

Calendar Year 2011

Strategic Planning Communications Plan

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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

Columbus Water Works Strategy Teams

1. Enhance Customer Satisfaction

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

2. Strengthen Regional Development

Expand CWW influence and increase regional service opportunities.

3. Leverage Information Technology

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

4. Optimize Infrastructure Performance

Optimize asset functionality, condition, and operation performance to provide “Best in Class” customer satisfaction.

5. Develop Sustainable Workforce

Recruit, retain and maintain a safe workforce that is competent, motivated and adaptive while ensuring transfer of organizational knowledge.

6. Maintain Financial Stability

Develop and maintain revenue while effectively controlling the cost using sound financial planning and management.

Columbus Water Works Strategic Planning Communications Plan Calendar Year 2011

Internal Communications:

- Strategic Planning Outlook Calendar
- Strategic Planning Facebook Group Page
- Strategy Team Communications Representatives
- New Employee Orientation
- Strategy Team Departmental Site Visits
- Quarterly Resource Advisory Group Meetings
- Quarterly Strategic Planning Updates to Strategy Team Leaders
- Quarterly Strategic Planning Updates to President and Executive Vice-President
- Bi-monthly Team Leader updates to Senior Staff
- Monthly Departmental Talking Points
- Monthly Benchmark Reports
- Monthly Strategic Planning Reports to President and Executive Vice-President
- Monthly Board of Water Commissioners Reports
- CWW Intranet
 - Strategic Planning Website
 - Departmental Website
- CWW Newsletter

External Communications:

- Internet
- Bill Inserts
- Public Service Announcements
- Open House Events
- Customer Satisfaction Survey
- Press Releases
- New Customer Information Packet
- Stakeholder/Focus Groups
- Door Hanger Program
- Speakers' Bureau
- Annual Report
- Comprehensive Annual Financial Report
- Five Year Strategic Plan Tri-fold

INTERNAL COMMUNICATIONS

Strategic Planning Outlook Calendar

The Strategic Planning Calendar captures and displays strategic planning events and activities from all strategy teams. The Strategic Planning calendar can be accessed via the Outlook shared calendars tab. Team leaders, department managers and Strategic Planning can enter events and activities on the calendar and indicate which strategic goal or objective they support, as appropriate. Team leaders can also see whether their events link or synch with other team activities or meetings.

By providing a broad, company-wide overview of strategic events, the calendar facilitates coordinated and comprehensive communication among and by strategy teams.

The calendar also lists other significant local and national conference dates. By bringing visibility to such events and dates, strategy team leaders and members can use this information as platforms for communication initiatives.

Strategic Planning Facebook Group Page



The Strategic Planning Facebook platform will allow team members to communicate via email, team messages, and upload links and photos relative to strategic initiatives. Team leaders may also develop team group pages to use as a communication platform to publish and track their projected goals, performance work plans, and strategic activities. In addition, team members can also record if their goals were met, dates activities were transitioned to the operational department, as well as continue to monitor strategic progress. Team members can access their team Facebook information via personal computer, Smartphone or text mobile.

Strategy Team Communications Representatives

Each strategy team has identified an individual to serve as the Communications Point of Contact. Periodically, the Point of Contact will receive emails from Strategic Planning regarding training opportunities, upcoming meetings, community information, industry information, etc. for review. This individual will also check the Strategic Planning Facebook group page for updates and other reading material. Working with their respective team leader, the Point of Contact will determine if this information is beneficial for the other strategy team members and then forward as appropriate. In addition, the strategy team leader or other strategy team members may also provide the Point of Contact with team information for their review and dissemination.

New Employee Orientation

The Employee Services Department hosts a New Employee Orientation three times a year for new hires that successfully complete their 120-Day Introductory Period. Topics covered during the orientation include Strategic Planning, Safety and Security, Employee Benefits, Employee Relations, Environmental Compliance, and Community and Corporate Programs.

Strategy Team Departmental Site Visits



Periodically, Strategic Planning will schedule and coordinate departmental site visits with each department and/or section manager. These are structured meetings

include and discuss the following topics:



- CWW's Strategic Planning initiatives
- The composition of the six strategy teams
- Review of the monthly benchmarks
- Discussion of the improvements and accomplishments as a result of CWW's Strategic Planning efforts

General information is provided in regards to how each employee contributes to the strategic process, the employee's value to CWW, and how individual job performance impacts the strategic process.

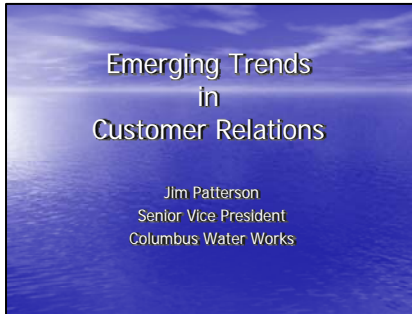


Quarterly Strategic Planning Updates to Strategy Team Leaders



Strategic Planning hosts quarterly sessions with all strategy team leaders, as a group, to review team activities, solicit feedback, and communicate information and guidance from the President. Team Leaders also provide input and suggestions for improving the strategic planning process.

Quarterly Resource Advisory Group Meeting Updates



The Resource Advisory Group (RAG) Quarterly Meeting Updates are designed to facilitate the transfer of tactic knowledge and organizational information from senior leadership to members of the strategy teams. The program consists of a 20-minute light breakfast and social interaction between strategy team members and senior staff. Following the breakfast, a member of the Resource Advisory Group makes a presentation which focuses on the alignment of a specific operational department with CWW strategic initiatives.

Following the presentation is a Q&A session with members of the strategy teams and senior staff.

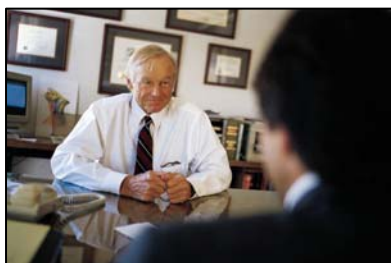
2010 Topics

- April – Jim Patterson: “Emerging Trends in Customer Relations”
- July – Emory Blount: “Strategic Financial Planning”
- October – Cliff Arnett: “Innovative Approaches for Management of Water and Wastewater Systems”

2011 Topics

- January – Gwen Ruff: “Workforce Trends”
- April – Steve Davis: “CWW Capital Improvement Program and Asset Management”
- July – TBD
- October - TBD

Quarterly Strategic Planning Updates to President and Executive Vice-President



At a minimum, Strategic Planning meets quarterly with the president and executive vice-president to provide status updates of strategic initiatives, discuss any events or changes, and obtain guidance for future efforts.

Monthly Departmental Talking Points

On a monthly basis, Strategic Planning disseminates “Talking Points” to department managers to use as discussion items during scheduled departmental staff meetings. These talking points focus on specific strategic initiatives or strategy team activities.

Bi-monthly Team Leader Updates to Senior Staff



All strategy team leaders meet as a group with senior staff on a bi-monthly schedule to provide a 10-15 minute status update and overview of their respective team’s activities. In addition, team leaders may request an “ad hoc” meeting with senior staff to present items that may require funding approval, operational guidance or changes to company policy. Strategy team members are encouraged, but not required, to attend any of the senior staff updates.

Team leaders are responsible for providing documentation for approval items to members of senior staff who are not present at the meeting.

Strategic Planning may meet with senior staff, as needed or requested, to provide additional updates, progress reports, etc.

Meeting notes from the Senior Staff Updates are provided via email to all employees who have a valid CWW email account. Department managers are asked to share this information with personnel in their respective departments who do not have access to email.

Monthly Benchmark Reporting

For FY 2010 – 2011, CWW identified 25 benchmarks which are designed to track our performance in specific areas with regards to our six strategies. These benchmarks, or performance indicators, are the tools we use to determine if we are achieving our objectives and going in the right direction.

For monthly reporting purposes, Strategic Planning prepares a document which depicts a historical graph for each benchmark. This document is provided electronically to all employees with a valid CWW email account.

A copy is also provided to department managers for posting on departmental bulletin boards.

Monthly Strategic Planning Reports to President and Executive Vice-President

Strategic Planning provides a written report regarding strategy team activities and initiatives to the president and executive vice-president on a monthly basis. Strategic Planning coordinates with each team leader to identify and compile the information presented in the report.

Strategy Team Meetings

Strategy team leaders schedule periodic or regular meetings with members of their strategy team in order to disseminate strategic information, assign projects, and review team activities. Notes from these meetings will be provided to Strategic Planning.

Strategic Planning will, as scheduling permits, attend all of the scheduled strategy team meetings.

Monthly Board of Water Commissioners Reports

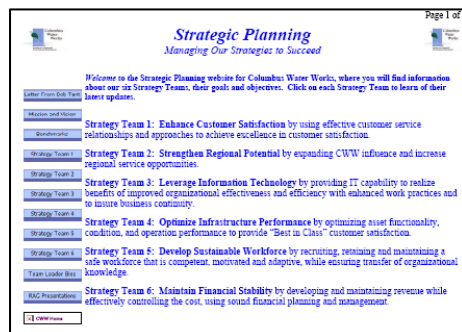
On a monthly basis, Strategic Planning includes a summary report of strategic activity to be included in the board report for the Board of Water Commissioners.

For 2011, the Board of Water Commissioners includes the following five members:

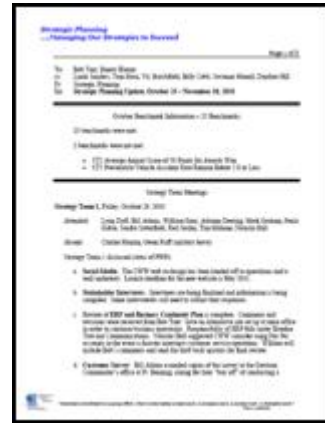
1. Philip Thayer, Chair
2. Billy Blanchard, Treasurer
3. Dr. Carole Rutland
4. Karl Douglass
5. Mayor Teresa Tomlinson

The Board meets on the second Monday of each month at 1:30 p.m. in the Chattahoochee Room at CWW's Main Office location.

CWW Strategic Planning Intranet Website



Strategic Planning maintains a departmental website, Strategy Teams, on the CWW Intranet. Information regarding monthly benchmarks, team activities and strategic training presentations are posted.



CWW Quarterly Newsletter



The CWW Quarterly Newsletter, “Chattahoochee Chit Chat”, is developed by a newsletter committee. Upon approval, it is produced and distributed by the Communications Department. Hard copies of the newsletter are provided to department managers and an electronic copy is provided to all CWW employees who have an assigned CWW email address. Each issue of the newsletter will feature an article on Strategic Planning, strategy team accomplishments or information about strategy team membership.

Five-Year Strategic Plan Brochure FY 2009 - 2013



This document, developed by Strategic Planning, provides a summary overview of the six strategy teams, their goals and objectives, and how these elements align with the “10 Attributes of Effectively Managed Utilities”.

EXTERNAL COMMUNICATIONS

CWW Website and Social Media Efforts

For FY 2010-2011, Strategy Team #1 completed an evaluation of the current CWW website and submitted a list of recommendations for improvements to senior staff for approval. These recommendations were approved and this action item has been assigned to the Communications Department for implementation. A website committee was formed to assist the Communications Manager with this project, which is scheduled to be completed by June 2011.

Information on the CWW website (www.cwwga.org) is managed by the Communications Department. The CWW website is one of the avenues in which CWW communicates with our customers and stakeholders.

Bill Inserts

The Communications Department is responsible for developing the monthly customer information inserts disseminated in the water bills. The program is designed to educate our customers on important organizational and environmental information, products, or services. Each year, the monthly topics are developed by the communications staff and approved by the president. The bill insert program was implemented in 2001 and continues to be an effective platform for communicating with our customers.

Public Service Announcements

The Communications Department is responsible for developing periodic Public Service Announcements (PSA) for television or radio use. These PSAs typically complement the monthly bill inserts, but may be adjusted to address current issues or topics.

Open House Events

Each year, CWW hosts two major open house events in recognition of

1. Drinking Water Week (May)
2. Clean Water Week (October)

These events provide an opportunity to reach out to our customers and provide educational information regarding our operations.

Customer Satisfaction Survey

An initiative of Strategy Team #1, CWW, working with an external consultant, conducts a monthly Customer Satisfaction Survey. This program is a telephone survey whereby 100 respondents are randomly selected from two groups: Callers and Non-callers. There are over 100 questions covering the five categories of:

- Water Quality
- Customer Service
- Information
- Reliability
- Value/Price

The factors are analyzed and an overall satisfaction score is determined and tracked as part of the monthly benchmark reporting.

Survey results are provided to members of senior staff, Strategic Planning, strategy team leaders, and members of Strategy Team #1.

On a quarterly basis, the survey results are included in the departmental talking points.

Press Releases

Periodically, the President or Executive Vice-President may elect to distribute a press release which covers an important topic, in response to a critical situation, or as may be required in the case of sanitary sewer overflows (SSOs). These press releases are developed and disseminated by the Communications Department.

Stakeholder/Focus Groups

An initiative of Strategy Team #1, the purpose of the stakeholder interviews and focus groups is to collect valuable input and help formulate strategic planning initiatives, improve overall operations, and enhance customer satisfaction. The results of the stakeholder interviews and focus groups are shared with members of senior staff and each strategy team.

Door Hanger Program

Strategic Planning
...Managing Our Strategies to Succeed

Strategy Team Leader –

Please advise each of your strategy team members to select one of the following options and return the completed form to you. Team members DO NOT have to sign the form; however, it is important that you, as the team's leader, have an accurate count of all responses.

If a team member chooses not to complete the form, please indicate as N/A below.

After you have received a form from all team members, please total the number for A, B, C and D, and provide me with a final number for each by **March 25, 2011**.

A. I would like to stay with my current strategy team.

B. I would like to rotate to another team. Indicate Team _____

C. I would like to withdraw from my current strategy team.

D. N/A

Individual commitment to a group effort -- that is what makes a team work, a company work, a society work, a civilization work.
Vince Lombardi

The Door Hanger Program, an initiative of Strategy Team #1, was developed as a way to capture feedback from customers as a result of a specific service call to a residential address.

Customer Service and Meter Service continue to monitor this activity. A designated member of Strategy Team #1 maintains the files for all Door Hangers placed, as well as the

comments returned to CWW. The customer service manager (or designated representative) will review all comments to determine if further action is needed. If so, the comment card is forwarded to the appropriate department for further action. A monthly departmental report is provided to Strategic Planning. Beginning January 2011, a quarterly summary report will be sent to senior staff by the operational department (Customer Service).

CWW Speakers' Guild

The Columbus Water Works Speakers Guild is a program established by Strategy Team #5, with the objective of the program to assist the Employee Services Department in outreach efforts during career day and job fair functions. In addition to a member of the employee services staff, a member of the Speakers' Guild may be called upon to attend a career program to share their successful journey in the water and wastewater industry to students and potential employee candidates.

The employee services coordinator will provide a listing of scheduled upcoming job fairs or career days to all members of the Speakers' Guild. Two members, one primary and one alternate, will be selected to attend the career day event, which normally will last from four to six hours.

As a member of the Speakers' Guild, employees have the opportunity to:

- Broaden their area of expertise and learn the recruitment arena
- Share their job knowledge and experience with others
- Attract young students and potential employment candidates to the water and wastewater industry
- Develop leadership skills

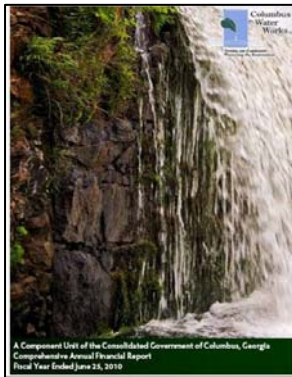
Members of the CWW Speakers' Guild may also participate in other community outreach programs.

CWW Annual Report

Effective Calendar Year 2011, information regarding strategic planning initiatives is included in the CWW annual report.



Comprehensive Annual Financial Report (CAFR)



Effective with the FY ended 2010, information regarding strategic planning initiatives is included in the CWW CAFR.

New Customer Information Packet

In August 2010, the Customer Service Department updated the customer information packet. This packet is provided to new customers and includes the CWW information handbook, information about meters and Thermal Expansion Device (TED), a magnet with the eTAP information, and at least two current bill inserts. For information, contact the Customer Service Department at 706.649.3400.

Industry Presentations

Periodically, Strategic Planning will participate in industry conferences to provide information on CWW strategic initiatives. Copies of these presentations are maintained in the CWW Presentations database located under Strategy Teams on the company intranet.