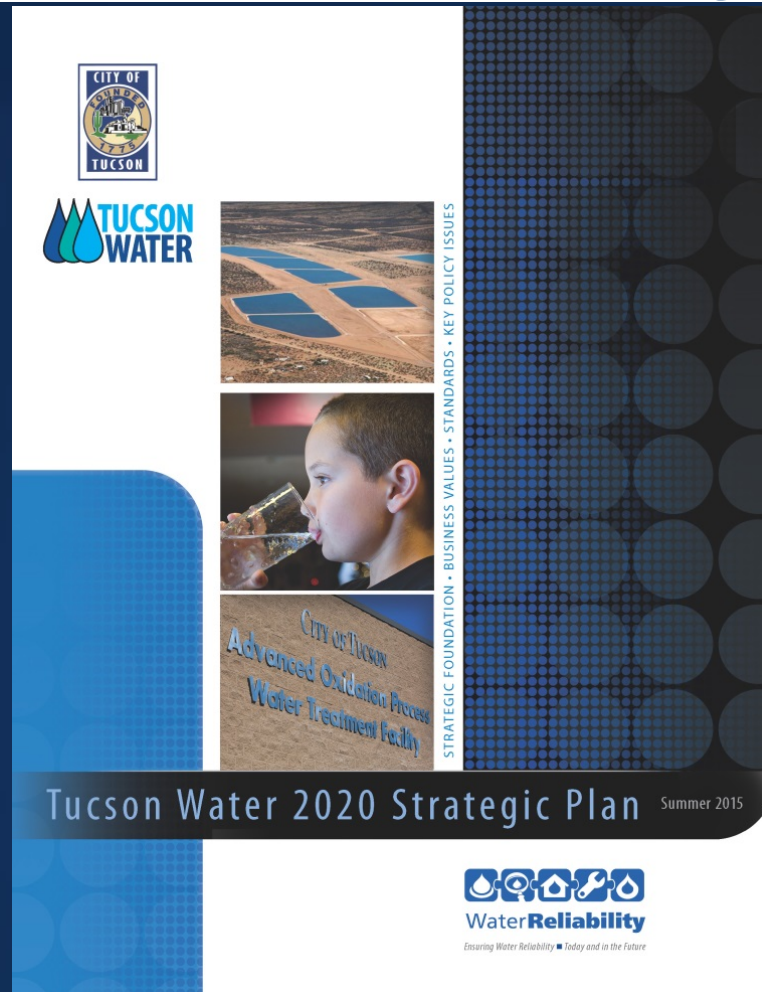


Customer Confidence through Internal Clarity



AMWA
2016

Timothy M. Thomure , P.E., ENV SP
Director, Tucson Water



Navigating the Future

The Benefits of a Strategic Plan

An Administrative Blueprint

- Integrate management, strategic planning and operations
- Provide a process for documenting standards and compliance
- Establish a planning framework using the utility's highest values and standards



AMWA
2016



Navigating the Future

The Benefits of a Strategic Plan

Optimal Utility Operation

- Establish 5-year planning horizon
- Identify key policy issues to be addressed within the planning horizon
- Utilize the Strategic Plan to determine capital and operating budgets
- Provide all employees a blueprint for utility's goals and operation
- Fully address future risk opportunities and investments



AMWA
2016



Navigating the Future

The Benefits of a Strategic Plan

Effective Stakeholder Engagement

- Provide substantive yet accessible information about Tucson Water
- Clearly communicate Tucson Water's roles, motivations, standards and values to the community
- Demonstrate that Tucson Water's mission and goals are consistent with community wide objectives
- Provide a clear and consistent format for describing major policy issues and necessary investments

The collage features two main pieces of communication:

- Water Matters Magazine (March 2015):** The cover has a purple and white color scheme. The headline reads "ARE YOU WATER SMART?". Below it, a quote states: "Tucson Water's reclaimed water system of purple pipes delivers irrigation quality water to approximately ___ customers." A poll shows three options: 200, 400, and 900. The magazine's table of contents includes:
 - Your Utilities: Wastewater & Environmental Services (p. 2-3)
 - Working with Water: Learn about the AOP Facility (p. 4-5)
 - Water Efficiency: Tips (p. 6-7)
 - Water Smart: Quiz & Question (p. 8)
- SmartScape Workshop Flyer:** Titled "Customer Question", it asks: "I want a pretty landscape that doesn't consume too much water. Are there free classes where I can learn about water-smart landscaping for my home?". It promotes year-round free workshops for homeowners through the Pima County SmartScape Program. Attendees learn techniques and practical applications for water-efficient landscaping. Contact information includes ag.arizona.edu/pima/smartscape and phone number (520) 626-5161, extension 120.

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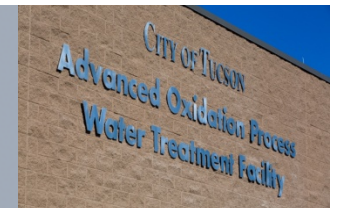
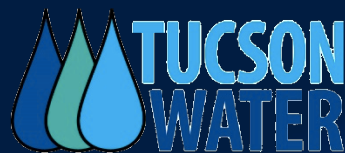
Result

Strategic Plan 2020

Key Components

1. **Strategic Foundation:** Mission and “Behavioral Values”
2. **Business Values:** Utility-wide commitments to reliability, quality, efficiency, sound financial planning, etc.
3. **Standards:** Rules, levels of quality or achievements that are considered optimal or desirable
4. **Key Policy Issues:** Strategic challenges or opportunities that face the utility within the planning horizon

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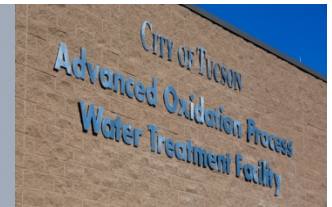


Strategic Plan 2020

Tucson Water's Key Policy Issues Identified

- 1. Improve customer service**
- 2. Improve water infrastructure reliability, maintenance, and efficiency**
- 3. Meet all current and future water quality issues and requirements**
- 4. Support economic development-related water infrastructure needs**
- 5. Strengthen both the water supply sustainability and financial stability of Tucson Water**

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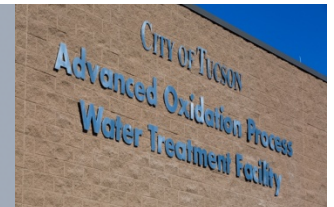


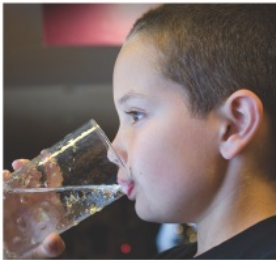
Strategic Plan 2020

Initial Applications

- FY 2016 Operations and Maintenance Budget
- FY 2016 Financial Plan
- Development of Future CIP Budgets
- Website Usability and Design
- Conservation Strategic Work Plan

AMWA
2016





STRATEGIC FOUNDATION • BUSINESS VALUES • STANDARDS • KEY POLICY ISSUES

Tucson Water 2020 Strategic Plan

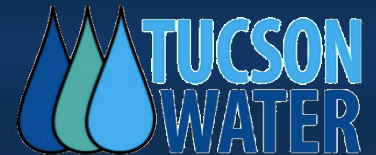
Summer 2015

AMWA 2016



WaterReliability

Ensuring Water Reliability ■ Today and in the Future



Restoring Customer Confidence in Drinking Water



Greater Cincinnati Water Works- Leveraging Multiple Media Outlets to Engage Customers

2016 AMWA Executive Management Conference
Monday, October 17, 2016

Cathy Bernardino Bailey
Director/Greater Cincinnati Water Works

Initiative: Establish Enhanced Lead Program



Given the national issue of lead, reassure our customers that we don't have the same lead problems in Cincinnati, OH

- Be transparent and let customers know we have lead service lines; what we are doing about them
- Let customers know about our treatment practices
- Educate customers; help them understand their water quality
- Establish a program to remove lead service lines
- **Target Stakeholders: Customers and Councilmembers**

Enhanced Lead Program- 2 Tier Solution



Tier 1 Communication and Education

#1 Lead. Mygcww.org

#2 651-LEAD

#3 Social Media

#4 Letters

#5 Speakers Bureau

#6 Pitcher Kits

#7 Faucet Filters

Tier 2 Complete Removal of Lead Service Lines

1. Show them you care

Speaker's Bureau	Attend Community Meetings
Social Media	Key messages posted regularly
Website	Information sheets, Testing results for schools
Additional Actions	Free water testing for lead
Before you attend meetings, know what is important in each neighborhood	
Know information regarding lead service lines in neighborhoods	



Greater Cincinnati Water Works

Published by Stephanni Cohen [?] · February 23 ·

Safe Drinking Water Remains Top Priority for Greater Cincinnati Water Works

Read more in this feature article:

> <http://www.cincinnati.com/.../cincinnati-northern-k.../80605946/>



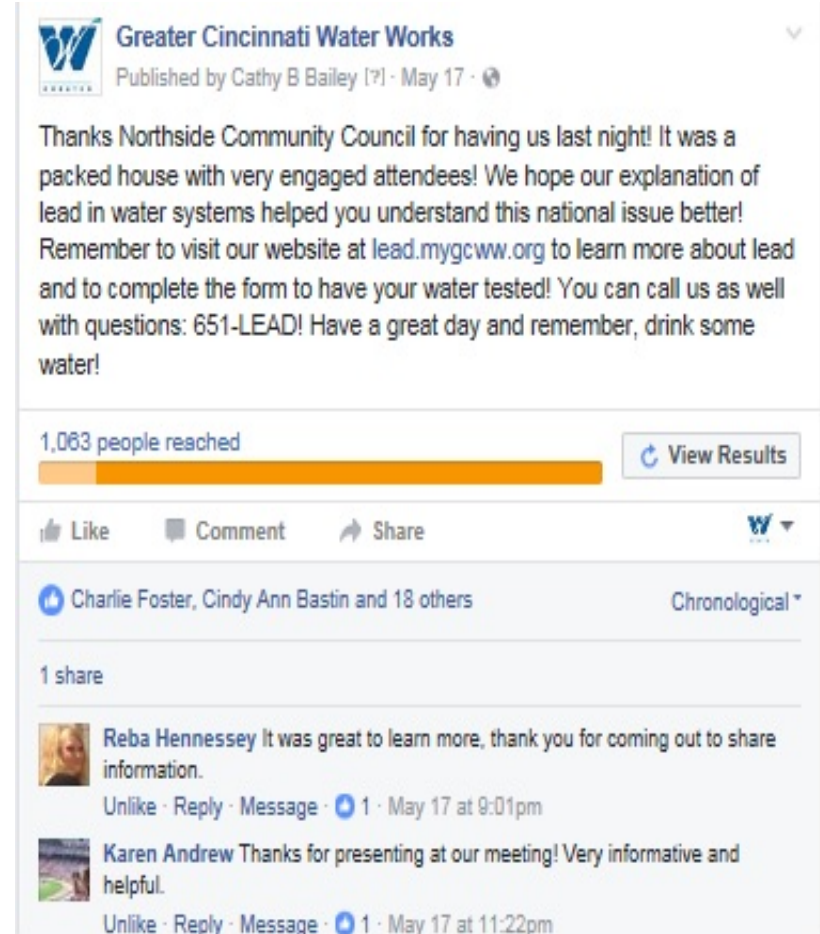
Check: Does your water come through a lead pipe?

As other examples of violations surface more scrutiny is being applied to water systems around the country.

CINCINNATI.COM

2. Constant Updates

Speaker's Bureau	Provide updates from last monthly meeting
Social Media	Share updates and changes <ul style="list-style-type: none"> • Twitter and Facebook-posts before and after meetings; pictures
Website	Information sheets, Testing results for schools
Presentations/updates at City Council Meetings	
Articles in Newspapers; Newsletters (100,000+ customer emails)	



Greater Cincinnati Water Works
Published by Cathy B Bailey [?] · May 17 · 🌐


Thanks Northside Community Council for having us last night! It was a packed house with very engaged attendees! We hope our explanation of lead in water systems helped you understand this national issue better! Remember to visit our website at lead.mycww.org to learn more about lead and to complete the form to have your water tested! You can call us as well with questions: 651-LEAD! Have a great day and remember, drink some water!


1,063 people reached View Results

👍 Like 💬 Comment ➦ Share

👤 Charlie Foster, Cindy Ann Bastin and 18 others Chronological

1 share

 **Reba Hennessey** It was great to learn more, thank you for coming out to share information.
Unlike · Reply · Message · 1 · May 17 at 9:01pm

 **Karen Andrew** Thanks for presenting at our meeting! Very informative and helpful.
Unlike · Reply · Message · 1 · May 17 at 11:22pm

3. Be a Good Listener, Answer Questions



Speaker's Bureau	Listen at the meetings; answer questions right there if you can
Social Media	Respond to customer posts as soon as you can 2-3 employees responding If needed, be bold
Website	Anticipate questions, FAQs
Additional Actions	Council Committee meeting updates; televised
Be careful when you post messages; Be alert; pull messages down if needed	
Boost messages to reach more customers	

Greater Cincinnati Water Works
Published by Cathy B Bailey [?] · June 29 · 🌐

An Important Message to our Customers:

A report was recently released by the National Resources Defense Council (NRDC) analyzing data from the EPA regarding lead in drinking water. The report, What's in Your Water, Flint and Beyond, is making its rounds on TV, the internet and newspapers. Interested in the report? <https://www.nrdc.org/reso.../whats-your-water-flint-and-beyond>

How does this report impact Ohio? Hamilton County? The report found nearly 50 of Ohio's counties, ...
Continue Reading

Lead Information

GCWWLead Awareness GCWW Menu Lead Awareness Check Customer-Owned (Private) Service Check Utility-Owned (Public) Service Regulations Service Line Ownership Login to Manage Your Account (ECAM) About GCWW & Your Water Water Sources & Protection Water Treatment Water Quality Reports Water & Your Health...

CINCINNATI-OH.GOV

45,364 people reached View Results

Like Comment Share

Liz Smith-Huxell, Alicia Hawkins and 292 others Chronological

228 shares

View 19 more comments

Julia Garrick Marc Rabideau
Like · Reply · Message · July 4 at 8:10am

Vicki Bucher Would like to know the name of the small company in Hamilton County that has the violation
Like · Reply · Message · July 4 at 2:07pm

Greater Cincinnati Water Works From the article and the included interactive map, it appears to be Twin Rivers Rural Water Corporation. It appears to be a technical violation.
Like · Reply · Commented on by Cathy B Bailey [?] · July 4 at 4:41pm

4. Under Promise, Over Deliver



Speaker's Bureau	Anticipate what they want to see or hear next; Neighborhood stats Maps of lead service lines School data Brochures Newsletters
Social Media	Testing for residents, then testing/partnerships with schools, daycares Shared school info. online
Website	FAQs, school results, new map
Additional Actions	Council Committee meetings; know their pet projects, city facilities data

Greater Cincinnati Water Works

Published by Cathy B Bailey [?] · July 7 · 🌐

We are on the move helping our customers understand the water quality within their homes/businesses.

Boxes, yes we have boxes. What's in the boxes you ask?

Sample kits for customers to collect water samples. We'll analyze their water and help them understand next steps regarding lead in water systems. Whatever the result, we will explain it and guide customers through the next steps. NOTE: Sampling the water is not the fix and final outcome, removing the lead service... [See More](#)

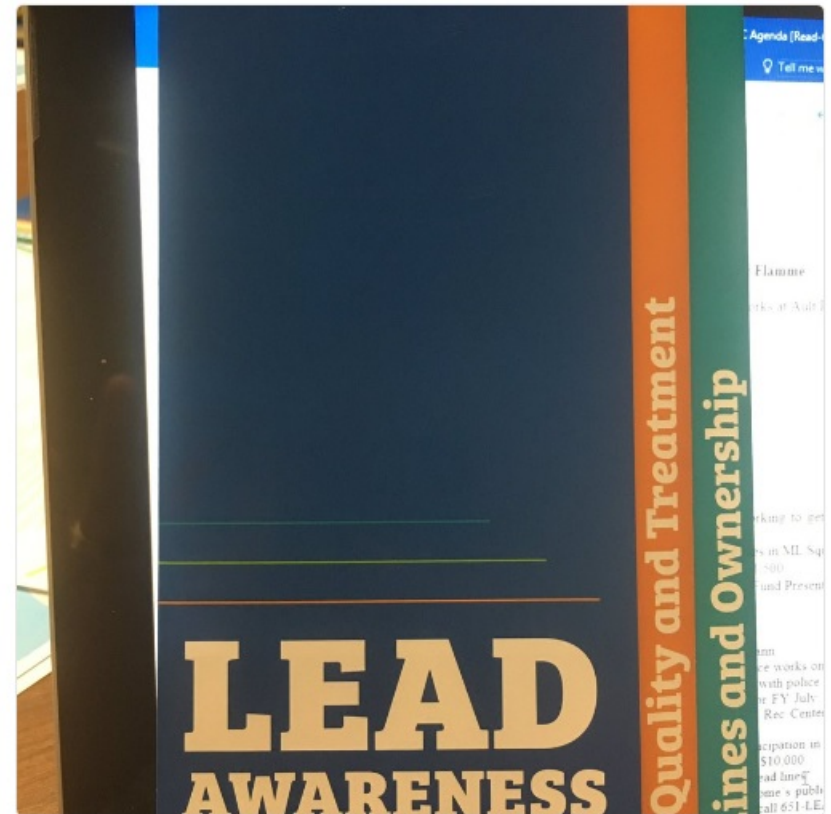


1,177 people reached
Boost Post

5. Reporting-Data, data, data

Speaker's Bureau	Newsletters Informational sheets; stats
Social Media	Tweets and Posts about reports, presentations, newsletters, updates
Website	FAQs, school results, reports, updates
Additional Actions	Council updates; comparisons and progress, media updates

 Chuck Mingo and 25 others follow
 **Anne Sesler** @asesler · Jun 20
 @CincinnatiWater will send you a Lead Test Kit to find out if your home has lead pipes call 651-LEAD



Lessons Learned-Simple Practices

Easy to say, Time consuming to do



- Know your audience
 - Notice how your customers communicate
 - Notice what is important to Councilmembers
 - Social Media posts-sharing, attending, recognizing?
- Get to know some of your ‘frequent flyers’
 - Always commenting on your page, other city pages, articles
 - Know the leaders within neighborhoods
 - Chairpersons, restaurant owners, advocates, who is running for office, etc.
 - Know and engage businesses

Outcome: Continued Trust and Confidence, Lead Program Approved!



- Continued Trust from Customers!
 - Customers answering other customer's questions
- Lead Program-Approved October 12, 2016
- 15 Year Lead Service Line Replacement Program
 - GCWW will remove the complete service line, public portion and private portion with water revenue
 - A property assessment will occur for the reimbursement of the private portion
 - GCWW will establish a low-income assistance program to help those customers who qualify with repayment for their private portion
 - Multi-year rate increase to support this (5 years)
 - Many small initiatives under this program
- Multi-year rates increases + new Capital Program

QUESTIONS?

Cathy Bernardino Bailey

Cathy.bailey@gcww.cincinnati-oh.gov

Social Media/Website	Handle/Name
Facebook	Greater Cincinnati Water Works
Facebook-Director	Cathy B. Bailey
Twitter	@CincinnatiWater
Twitter-Director	@1stLadyofWater
Lead Website	Lead.myGCWW.org