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 and standards

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

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.
Columbus Water Works and the Effective Utility Management (EUM) Initiative

The EUM Initiative has been used by a growing number of utilities across the U.S. to improve operational performance. EUM has been recognized by collaborating utility organizations as the best way to promote sustainable water and wastewater systems. CWW is an excellent example of a utility that has used the EUM initiative for reviewing and developing management strategies, goals, and objectives. The EUM Initiative identified Ten Attributes of Effectively Managed Water Sector Utilities (Attributes) which describe desired outcomes that are applicable to all water and wastewater utilities. These Attributes are:

- Product Quality
- Employee & Leadership Development
- Financial Viability
- Operational Resiliency
- Water Resource Adequacy
- Customer Satisfaction
- Operational Optimization
- Infrastructure Stability
- Community Sustainability
- Stakeholder Understanding & Support

CWW has also embraced the concept of the Five Keys to Management Success from the EUM study. These five keys are specific management approaches and systems which have been proven to help water and wastewater utilities manage more effectively. They create a supportive climate for a utility as it works towards the outcomes outlined in the Attributes, and can help integrate the utility’s improvement efforts across the Attributes. The Five Keys to Management Success are:

- Leadership
- Strategic Business Planning
- Organizational Approaches
- Measurement
- Continual Improvement Management
Strategic Initiatives

Columbus Water Works uses the strategic planning process as a management tool to help focus our efforts and energy to meet our organizational performance goals. Our commitment to this endeavor not only ensures all members of the CWW team are working towards the same objectives, but it allows us to continuously evaluate and assess our progress in response to a volatile, uncertain and ever-changing environment. For CWW, the emphasis placed on strategic planning at all levels in the organization allows us to provide the highest level of quality customer service while ensuring our operational activities support our mission and vision. CWW’s strategic direction is spelled out in strategies, goals and objectives, which are supported by tactics, actions and responsibilities with targeted measurable performance. Each strategy is implemented and managed by individual, organized teams, made up of diverse groups of CWW employees which includes an equitable distribution of skills and resources.

**STRATEGIC INITIATIVE 1**

**ENHANCE CUSTOMER SATISFACTION** – Use effective customer service relationships and approaches to achieve excellence in customer satisfaction

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<th>GOALS</th>
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<td>Respond to customers’ requests at the point of contact</td>
<td>&gt; Streamline internal processes to respond to and resolve routine customer requests within established service timelines</td>
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<td>&gt; Create a culture that all employees are customer service providers</td>
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<td>&gt; Enhance and strive for maximum utilization of technology-based customer service capabilities</td>
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<td>&gt; Review and monitor procedures for customer communications with our regional, industrial and commercial customers to ensure continuous improvement</td>
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<td>Effectively promote CWW’s mission to the community using a comprehensive communication plan and strategy</td>
<td>&gt; Educate the public and our community about CWW products and services</td>
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<td>&gt; Maximize effective reach and efficiency of all available communication channels to better inform our customers</td>
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<td>&gt; Enhance environmental stewardship communications to increase community awareness and understanding</td>
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<td>Understand customer and stakeholder perceptions and expectations</td>
<td>&gt; Collect, analyze and effectively act on customer and stakeholder feedback on a periodic basis</td>
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<td>&gt; Analyze and monitor customer feedback to prioritize customer communication needs</td>
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**STRATEGIC INITIATIVE 2**

**STRENGTHEN REGIONAL PARTNERSHIPS** – Expand CWW influence and increase regional service opportunities

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<td>Create partnerships to improve regional water and wastewater services</td>
<td>&gt; Expand CWW’s commercial and industrial customer base by creating and building regional partnerships</td>
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<td>&gt; Develop and implement collaborative environmental solutions to benefit regional partnerships</td>
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<td>Position CWW as a trusted industry partner on water, wastewater and environmental issues</td>
<td>&gt; Research, demonstrate and present successful regional utility solutions</td>
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<td>&gt; Collaborate with organizations and institutions to advance industry knowledge and provide assistance to our regional partners</td>
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<td>&gt; Provide support to our regional partners with obtaining industry-required certifications</td>
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<td>&gt; Communicate industry-related training opportunities to our regional partners</td>
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<td>Positively influence industry legislation and regulations which affect the region</td>
<td>&gt; Identify and contribute to the development of pending legislation and regulations which affect the region</td>
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STRATEGIC INITIATIVE 3

LEVERAGE INFORMATION TECHNOLOGY – Provide Information Technology capabilities to realize the benefits of improved organizational effectiveness and efficiency to maximize customer satisfaction

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<td>Deliver Information Technology capabilities efficiently and effectively</td>
<td>&gt; Evaluate and justify significant information technology investments using a business case methodology&lt;br&gt; &gt; Ensure prudent management of Information Technology life-cycle expenditures&lt;br&gt; &gt; Ensure operational reliability and speed of information for technology network applications&lt;br&gt; &gt; Regularly identify emerging technology trends and adjust current technology based on changing business requirements</td>
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<td>Deliver customer-focused Information Technology solutions</td>
<td>&gt; Develop and maintain secure and effective web-based solutions to enhance internal and external communications&lt;br&gt; &gt; Coordinate with internal and external customers to identify and evaluate potential Information Technology projects</td>
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<td>Provide Information Technology support to system users while ensuring secure and reliable solutions to recognize benefits</td>
<td>&gt; Maintain and protect Information Technology systems, business and customer data integrity&lt;br&gt; &gt; Provide system users with training, on-going support and resources for all business applications</td>
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STRATEGIC INITIATIVE 4

OPTIMIZE INFRASTRUCTURE PERFORMANCE – Optimize asset functionality, condition and operations to provide our customers with the “Best in Class” utility performance

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<td>Meet or exceed environmental compliance standards and customer expectations</td>
<td>&gt; Comply with all applicable local, state and federal regulations as related to environmental compliance standards&lt;br&gt; &gt; Deliver products and services to meet or exceed environmental quality standards and customer expectations&lt;br&gt; &gt; Evaluate industry Best Management Practices (BMPs) to identify cost-effective environmental projects, innovations and solutions</td>
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<td>Minimize asset life-cycle costs while ensuring sustainability and reliability of the infrastructure to meet customers’ needs</td>
<td>&gt; Plan for infrastructure capacity to ensure environmental compliance and meet current and future customer needs&lt;br&gt; &gt; Develop, evaluate and adapt tools to evaluate asset life-cycle costs for comparison purposes and for effective decision-making</td>
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<td>Maintain a competitive position and advantage in the water and wastewater industry</td>
<td>&gt; Evaluate industry trends and maximize the use of emerging technologies to ensure effective and efficient services for our customers&lt;br&gt; &gt; Continually evaluate industry operational models to maximize opportunities and resources to support our future direction and mission</td>
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<td>Develop programs and solutions to minimize the effects of man-made and natural disasters on the continuity of operations</td>
<td>&gt; Ensure CWW’s organizational culture and resources are prepared to support the security, risk assessment and training requirements for operational continuity&lt;br&gt; &gt; Minimize critical asset failures by ensuring the development, implementation and on-going review of organizational Emergency Response Plans</td>
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### STRATEGIC INITIATIVE 5

**DEVELOP SUSTAINABLE WORKFORCE** – Recruit, retain and maintain a workforce that is competent, motivated, diverse and adaptive

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| Recruit, retain and engage a dynamic, diverse and motivated workforce | > Continually improve and evaluate workforce programs in order to successfully recruit and retain talented employees to ensure a diverse and sustainable organization  
> Monitor workforce trends and evaluate Best Management Practices (BMPs) to identify and implement cost-effective and innovative workforce programs  
> Expand relationships with educational and community organizations to effectively broaden and diversify recruitment efforts  
> Develop and maintain a comprehensive employee communication program to ensure timely two-way internal and external communications |
| Facilitate the development of employees by creating an environment to encourage personal and professional growth | > Create programs with an emphasis on professional and leadership development in order to cultivate and increase the pool of leadership talent  
> Enhance employee development and organizational improvement by periodically reviewing the effectiveness of employee performance management programs  
> Develop a knowledge management system for retaining and transferring essential, intellectual and tacit knowledge of employees in order to support workforce sustainability |
| Optimize the overall employee benefits, compensation, wellness and safety programs | > Assess and enhance organizational programs and procedures to maintain a safe and healthy workforce  
> Evaluate and monitor industry trends to ensure the total compensation program, to include salary and benefits, is competitive while balancing costs to the organization  
> Continually evaluate and provide for improved processes and procedures for employees’ retirement planning |

### STRATEGIC INITIATIVE 6

**MAINTAIN FINANCIAL STABILITY** – Use sound financial planning and management, develop revenues and identify potential revenue sources, while effectively controlling operational costs

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<td>Operate on a balanced budget</td>
<td>&gt; Forecast accurate revenues and expenditures</td>
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| Use sound financial planning and management practices                 | > Maintain and monitor bond rating status by major rating agencies  
> Maintain a sustainable Capital Improvement Program  
> Implement and maintain a sound Asset Management Program  
> Ensure adequate checks and balances are in place to conduct scheduled reviews of all CWW Master Plan operational documents to ensure alignment of activities  
> Evaluate the feasibility of expanding business services to leverage partnerships and increase revenues  
> Effectively communicate and foster awareness and understanding of CWW’s financial policies and plans for internal and external customers and stakeholders |
The Way Ahead...

For FY 2013 and beyond, Columbus Water Works will continue to identify and explore opportunities to improve operational activities to ensure that the community is provided with a safe and dependable drinking water supply, wastewater is efficiently collected and properly treated, and we embrace our legacy of being environmentally and economically responsible.

As a premier leader in the water and wastewater industry, Columbus Water Works’ strategic focus in the upcoming years is on customer service, effective communications, leadership development, implementation of operational cost-efficiencies, sustainability, and community and regional collaboration.
Letter from the President

Dear Customers, Stakeholders and CWW employees,

In 2013, Columbus Water Works completed a stakeholder survey followed by a strategic planning “retreat” at Columbus State University. The purpose of these activities was to check our direction and make adjustments to remain on course. This course is to provide exceptional service to our customers in a fiscally and environmentally responsible manner.

Through our efforts, we found that our vision, mission, values and strategies are sound; however, our goals and objectives needed updating to reflect changes in our progress, industry, region, technology and customer expectations.

Meeting our customers’ needs in times of water scarcity challenges, ever-changing regulatory demands and aging infrastructure requires the best from CWW’s team of innovative, competent and dedicated employees. Let us know how we are doing. We appreciate your input.

As CWW strives to improve its service through our six strategic initiatives, we hope that our customers, stakeholders and employees will have an increasing understanding of the value of water, as CWW continues its role in public health and safety, economic development and environmental stewardship. Through these endeavors, CWW is committed to enhancing the quality of life in our region for our customers…”and then some.”

Sincerely,

Steve Davis

Steve Davis