FINANCIAL VIABILITY

- Financial Stability

6. INFRASTRUCTURE STABILITY

- Infrastructure Performance

7. OPERATIONAL RESILIENCY

- Information Technology
- Infrastructure Performance
- Sustainable Workforce

8. COMMUNITY SUSTAINABILITY

- Information Technology
- Infrastructure Performance
- Sustainable Workforce

9. WATER RESOURCE ADEQUACY

- Regional Potential

**10. STAKEHOLDER
UNDERSTANDING AND
SUPPORT**

- Customer Satisfaction
- Regional Potential

Letter from the President



Columbus Water Works (CWW) has made an organizational commitment to use a strategic planning process as the most appropriate way to move our company forward. Our overriding consideration is to provide our customers with the best service possible. We have assessed our changing workforce and company environment and CWW has embraced this more inclusive style of management. Through involvement of a broad cross section of our employees, these strategic teams are providing more ideas and a new perspective, and at the same time, employees are gaining exposure to a wider range of issues than they normally would under the former supervisory structure. This process, in effect, helps to develop better informed and more valuable employees.

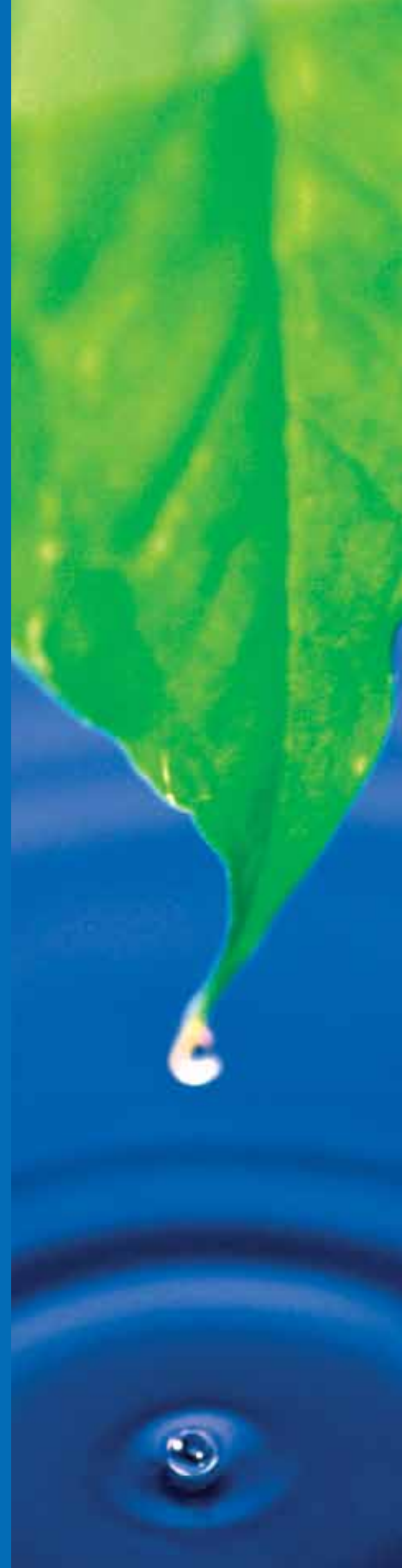
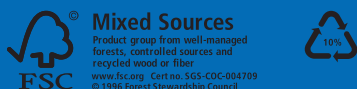


Columbus Water Works employees have developed and adopted a mission statement, a vision and a comprehensive list of values. When coupled with our strategic goals and objectives, they form a road map that can lead to success. The six strategies that guide CWW are: Enhance Customer Satisfaction; Strengthen Regional Economic Potential; Leverage Information Technology; Optimize Infrastructure Performance; Develop Sustainable Workforce; and Maintain Financial Stability. Each of these strategies is supported by tactics, targets and measures. A dedicated strategic team uses these tools to promote improvement throughout CWW operations.

We are proud of the work of our employees. We need your continuing commitment to the strategic planning process to help us maintain our organization as an excellent provider of services to our public.

Robert L. Tant

www.cwwga.org



**Five Year Strategic Plan
FY 2009 - 2013**

Customer Satisfaction

Regional Potential

Information Technology

Infrastructure Performance

Sustainable Workforce

Financial Stability

Strategies

Strategy 1 – Enhance Customer Satisfaction

Use effective customer service relationships and approaches to achieve excellence in customer satisfaction.

Goals

- Respond to customer requests at the point of contact
- Understand customer and stakeholder perceptions and expectations
- Effectively promote CWW's mission to the community

Objectives

- Respond to and resolve routine customer requests within established service standard times
- Enhance a culture that all employees are customer service providers
- Broaden external points of contacts for customer service capabilities
- Enhance and strive for maximum utilization of technology-based customer service capabilities
- Collect, analyze, and effectively act on customer and stakeholder feedback on a periodic basis
- Educate the public about CWW products and services
- Maximize effective reach and efficiency of all available communication channels to better inform our customers
- Improve procedures for customer satisfaction with regional customers (ex: Harris Co., Ft. Benning)
- Explore options for alternative services
- Analyze customer feedback to prioritize customer communication needs
- Enhance environmental stewardship communication to increase community awareness and understanding

Strategy 2 – Strengthen Regional Potential

Expand CWW influence and increase regional service opportunities.

Goals

- Position CWW as a trusted partner on water industry issues
- Create partnerships to expand regional water/wastewater services
- Positively influence legislation and regulations that affect our industry

Objectives

- Demonstrate and present successful utility solutions
- Achieve industry/business credentials and certifications
- Collaborate with organizations and institutions to advance industry knowledge
- Develop and implement CWW environmental leadership as related to green programs and climate change
- Increase commercial and industrial customer base
- Identify and participate in pending legislation and regulations that affect CWW

Strategy 3 – Leverage Information Technology

Provide IT capabilities to realize benefits of improved organizational effectiveness and efficiency with enhanced work practices and to ensure business continuity.

Goals

- Deliver IT capabilities efficiently and effectively
- Minimize IT costs while meeting business requirements
- Support users and maintain secure and reliable technology to recognize benefits

Objectives

- Meet or exceed defined IT implementation criteria
- Justify significant IT investments based on a business case
- Maintain optimal IT life-cycle expenditures
- Provide appropriate training and ongoing user support
- Ensure operational availability of IT network and applications
- Protect IT system and data integrity to ensure business continuity
- Regularly identify emerging technology trends and adjust technology based on changing business requirements

Strategy 4 – Optimize Infrastructure Performance

Optimize asset functionality, condition, and operations to provide "Best of Class" utility performance.

Goals

- Meet or exceed environmental compliance and customer requirements
- Minimize asset life-cycle costs while meeting customer needs
- Maintain competitive position and advantage in the water/wastewater industry
- Minimize effects of man-made and natural disasters

Objectives

- Comply with all applicable local, state and federal regulations
- Deliver products and services to meet or exceed quality standards
- Identify and prioritize critical assets for repair or replacement
- Ensure infrastructure capacity to meet future customer needs
- Minimize critical asset failures
- Review organizational performance periodically to monitor continuous improvements
- Evaluate water use, energy, and chemical alternatives
- Provide systems and services to meet security needs

Strategy 5 – Develop Sustainable Workforce

Recruit, retain and maintain a safe workplace that is competent, motivated, and adaptive.

Goals

- Recruit, retain and engage a dynamic and motivated workforce
- Facilitate the development of employees by creating an environment that encourages personal and professional growth
- Optimize the overall employee benefit, compensation, wellness and safety program

Objectives

- Develop and increase the pool of leadership talent
- Maintain focus and emphasis on professional and leadership development
- Continually improve the effectiveness of performance management programs
- Develop a mechanism for retaining and transferring essential, intellectual knowledge of employees
- Maintain a safe and healthy workplace
- Total compensation (salary and benefits) is competitive while balancing cost
- Recruit, retain and maintain a sustainable workforce
- Provide improved process for retirement planning
- Monitor workforce trends

Strategy 6 – Maintain Financial Stability

Develop revenues and revenue sources while effectively controlling costs using sound financial planning and management.

Goals

- Operate on a balanced budget
- Use sound financial planning and management practices

Objectives

- Forecast accurate revenue and expenditures
- Manage judicious use of reserves
- Annually review and update financial plan
- Competitively market funds for investment and maintain support from bond rating agencies

Our Mission

Provide our community a safe and dependable drinking water supply, enhance our water resources by collecting and treating wastewater, and promote a legacy of responsible economic and environmental stewardship.

Our Vision

To be an outstanding provider of utility services, dedicated to protecting the environment, aspiring to new opportunities and compelled to excel in service to our community.

Our Values

Integrity

- Dedicated to a standard of values that promotes honesty and openness
- Maintain fair and equitable practices to enhance our professional groups
- Dependable and consistent actions that support meeting our customers' needs

Customer Focused

- Ensure customer satisfaction by:
 - Providing the highest quality of products and services available at a reasonable cost
 - Understanding and fulfilling our customers' needs
 - Putting customers' interests first
 - Seeking and applying innovative approaches to serve our customers

Employee Oriented

- Respect and value our employees by providing:
 - A positive and safe work environment
 - Training and advancement opportunities
 - Rewards and recognition
 - Quality benefits

Environmental Stewardship

- Responsible use and care of water resources and infrastructure
- Provide leadership to maintain the integrity of the watershed and provide public education on environmental issues
- Comply with or exceed mandated state and federal regulations

Innovation

- Seek out technology and new applications to continuously improve our products and services
- Seek knowledge and technical expertise in pursuit of excellence

Community Leadership

- Participate and contribute toward the betterment of our community
- Work with regional entities to achieve common goals
- Active involvement in water/wastewater industry organizations