

Columbus Water Works Strategic Journey – How Measurement Drives Continuous Improvement

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*This
presentation
has 5 sections*



- 1. Background on CWW and Drivers for Continuous Improvement**
- 2. Strategic Planning Process**
- 3. Measurement Framework and Performance Management**
- 4. Example Strategy and Results: Enhance Customer Satisfaction**
- 5. Conclusion: CWW Shows Successful Practices to Maintain Effective Utility Management**



SECTION
1

Background on CWW and Drivers for Continuous Improvement



CWW Has Responded to Changing Customer Profiles and Regional Needs



Shifting Customer Base from Textile Industry to Insurance and Financial Services and local Military Base growth

Columbus Water Works

Regional Water and Wastewater Service Provider

- 68,000 Accounts
- 200,000 Population
- Fort Benning Contract (50 years)

CWW Has a History of Benchmarking and Use of Measures

- QualServe Self-Assessment and Peer Review
- Competitiveness Assessments
- QualServe Benchmarking – Performance Indicators
- Several AwwaRF/WERF Projects with Process Benchmarking (Energy, IT, Customer Service)
- National Biosolids EMS
- Partnership for Safe Water
- Performance Measures (Company Benchmarks) with Previous Strategic Plans
- Competing for Georgia Oglethorpe Award (Macolm Baldrige criteria)

CWW Faces Challenges Similar to Most Utilities Today – Our Approach Was Strategic Planning



SECTION **2**

Strategic Planning Process



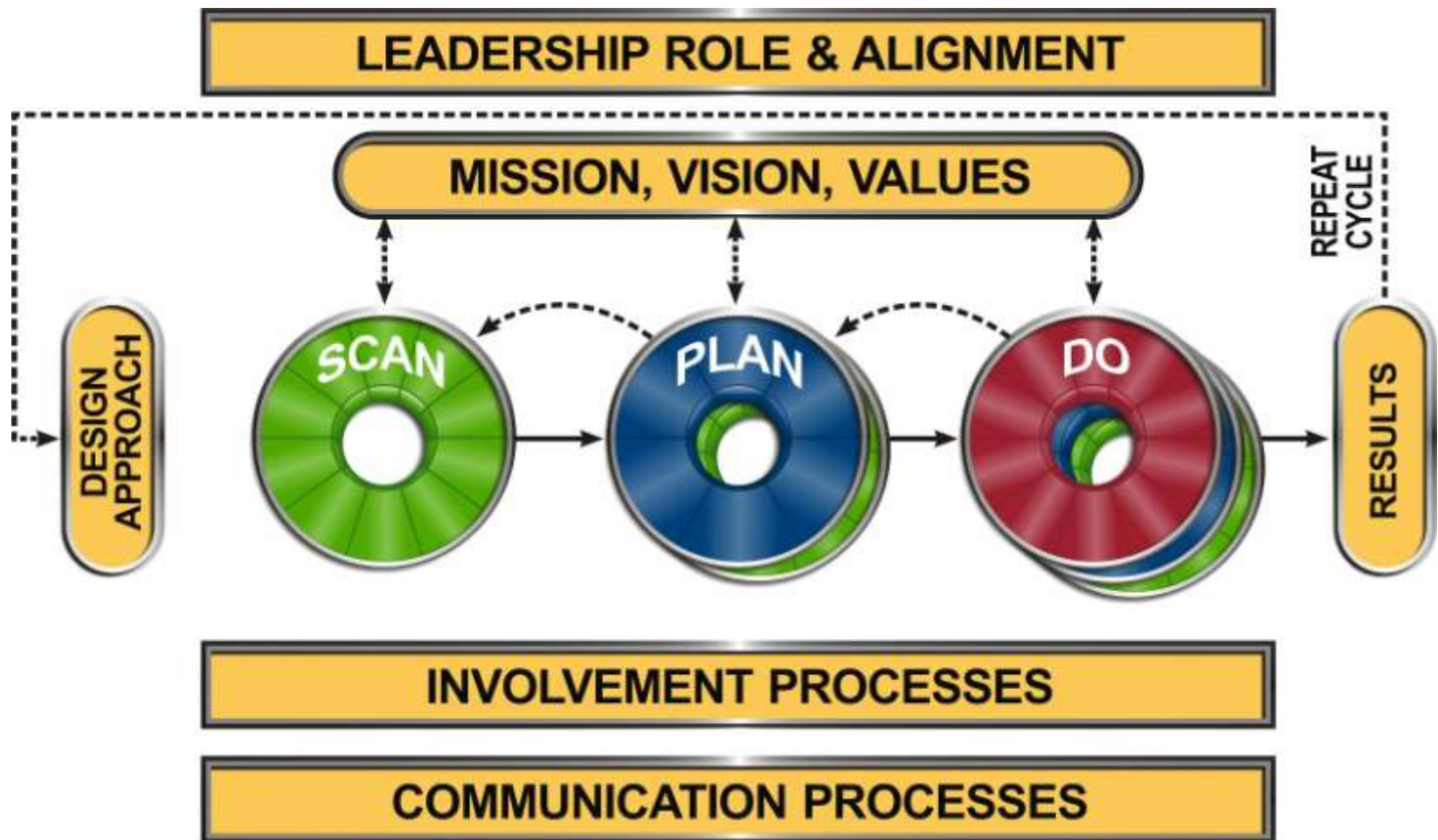
Strategic Planning Process Incorporated Previous and On-Going Planning Efforts



- 5 year CIP
- 1999 Strategic Plan
- Facility Master Plan
- Security Plan
- BioSolids (EMS)
- Asset Management
- IT Master Plan
- Succession Plan
- Annual Plan update
- ISO
- Oglethorpe Award
- Effective Utility Mgmt.

CWW Followed Scan, Plan, Do Process to Define and Implement New Strategies

(From AwwaRF Project: “Strategic Planning for Water Utilities”)

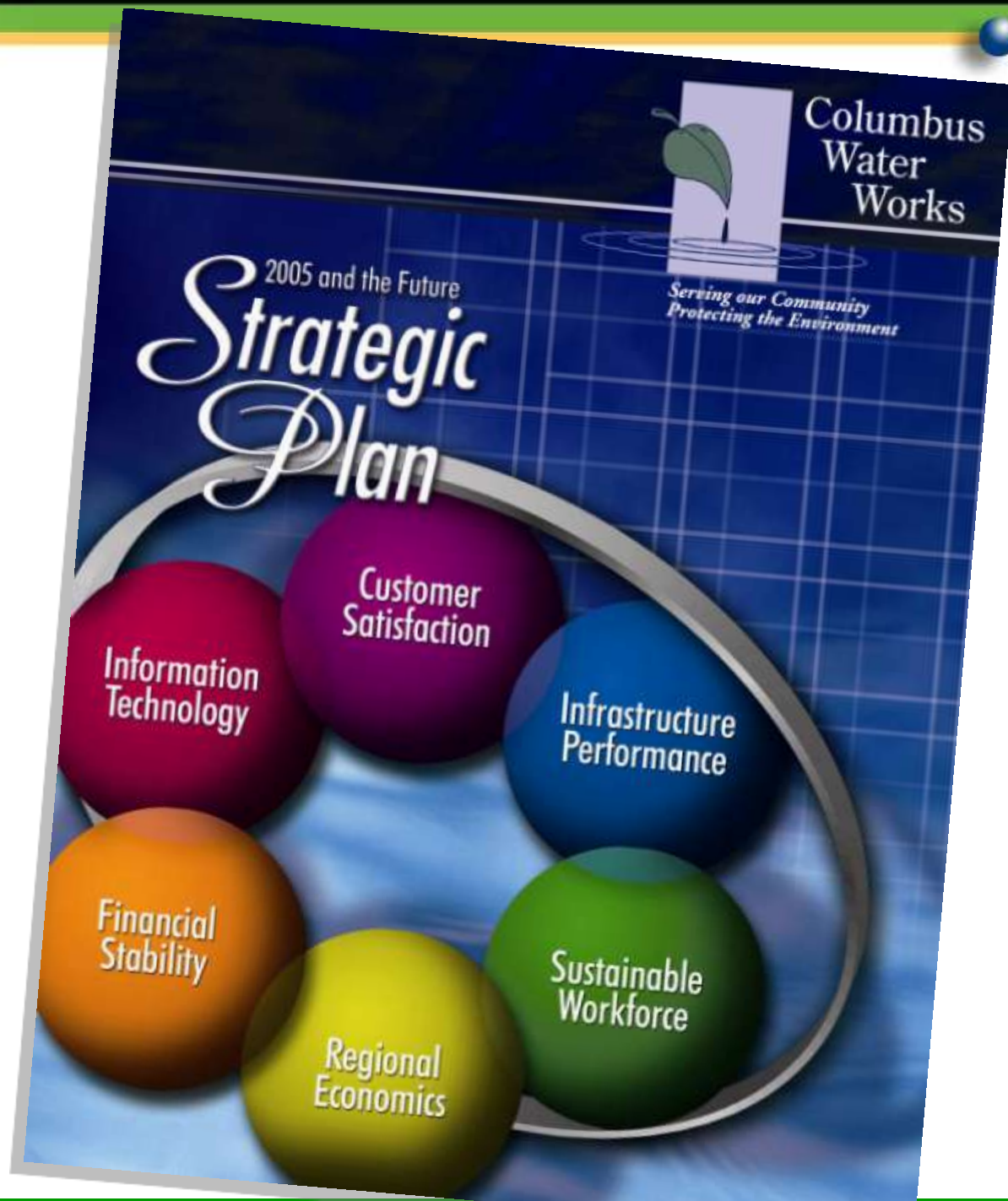


CWW Involved Internal Teams and External Stakeholders and Customers in the Scanning and Planning

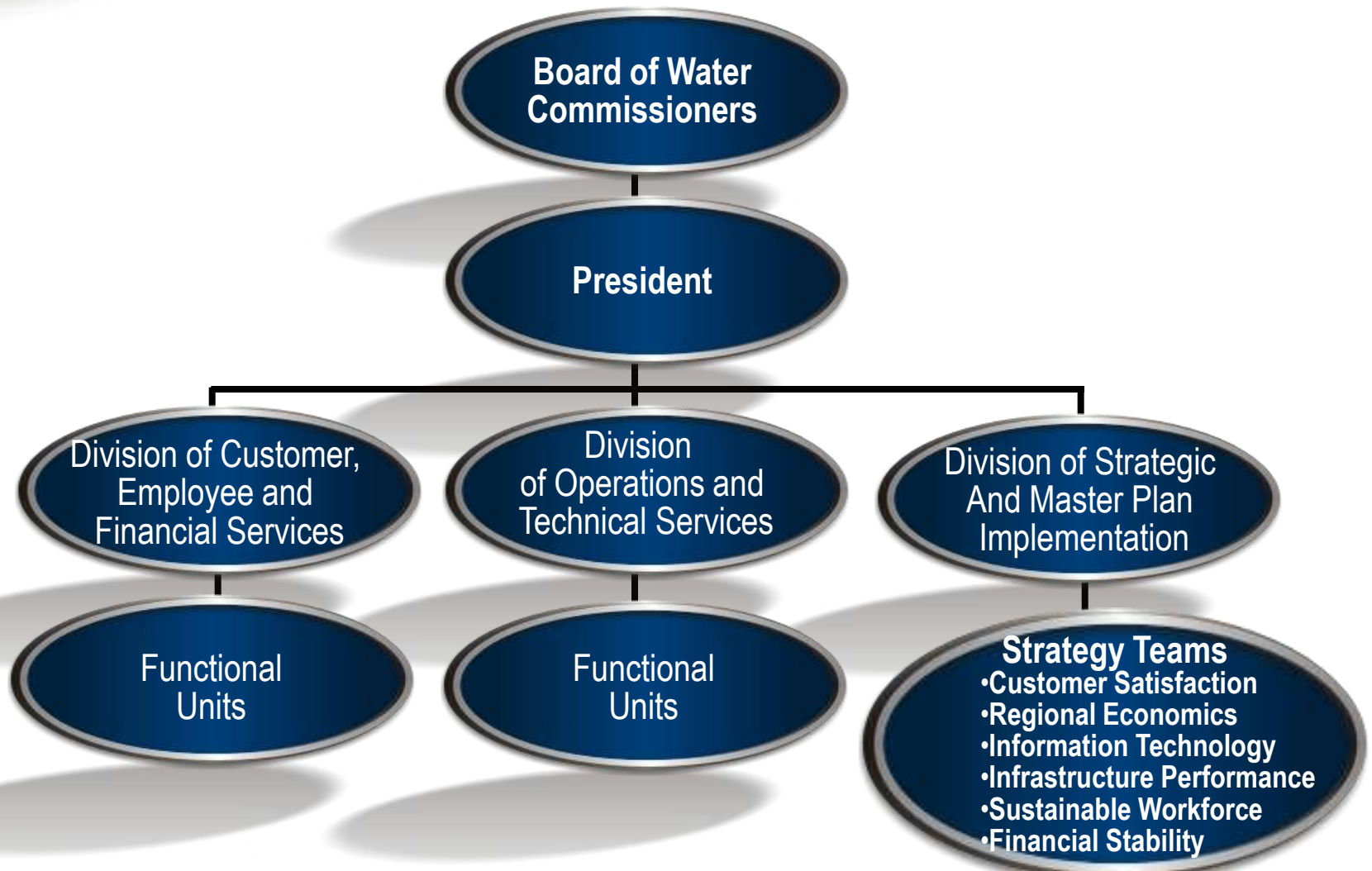


- Strategic Planning Team (Senior Mgmt and New Leaders)
- Key Stakeholder Interviews
(Community Leaders, Local Government and Regulators)
- Customer Focus Groups
 - Key Commercial & Industrial
 - Developers
 - Residential Customers

The Strategic Plan Was Developed in 2004 and Updated in 2007



Strategy Implementation Is Led by Cross-Functional Teams Under a Division with Leaders and Members From CWW Functional Units



SECTION 3

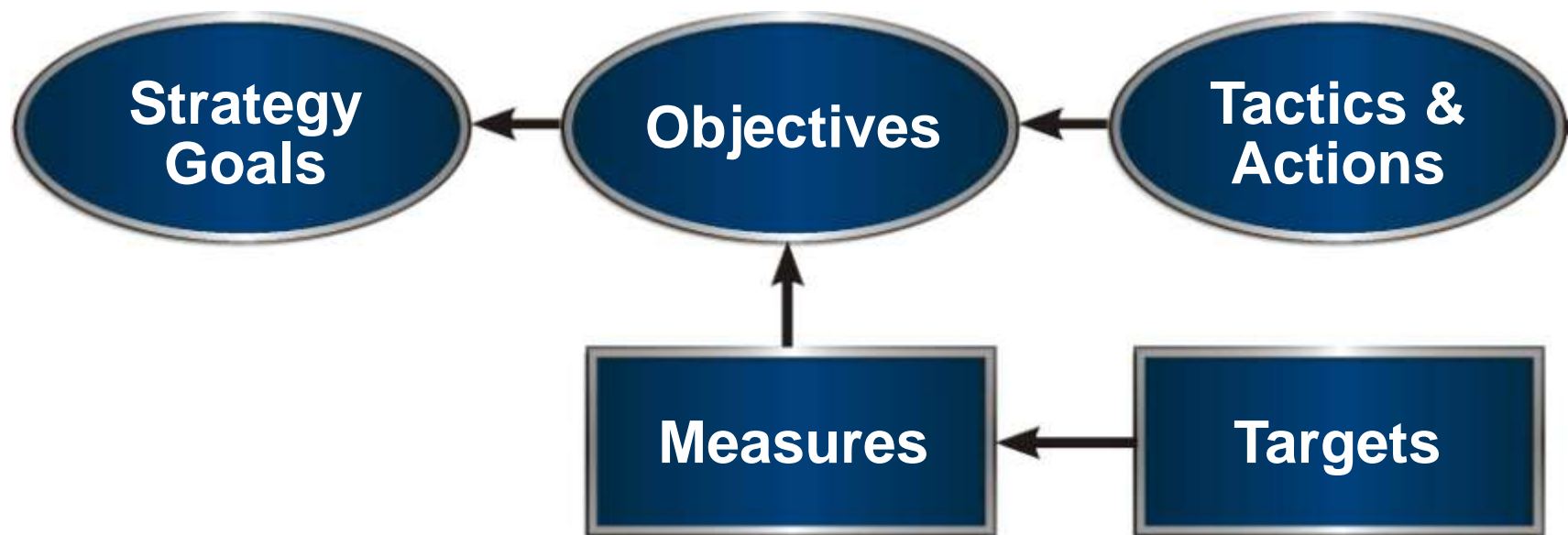
Measurement Framework and Performance Management



CWW Adopted a Measurement Framework Tied to Strategic and Operational Performance Management



Each Strategy Team Developed and Carried Out a Company-Wide Strategy Driven by Measurements



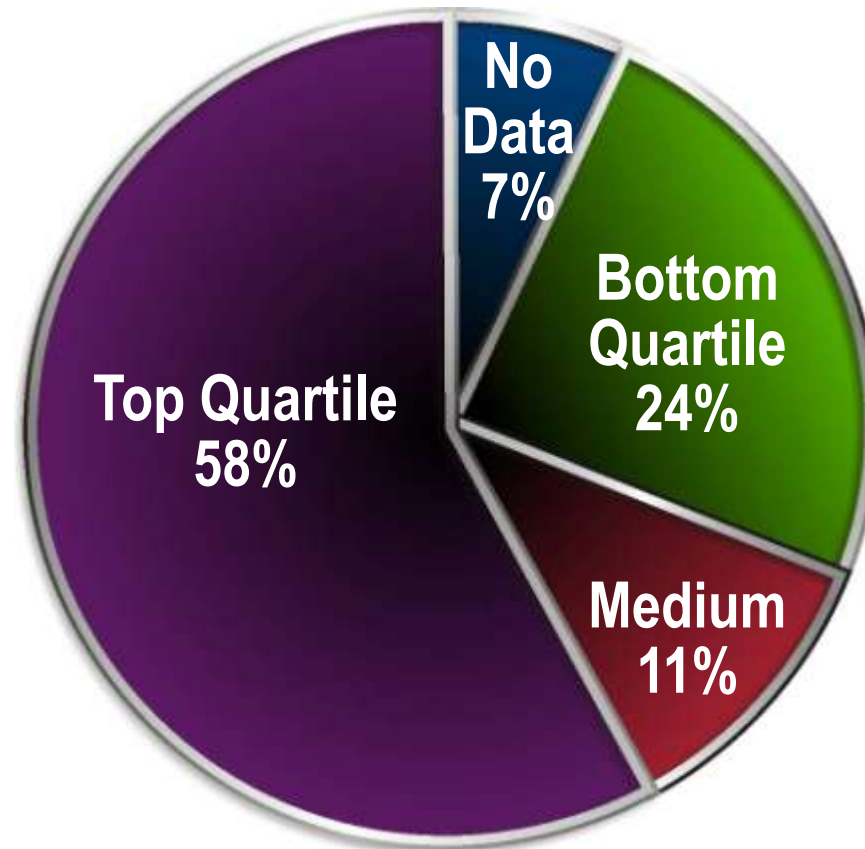
- **Company-Wide Measures (CWW Benchmarks)**
- **Strategy Team Measures (Progress on Tactics)**

Strategy Teams Track Measures and Adjust Implementation by On-Going Review

STRATEGY #1: ENHANCE CUSTOMER SATISFACTION version 18 08		Priority	Start Time	Status Summary		Estimated Effort to Accomplish Tactics or Complete Tactics Underway			Comments
Use effective customer service relationships and approaches to achieve Best in Class		- Low - Medium - High	Date	What	Who	Tasks and Activities (define as needed for each tactic)	Resource (days/dollars)	Who	Team Members: Linda Sanders-Team Leader, William Kent- Co-Team Leader, Sonja Hardimon, Bill Adams, Sam Sears, , Lynn Duff.
Goal 1: Respond to customer requests at the point of contact									
1 Objective 1: Respond to and resolve routine customer requests within established service standards		Complete	Fully Underway	Partly Underway	Future Date (Font Will Be Red)	➔ status change from previous report			
2	Measure 1:		Target 1:		Comments				
3	Customer work order requests completed within established service standards		90% of customer requests completed within established standard time		Tracking routine service request for top 10 most frequent request has been tracked for two months. A spreadsheet of each service order type and percentage has been documented. Team has been unable to receive 4 of the 10 types of service request from Maximo due to vacancy of Maximo expert. Revamping remaining service orders to continue to monitor response time . Also, we will be monitoring Meter Leak request in addition to the existing service request. Responses from Door Hangers referred to response time on meter leaks. We will be tracking in order to determine what is acceptable and the expectations and commitment for this type of service request.				
4	Measure 2:		Target 2:		Comments				
5	Voice Link and Voice Mail Calls returned within established service standards		100% of messages returned within next business day		Team members will also review number of calls returned for both Voice Link and Voice Mail in addition to percentages to determine if any adjusting on target is needed.				
6	Measure 3:		Target 3:		Comments				
7	Customer Experience with C/W/W Telephone System		Customer Wait time in Queue < 2minutes, Abandoned calls <10%		This measuring of the abandoned calls and wait time in Queue is being measured.				
8									
9	Tactic 1: Define each type of routine customer work order request received within C/W/W		High	Target Date: 1/31/05 (Reached Target Date)	Sam,Linda,Sonja				Definition of Routine Work Order Request defined. are: Connect, Disconnect, Final Read, Rereads, Water Taps, Water Stub outs,SewerStoppage,Sewer Tap,Meter Leaks, Plan Reviews. These work orders are prioritized by frequency and are in descending order. (This tactic completed)
10	Tactic 2: Capture data on volume of routine work order customer requests (by type)		High	Target Date: 1/31/05					Created spreadsheet for 10 most frequent customer request based on 12 months of data received from dept. (This tactic completed)
11	Tactic 3: Identify and document service standards and performance results for routine customer service request.		High	Target Date: 1/31/05	Linda/Sam				Review of tracking meter service orders within meter service dept has been addressed and a more concise process for response time and tracking was implemented April 2006. (This tactic completed)
12	Tactic 4: Develop customer service standards for C/W/W, based on benchmarking other utilities recognized as industry service leaders.		High	Target Date: 1/31/05	Linda/Sam				Gathering data from other utilities and researching for industry standard for response time for the 10 work request above. 7 of 10 companies have responded with response time. (This tactic completed)
13	Tactic 5: Evaluate ways to improve tracking of abandoned calls and wait time.		High	Target Date: 1/31/06	Linda/Sonja				Abandoned calls and wait time has been reviewed by monitoring phone reports created on ACCESS. Peak calls were reviewed to suggest changing # of CSR's on phone, lunch hours. Voice Link(answering service) used to answer overflow calls. Team reviewed phone system with CISCO. Present system can track abandoned calls.

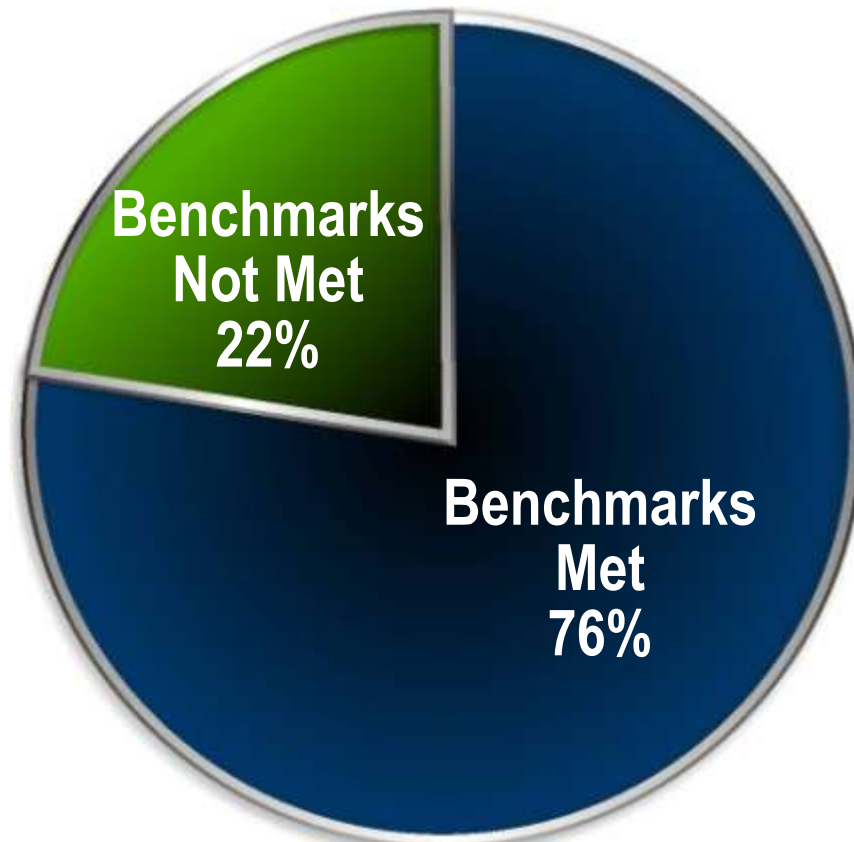
CWW Targets “Top Quartile” Benchmarks from QualServe Performance Indicators

CWW Results as % of Qualserve Performance Indicators



CWW Uses Company-Wide Benchmarks as Basis for Bonus to All Employees

CWW Company Strategic Benchmark Results



**CWW Met or Exceeded 22 Out of 29 Company-Wide
Strategic Benchmarks for 2006-2007 Fiscal Year**

SECTION 4

Example Strategy and Results: Enhance Customer Satisfaction



Example Strategy and Results Shows How Measurement Drives Continuous Improvement

**Strategy Team
Adjusts Tactics &
Refines
Measures/Target**

**Strategy Team
Measures and
Analyzes Results**



**CWW Develops
Strategic Plan:**

- Strategy Goals/
Objectives,
Tactics/Actions
- Initial Measures &
Targets

**Strategy Team
Implements
Tactics/Actions**

Strategy Framework Shows Goals, Objectives and Measures/Targets

- Strategy #: Name
- Strategy Statement:
- Goal:
 - Objective
 - Measure/Target
 - Measure/Target...
 - Tactic (Who, When)
 - Tactic...
- Goal:
 - Objective
 - Measure/Target
 - Tactic (Who, When)...

Example Strategy #1 Statement and Goals: “Enhance Customer Satisfaction”

Strategy Statement: Use effective customer service relationships and approaches to achieve best-in-class

Goal 1: Respond to customer requests at the point of contact

Goal 2: Understand customer and stakeholder perceptions and expectations

Goal 3: Community understands CWW mission

Strategy #1 Implementation Shows Tactics to Meet Goals and Objectives

Goal 1: Respond to customer requests at the point of contact

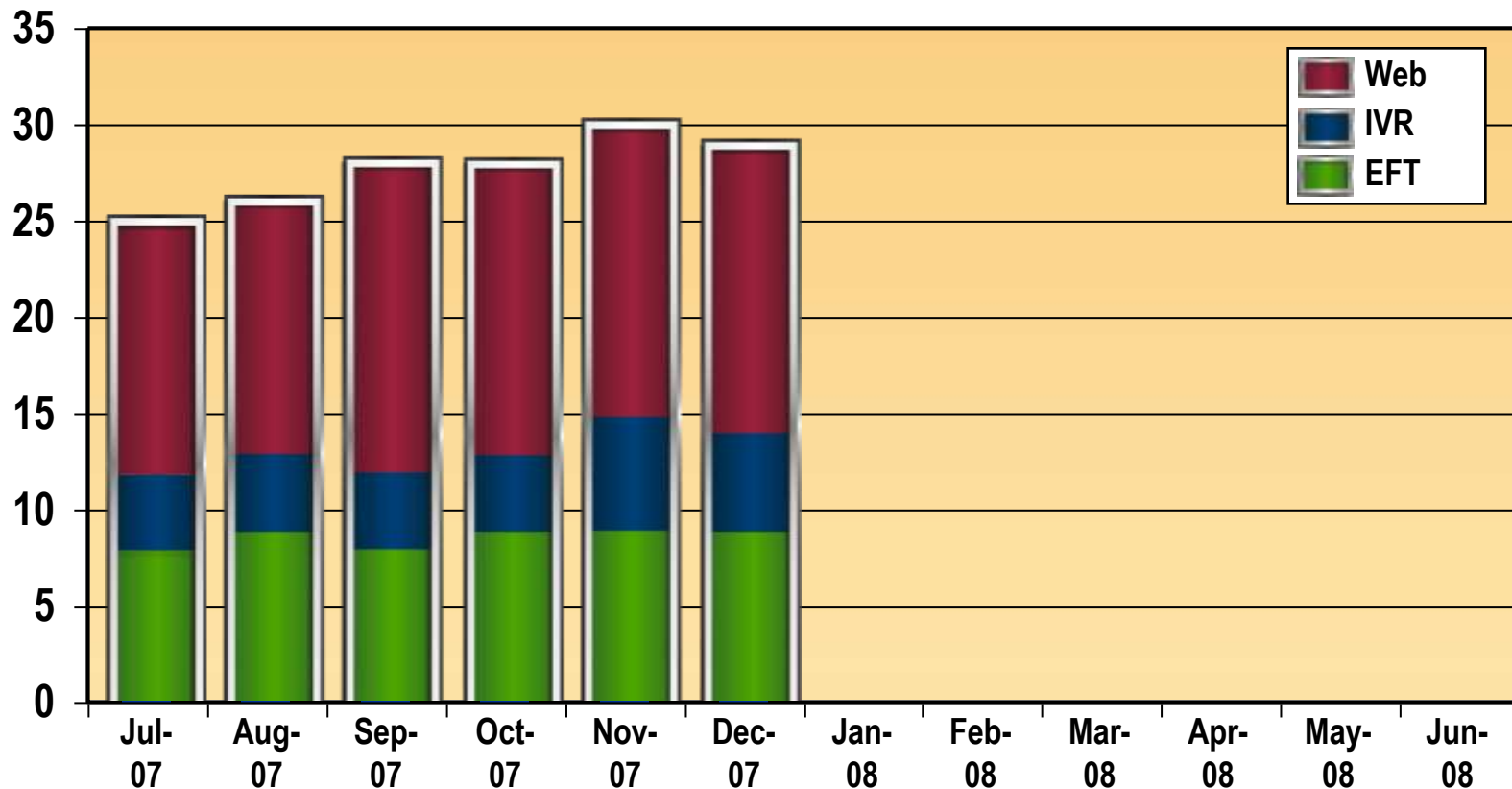
Objective 4: Enhance and strive for maximum utilization of technology based customer service capabilities

Tactics (Examples):

- Evaluate current technology
- Evaluate IVR, Telephone System
- Evaluate CIS, Website, Payment Process
- Advertise available technology to customers

Strategy #1 Measure Shows Improved Technology- Based Customer Service

**Target: To Achieve or Exceed 27% of Customer Payments Electronically
Web, IVR and Electronic Fund Transaction per Fiscal Year**



Additional Strategy #1 Implementation Shows Best-in-Class Practices (Tactics)

Goal 2: Understand customer and stakeholder perceptions and expectations

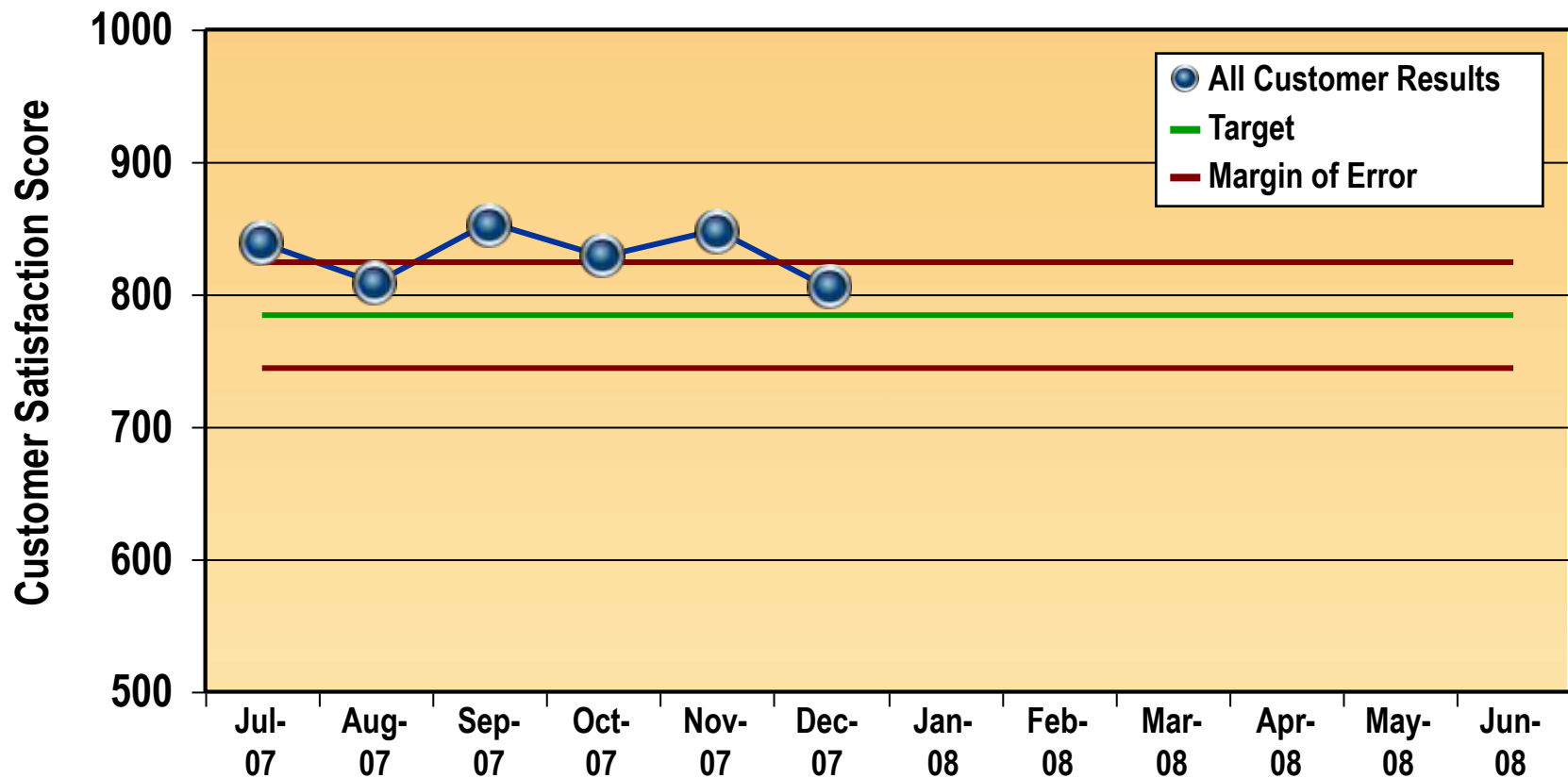
Objective 1: Regularly collect, analyze and act on customer and stakeholder feedback

Tactics (Examples):

- Continuous monthly surveys of customer satisfaction
- Annual stakeholder interviews
- Focus groups with selected customer profiles

Strategy #1 Benchmark Measure Shows Customer Satisfaction Exceeding Target Level

Target: The Average for the Fiscal Year will Meet or Exceed the Customer Satisfaction Target of 785 for all Customers






**SECTION
5**

**Conclusion: CWW
Shows Successful
Practices to
Maintain Effective
Utility Management**



CWW Demonstrates Measurement Drives Continuous Improvement

- 
- Strategic Planning Process (Scan, Plan, Do) Sets the Direction
 - Team-Based Organization Drives Each Strategy's Implementation
 - Best Practices Are Employed By Teams Through Tactics and Actions
 - Measures Are Tracked and Adjustments Made to Achieve Strategy Targets
 - Updating of Strategic Plan Results in Continuous Improvement

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Questions?

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