

2016-2020
STRATEGIC PLAN

Cobb County-Marietta Water Authority

Adopted March 21, 2016



CONTENTS

Letter from General Manager

Strategic Plan Development
Process

Strategic Plan Overview

Core Purpose and Values

Strategic Initiatives

Implementation Schedule

Implementation Teams

LETTER FROM GENERAL MANAGER

The Cobb County-Marietta Water Authority has a proud history and a bright future. We are fortunate that our predecessors took the long view from the very creation of the Authority. They looked ahead into the future and planned for the region's long-term water needs, and we continue to strive to provide a sustainable system of water resources, treatment facilities and transmission lines for today and tomorrow.



Building on the first Strategic Plan approved by the Authority in 2009, this new Strategic Plan is also about looking to the future. We are proud of our role in our community, and we clearly understand the importance of a reliable water supply for life, health, public safety and economic vitality. This plan will guide our direction over the next five years and provide the framework for our actions by clearly articulating our core purpose and values.

Three groups of people provided input to this plan. I am pleased that most of our very talented staff made significant contributions by sharing their observations of our strengths, weaknesses, opportunities and threats. Through group discussions and online surveys, we asked for staff's thoughts, and they candidly shared. The areas they identified for improvement are in the plan as important initiatives.

Our Board also provided valuable input that is reflected here. Their concerns and priorities have been woven into the fabric of the plan. Finally, our wholesale customers gave candid feedback on questions about our level of service, their expectations, and how we can better work together to meet the end user's needs, both now and in the future. This input is also reflected in the following initiatives.

The future is bright, but it will be full of change and challenges. Battles over water rights will continue for the foreseeable future. Threats to our water quality--both natural and manmade--are real and deserve our attention to mitigate and control. Variability in weather patterns, including drought, and uncertainty about future water demands from our customers add to the mix. And one of our greatest challenges will be to ensure that the depth of knowledge and commitment within our workforce can be sustained as we face a wave of retirements in the near future.

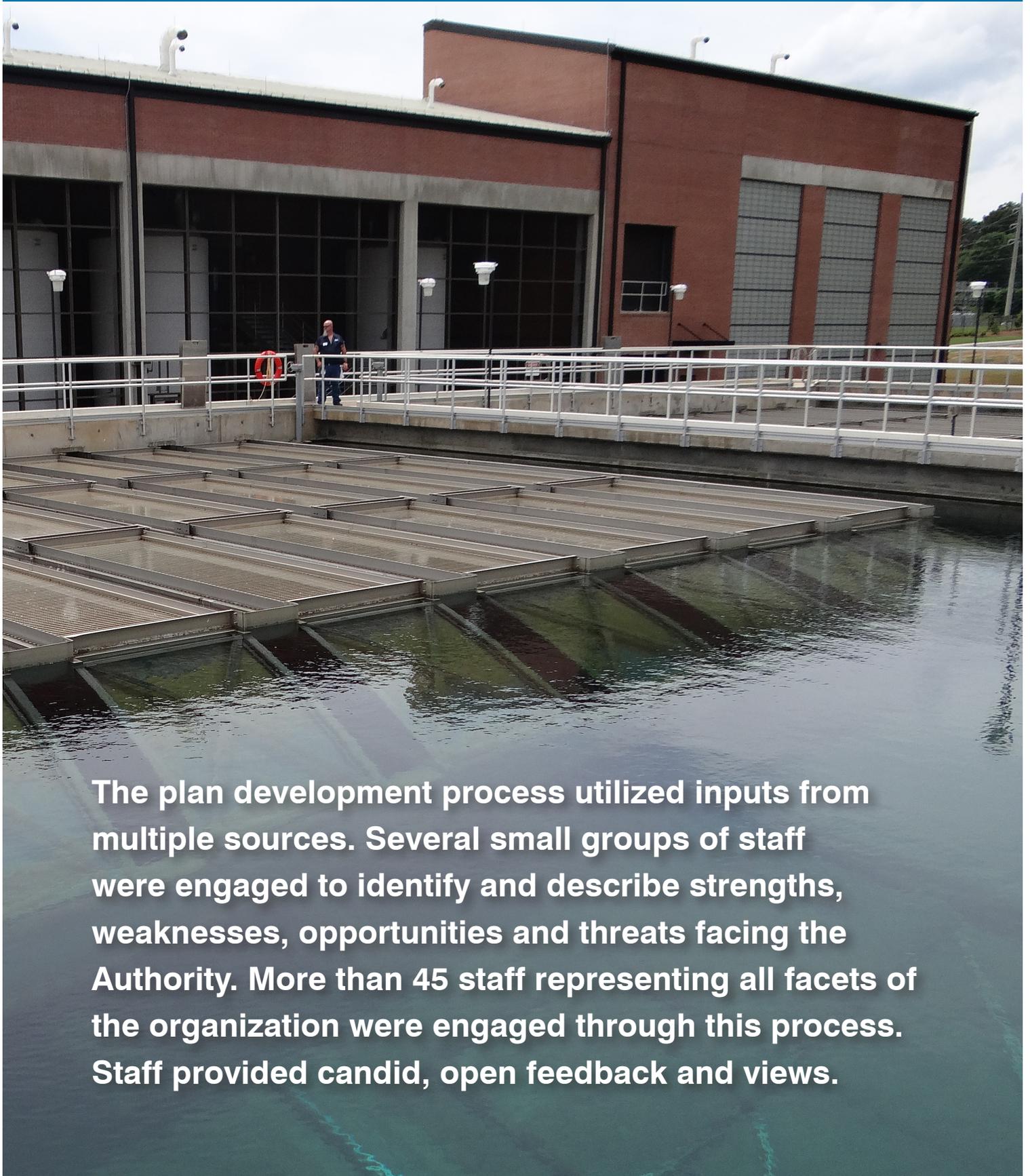
Navigating the future requires a plan, and we believe that this plan addresses our challenges proactively in the nine distinct areas outlined in this document. In some ways, developing the plan is the easy part. Executing the plan will require ongoing focus and commitment. Implementation of these strategic initiatives will require the engagement of staff at all levels, and will help us succeed and reach 2020 as a stronger organization.

Respectfully,

A handwritten signature in black ink, appearing to read "G. M. Page". The signature is fluid and cursive, written over a white rectangular background.

Glenn M. Page, P.E.
General Manager

STRATEGIC PLAN DEVELOPMENT PROCESS



The plan development process utilized inputs from multiple sources. Several small groups of staff were engaged to identify and describe strengths, weaknesses, opportunities and threats facing the Authority. More than 45 staff representing all facets of the organization were engaged through this process. Staff provided candid, open feedback and views.

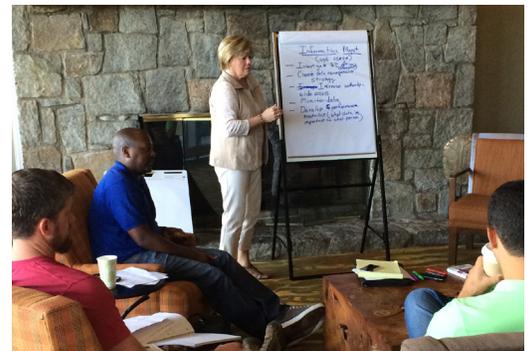
STRATEGIC PLAN DEVELOPMENT PROCESS

Another communication channel and input source that was utilized was an online survey using the Gallup 12® questions. There were 88 respondents to this survey that measured employee engagement. The responses were separated into three labor categories – Operations and Maintenance, Technical and Support, and Supervisors. Supervisors had the highest satisfaction and engagement, followed by Technical and Support with Operations and Maintenance staff displaying the lowest satisfaction and engagement.

Authority Board members were interviewed to understand their perspectives on the strengths, weaknesses, opportunities and threats facing the Authority. Board members were also asked about the most pressing issues facing the Authority. Wholesale customers were contacted via phone to get their views on the level of customer service provided by the Authority.

A Planning Team was formed that included 13 mostly senior staff representing the entire organization. This group participated in a facilitated and collaborative process. The book entitled The Advantage, by Patrick Lencioni, was used as a resource in the process of identifying the Authority's core purpose and values. A series of workshops and an off-site retreat were used to develop the content of this plan.

The Planning Team carefully considered input received from staff, the Board, and customers; this input is directly reflected in this plan.



Strategic Planning Team

Cole Blackwell	Becky Mixon
Stan Brinkley	Karen Osborne
Shelia Buckner	Glenn Page
Lonnie Gilmore	Janice Shiffler
George Kaffezakis	Brandon Smith
Bob Kenyon	Terry Wilson
John Lamica	



Core Purpose and Values

Core Purpose

To provide sustainable and reliable drinking water that supports public health, public safety and the economic vitality of the region.

Core Values

Behavioral traits that are inherent in an organization

SERVICE

Preserving the trust of customers and stakeholders by exceeding their expectations

STEWARDSHIP

Responsible and sustainable management of resources and assets

PROFESSIONALISM

Exhibiting high standards in personal conduct with a commitment to quality

Permission-to-Play Values

The minimum behavioral standards that is required in an organization

INTEGRITY

Acting honestly and consistently

TRUST

Confidence that employees will do the right thing, while safeguarding the confidence that others have in us

TECHNICAL EXCELLENCE

Acquiring, developing and maintaining expertise needed to support our purpose

Aspirational Values

The qualities that an organization is aspiring to adopt

SAFETY CULTURE

Protecting our employees and the public through an ingrained mindset of safety

TRANSPARENCY

Open and clear decision making process; information is easily available and readily shared

INNOVATION

Translating new technology, ideas, business processes and systems to improve our services and work environment

STRATEGIC PLAN OVERVIEW

Strategic Initiatives

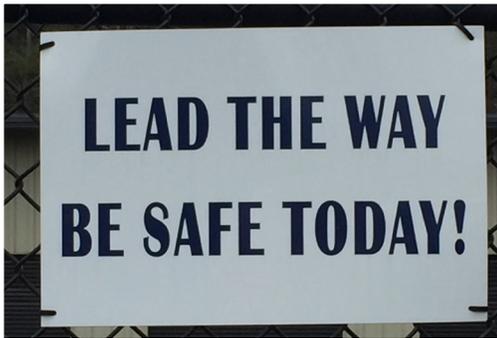
Strategic initiatives are the focus areas of the plan – areas that we will devote time and energy to improve over the next 5 years. These areas have been identified as listed below. Each strategic initiative is followed by a list of the primary CCMWA values it supports.



- **Safety Culture** – elevate the Safety Program to create a safety culture to protect our employees and the public
Aspirational Value: Safety Culture
- **Water Quality** – consistently deliver high quality water to our customers
Core Values: Service, Stewardship
Permission-to-Play Value: Technical Excellence
Aspirational Value: Innovation
- **Workforce Development** – attract, develop and retain top talent
Core Value: Professionalism
Permission-to-Play Values: Integrity, Technical Excellence
Aspirational Value: Innovation
- **Financial Strength** – preserve a strong financial profile
Core Value: Stewardship
Permission-to-Play Value: Trust
- **Preparedness/Security** – improve the security of facilities and personnel, and increase resiliency
Core Values: Service, Stewardship
Permission-to-Play Value: Trust
Aspirational Value: Safety Culture
- **Infrastructure Sustainability** – acquire and proactively maintain our infrastructure to minimize life cycle costs and maximize reliability
Core Values: Service, Stewardship
Permission-to-Play Value: Trust
Aspirational Values: Transparency, Innovation
- **Communication Enhancements** – promote clear, open communication within our organization and to external stakeholders
Core Values: Service, Professionalism
Permission-to-Play Values: Integrity, Trust
Aspirational Value: Transparency
- **Information Management** – collect and manage information to make sound, long-term decisions
Core Value: Stewardship
Permission-to-Play Values: Technical Excellence
Aspirational Value: Innovation, Transparency
- **Water Resources** – secure and preserve water sources that will serve the region into the future
Core Value: Stewardship
Permission-to-Play Value: Trust



Safety Culture



Key Performance Indicators

1. Employee Injury Severity Rate, hrs/100 employees
2. Employee Completion of Required Safety Training, %

Implementation Team Leader

Mike Chaco, Maintenance Technician I

Elevate the Safety Program to create a safety culture to protect our employees and the public.



Goals

S1
Ensure continuous improvement of the Safety Program.

S2
Make safety an integral part of all work activities

S3
Develop a fully trained, educated, and safety aware workforce

Actions

- A. Adopt and publish a Safety Manual.
 - B. Create and reinforce safety plans that clarify training, procedures, responsibilities, PPE, etc. for every job classification.
 - C. Review, update and revise the Safety Manual.
-
- A. Execute all required safety training.
 - B. Hold managers accountable for supporting and enforcing safety practices.
 - C. Improve housekeeping at work centers and job sites.
 - D. Improve incident review and reporting process (lessons learned).
 - E. Add a safety minute to every appropriate meeting.
 - F. Investigate and consider a driving app for cell phones.
-
- A. Establish/enforce safety training tracking.
 - B. Create a safety training schedule for existing and new hires.
 - C. Perform Safety Audits.



Water Quality



Key Performance Indicators

1. Meet all Treatment and Delivery Goals and Regulatory Standards, %
2. Aesthetic Complaint Rate (taste, odor, etc.), #/mo

Implementation Team Leader

Karen Osborne, Laboratory Division Manager

Consistently
deliver high
quality water to
our customers.



Goals

WQ1
Meet or Exceed
Regulatory
Requirements

WQ2
Meet or Exceed
Stakeholder
Expectations

Actions

- A. Conduct workshops of treatment plant incidents where water quality was actually impaired or was in jeopardy as a training exercise for O&M staff.
- B. Institute a SOP for incident review that emphasizes sharing information with all staff.
- C. Anticipate and plan for regulatory changes and maintain a knowledge base of anticipated changes.

- A. Establish customer level of service expectations.
- B. Monitor finished water for more aesthetic parameters.
- C. Increase raw water (river) monitoring and communicate with upstream dischargers.



WORKFORCE DEVELOPMENT



Key Performance Indicators

1. Voluntary Non-Retirement Turnover, %
2. Training Hours per Employee by Classification
3. Performance Plans Aligned with Strategic Plan, %
4. Leadership Training Time for Supervisors, Hours

Implementation Team Leader

Sheila Buckner, Human Resources Associate

Attract, develop
and retain top
talent.



Goals

Actions

WD1
Develop a highly competent, committed and supported workforce

- A. Clarify and align training to organizational needs.
B. Create and implement an effective succession process.
C. Create and implement a change-oriented performance management system.
D. Improve Supervisor effectiveness.
E. Enhance/develop the talent pipeline.
F. Evaluate and update total compensation package.

WD2
Improve employee engagement and morale

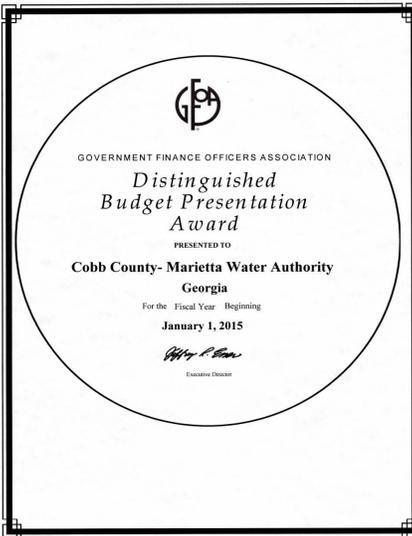
- A. Create and align career pathways and training programs to organizational needs.
B. Improve the on-boarding process.
C. Improve employee wellness.
D. Hold employees accountable for performance to support organizational goals.
E. Consistently apply Employee Handbook and Policies.
F. Implement an employee input and response process.
G. Conduct Employee Survey biannually.
H. Improve Supervisor effectiveness.

WD3
Improve workforce diversity

- A. Partner with professional societies, colleges and trade schools to expand and diversify the talent pool.
B. Promote and highlight existing diversity.
C. Explore opportunities to make positions more attractive to a diverse workforce.



FINANCIAL STRENGTH



Key Performance Indicators

1. Bond Rating
2. Liquidity, \$
3. Debt Service Ratio
4. Pay-Go/Debt Ratio
5. O&M Cost, \$/MG

Implementation Team Leader

Cole Blackwell, Director of Finance

Preserve
a strong
financial
profile.



Goals

Actions

F1

Maintain Sustainable Rate Structure

- A. Conduct a rate study and evaluate sustainability.
- B. Evaluate, monitor, report on and control O&M expenses.
- C. Maintain a 30 year outlook/plan for capital improvements with engineering and operations buy-in.
- D. Evaluate pension sustainability.
- E. Maintain adequate insurance coverage.
- F. Adequately fund asset renewal and replacement (AR&R) via appropriately assigned useful lives.

F2

Preserve High Bond Rating and a Strategic Level of Bonding Capacity

- A. Perform an annual review utilizing rating agency criteria.
- B. Review and maintain financial policies annually.
- C. Focus new debt issuance on multi-generational capital projects.
- D. Establish a list of potential CIP projects to respond to threats and estimate their costs.
- E. Stagger CIP projections with existing debt maturities where possible.
- F. Maintain adequate liquidity.
- G. Maintain and utilize a conservative investment policy.
- H. Utilize debt appropriately and within policy.

F3

Enhance financial capability within the Authority

- A. Enhance the financial model to be more user friendly and train additional users outside the finance department.
- B. Review and update the model twice a year (during budget development and after fiscal year close).
- C. Use the model to test various risk scenarios.
- D. Train and maintain at least three staff with extensive and comprehensive knowledge of CCMWA finances and accounting practices.

F4

Ensure that budgets reflect organizational values

- A. Increase employee involvement in the budget development process.
- B. Clarify budget goals and objectives to link to organizational values.



Preparedness/Security



Key Performance Indicators

1. Preparedness Training, hours
2. Incident Reviews, % of Actual Incidents Reviewed
3. Number of Exercises
4. Number of Employees Involved in Field or Tabletop Exercises

Implementation Team Leader

Chris Jones, Security and Safety Coordinator

Improve the security of facilities and personnel, and increase resiliency.



Goals

P1 **Maintain continuity of service**

P2 **Protect personnel**

P3 **Ensure business viability**

Actions

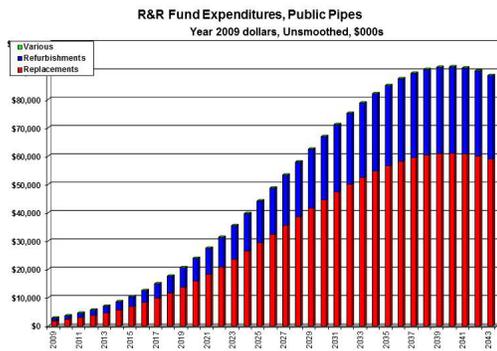
- A. Prepare scenarios that address various alternative threats to maintaining service.
- B. Implement tabletop and field exercises to respond to the scenarios.
- C. Develop and implement security measures to protect electronic systems.
- D. Train staff to be aware of threats and vulnerabilities.
- E. Annually review the Emergency Response Plans with staff and update.
- F. Maintain communication channels with emergency services.
- G. Review the 2015 Vulnerability Report and identify mitigation actions.
- H. Increase SCADA security.

- A. Train staff to be aware of threats and vulnerabilities.
- B. Update, publish and train staff on security procedures.

- A. Annually review the Business Continuity Plan with staff and update.
- B. Annually test and update SOPs.



INFRASTRUCTURE SUSTAINABILITY



Key Performance Indicators

1. System Renewal/Replacement Rate, %
2. Planned Maintenance Ratio
3. Line Breaks, #/100 miles
4. Water System Integrity

Implementation Team Leaders

Tom Ginn, Engineer V
Steve Williams, Asset Manager

Acquire and proactively maintain our infrastructure to minimize life cycle costs and maximize reliability.



Goals

I1
Maintain a sustainable capital infrastructure program

I2
Implement a condition-based O&M program

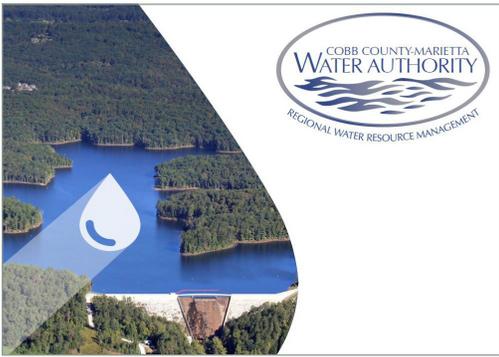
Actions

- A. Strengthen the use of asset management principles in the execution of the capital program.
- B. Develop a long-term Asset Renewal and Replacement (AR&R) Plan.
- C. Develop a Facilities Management Plan.
- D. Initiate development of a Smart Water grid
- E. Increase engagement of O&M staff in the planning, design and construction process.

- A. Expand the use of condition assessment technologies to optimize maintenance practices.
- B. Optimize maintenance programs to increase reliability and reduce life cycle costs.



COMMUNICATION ENHANCEMENTS



Promote clear, open communication within our organization and to external stakeholders.

Key Performance Indicators

1. Points of Formalized Interaction between Administration and Staff, #
2. Staff Engagement Survey
3. Number of People Touched by Outreach Efforts
4. Number of Direct Wholesale Customer Contacts

Implementation Team Leaders

Janice Shiffler, Communications Specialist
Becky Mixon, Executive Assistant to the General Manager



GOALS

C1
Enhance communication with employees

C2
Improve the public's understanding of the value of water

C3
Maintain positive communications with customers

C4
Make information easily available and readily shared

ACTIONS

- A. Create an employee portal to share information.
- B. Create/clarify communications channels and protocols.
- C. Improve communication with shift workers.
- D. Share employee and organizational accomplishments internally.
- E. Evaluate and update the newsletter.

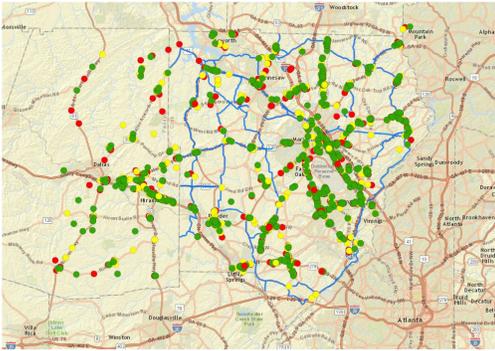
- A. Share accomplishments externally.
- B. Continue and expand the waterSmart education program.
- C. Implement more customer tour opportunities.
- D. Participate in career days with the "value of water" message.
- E. Create and implement a presentation schedule for key organizations and groups.

- A. Partner with customers in public outreach.
- B. Prepare and distribute a quarterly summary on water quality and projects.

- A. Develop and execute a comprehensive Communications Plan (this includes internal, external, crisis communications, and website redesign).
- B. Evaluate providing access to historical usage and other information via the website.
- C. Develop additional public information for distribution.



INFORMATION MANAGEMENT



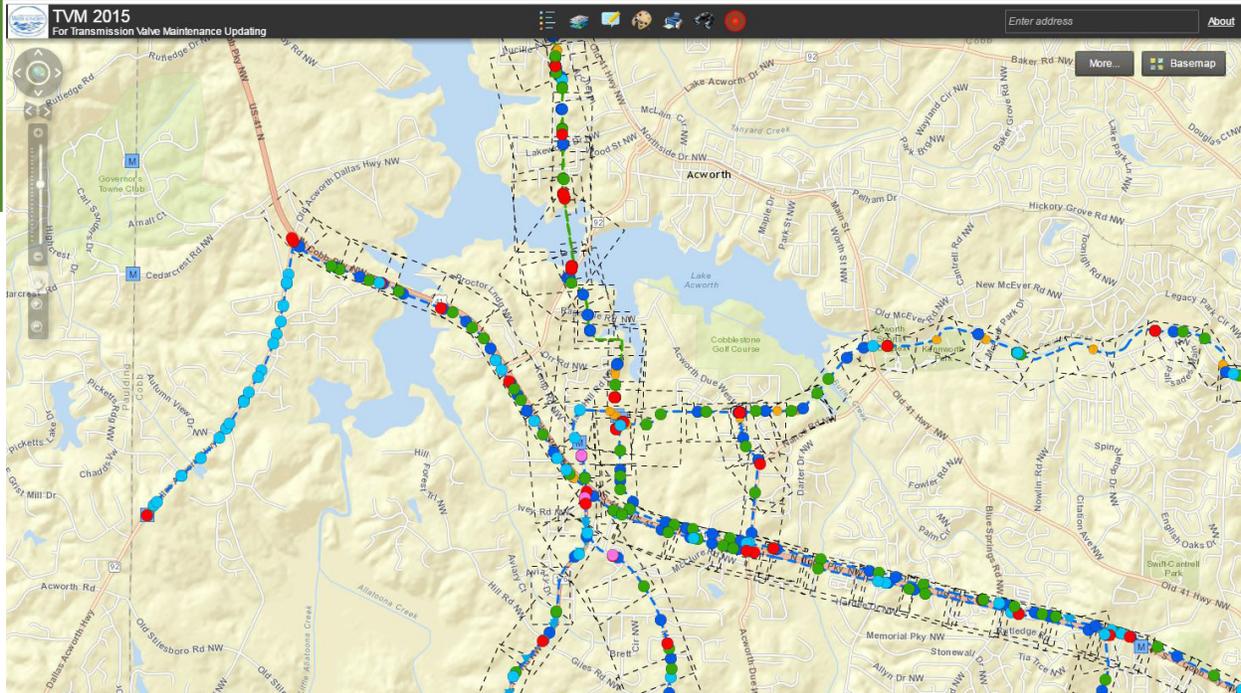
Key Performance Indicators

1. To be determined during implementation.

Implementation Team Leader

George Kaffezakis, Director of Engineering

Collect and manage information to make sound, long-term decisions.



Goals

IM1

Make data-driven decisions

IM2

Create consistent document and data management strategies

Actions

- A. Identify the critical decisions and the related data required to make them.
 - B. Evaluate existing systems to confirm data is collected in ways to facilitate decision making.
 - C. Investigate Business Intelligence solutions to facilitate data analysis and decision making.
-
- A. Create data management strategy including structure, integration, IT Master Plan, etc.
 - B. Develop document management framework.
 - C. Increase Authority-wide access to data.
 - D. Institute data analysis teams using specific tools to convert data into information useful for decision making.



Water Resources



Key Performance Indicators

1. Ratio of Supply to Peak Demand
2. Drought Reliability

Implementation Team Leader

Glenn Page, General Manager

Secure and
preserve
water sources
that will serve
the region into
the future.



Goals

WR1

Ensure availability of 72 million gallons per day from Allatoona Lake

(critical yield from storage account to meet permitted withdrawal limits)

WR2

Ensure availability of 87 million gallons per day from the Chattahoochee River

WR3

Prepare for extreme drought conditions

WR4

Work with wholesale customers in conservation efforts to ensure long-term sustainability with available resources

Actions

- A. Conversion of 1963 Water Supply Contract with 50-year term to “permanent” status, including extension of all easements for 50 additional years.
 - B. Negotiate or litigate with the U.S. Army Corps of Engineers (USACE) for full inclusion of releases from Hickory Log Creek Reservoir to be considered as inflows into CCMWA’s storage account at Allatoona.
 - C. Work with others to convince USACE to approve a policy that recognizes return flows as inflows into a contract holder’s storage account.
-
- A. Work with the Metropolitan North Georgia Water Planning District and the State of Georgia in long-term water supply and water conservation planning.
 - B. Work with the Atlanta Regional Commission and the State of Georgia in defending Georgia’s rights to Chattahoochee River water before the U.S. Supreme Court.
-
- A. Create a new drought management plan that is consistent with implementation of the Georgia Department of Natural Resources’ Drought Management Plan.
 - B. Perform scenario planning exercises for various drought conditions.
-
- A. Ensure CCMWA’s conservation planning complements that of wholesale customers, and complies with all measures required by the Metropolitan North Georgia Water Planning District.

CCMWA Strategic Plan Implementation Schedule

Strategic Goals		Strategic Actions		2016	2017	2018	2019	2020
Safety Culture (S)	S1 Ensure continuous improvement of the Safety Program	S1.A Adopt and publish Safety Manual.						
		S1.B Create and reinforce safety plans that clarify training, procedures, responsibilities, PPE, etc. for every job classification.						
		S1.C Review, update and revise the Safety Manual.						
	S2 Make safety an integral part of all work activities	S2.A Execute all required safety training.						
		S2.B Hold managers accountable for supporting and enforcing safety practices.						
		S2.C Improve housekeeping at work centers and job sites.						
		S2.D Improve incident review and reporting process (lessons learned).						
		S2.E Add a safety minute to every appropriate meeting.						
		S2.F Investigate and consider a driving app for cell phones.						
	S3 Develop a fully trained, educated, and safety aware workforce	S3.A Establish/enforce tracking of safety training.						
S3.B Create safety training schedule for existing and new hires.								
S3.C Perform Safety Audits.								
Water Quality (WQ)	WQ1 Meet or Exceed Regulatory Requirements	WQ1.A Conduct workshops of treatment plant incidents where water quality was actually impaired or was in jeopardy as a training exercise for O&M staff.						
		WQ1.B Institute a SOP for incident review that emphasizes sharing information with all staff.						
		WQ1.C Anticipate and plan for regulatory changes and maintain a knowledge base of anticipated changes.						
	WQ2 Meet or Exceed Stakeholder Expectations	WQ2.A Establish customer level of service expectations.						
		WQ2.B Monitor finished water for more aesthetic parameters.						
		WQ2.C Increase raw water (river) monitoring and communicate with upstream dischargers.						
Workforce Development (WD)	WD1 Develop a highly competent, committed and supported workforce	WD1.A Clarify and align training to organizational needs.						
		WD1.B Create and implement an effective succession process.						
		WD1.C Create and implement a change-oriented performance management system.						
		WD1.D Improve Supervisor effectiveness.						
		WD1.E Enhance/develop the talent pipeline.						
		WD1.F Evaluate and update total compensation package.						
	WD2 Improve employee engagement and morale	WD2.A Create and align career pathways and training programs to organizational needs.						
		WD2.B Improve the on-boarding process.						
		WD2.C Improve employee wellness.						
		WD2.D Hold employees accountable for performance to support organizational goals.						
		WD2.E Consistently apply Employee Handbook and Policies.						
		WD2.F Implement an employee input and response process.						
		WD2.G Conduct Employee Survey biannually.						
		WD2.H Improve Supervisor effectiveness.						
	WD3 Improve workforce diversity	WD3.A Partner with professional societies, colleges and trade schools to expand and diversify the talent pool.						
WD3.B Promote and highlight existing diversity.								
WD3.C Explore opportunities to make positions more attractive to a diverse workforce.								

■ Create, develop, evaluate, enhance
 ■ Continuous improvement, on-going implementation

	Strategic Goals	Strategic Actions	2016	2017	2018	2019	2020
Financial Strength (F)	F1 Maintain Sustainable Rate Structure	F1.A Conduct a rate study and evaluate sustainability.					
		F1.B Evaluate, monitor, report on and control O&M expenses.					
		F1.C Maintain a 30 year outlook/plan for capital improvements with engineering and operations buy-in.					
		F1.D Evaluate pension sustainability.					
		F1.E Maintain adequate insurance coverage.					
		F1.F Adequately fund asset renewal and replacement (AR&R) via appropriately assigned useful lives.					
	F2 Preserve High Bond Rating and a Strategic Level of Bonding Capacity	F2.A Perform an annual review utilizing rating agency criteria.					
		F2.B Review and maintain financial policies annually.					
		F2.C Focus new debt issuance on multi-generational capital projects.					
		F2.D Establish a list of potential CIP projects to respond to threats and estimate their costs.					
		F2.E Stagger CIP projections with existing debt maturities where possible.					
		F2.F Maintain adequate liquidity.					
		F2.G Maintain and utilize a conservative investment policy.					
		F2.H Utilize debt appropriately and within policy.					
	F3 Enhance financial capability within the Authority	F3.A Enhance the financial model to be more user friendly and train additional users outside the finance department.					
		F3.B Review and update the model twice a year (during budget development and after fiscal year close).					
F3.C Use the model to test various risk scenarios.							
F3.D Train and maintain at least three staff with extensive and comprehensive knowledge of CCMWA finances and accounting practices.							
F4 Ensure that budgets reflect organizational values	F4.A Increase employee involvement in the budget development process.						
	F4.B Clarify budget goals and objectives to link to organizational values.						
Preparedness/ Security (P)	P1 Maintain continuity of service	P1.A Prepare scenarios that address various alternative threats to maintaining service.					
		P1.B Implement tabletop and field exercises to respond to the scenarios.					
		P1.C Develop and implement security measures to protect electronic systems.					
		P1.D Train staff to be aware of threats and vulnerabilities.					
		P1.E Annually review the Emergency Response Plans with staff and update.					
		P1.F Maintain communication channels with emergency services.					
		P1.G Review the 2015 Vulnerability Report and identify mitigation actions.					
		P1.H Increase SCADA security.					
	P2 Protect personnel	P2.A Train staff to be aware of threats and vulnerabilities.					
		P2.B Update, publish and train staff on security procedures.					
P3 Ensure business viability	P3.A Annually review the Business Continuity Plan with staff and update.						
	P3.B Annually test and update SOPs.						

■ Create, develop, evaluate, enhance ■ Continuous improvement, on-going implementation

Strategic Goals		Strategic Actions	2016	2017	2018	2019	2020
Infrastructure Sustainability (I)	I1 Maintain a sustainable capital infrastructure program	I1.A Strengthen the use of asset management principles in the execution of the capital program.					
		I1.B Develop a long-term Asset Renewal and Replacement (AR&R) Plan.					
		I1.C Develop a Facilities Management Plan.					
		I1.D Initiate development of a Smart Water grid.					
		I1.E Increase engagement of O&M staff in the planning, design and construction process.					
	I2 Implement an condition-based O&M program	I2.A Expand the use of condition assessment technologies to optimize maintenance practices.					
I2.B Optimize maintenance programs to increase reliability and reduce life cycle costs.							
Communication Enhancements (C)	C1 Enhance communication with employees	C1.A Create an employee portal to share information.					
		C1.B Create/clarify communications channels and protocols.					
		C1.C Improve communication with shift workers.					
		C1.D Share employee and organizational accomplishments internally.					
		C1.E Evaluate and update the newsletter.					
	C2 Improve the public's understanding of the value of water	C2.A Share accomplishments externally.					
		C2.B Continue and expand the waterSmart education program.					
		C2.C Implement more customer tour opportunities.					
		C2.D Participate in career days with the "value of water" message.					
		C2.E Create and implement a presentation schedule for key organizations and groups.					
	C3 Maintain positive communications with customers	C3.A Partner with customers in public outreach.					
		C3.B Prepare and distribute a quarterly summary on water quality and projects.					
	C4 Make information easily available and readily shared	C4.A Develop and execute a Communications Plan (this includes internal, external and crisis communications and website redesign).					
		C4.B Evaluate providing access to historical usage and other information via the website.					
C4.C Develop additional public information for distribution.							
Information Management (IM)	IM1 Make data-driven decisions	IM1.A Identify the critical decisions and the related data required to make them.					
		IM1.B Evaluate existing systems to confirm data is collected in ways to facilitate decision making.					
		IM1.C Investigate Business Intelligence solutions to facilitate data analysis and decision making.					
	IM2 Create consistent document and data management strategies	IM2.A Create data management strategy including structure, integration, IT Master Plan, etc.					
		IM2.B Develop document management framework.					
		IM2.C Increase Authority-wide access to data.					
	IM2.D Institute data analysis teams using specific tools to convert data into information useful for decision making.						

■ Create, develop, evaluate, enhance ■ Continuous improvement, on-going implementation

Strategic Goals		Strategic Actions		2016	2017	2018	2019	2020
Water Resources (WR)	WR1 Ensure availability of 72 million gallons per day from Allatoona Lake (critical yield from storage account to meet permitted withdrawal limits)	WR1.A	Conversion of 1963 Water Supply Contract with 50-year term to “permanent” status, including extension of all easements for 50 additional years.					
		WR1.B	Negotiate or litigate with the U.S. Army Corps of Engineers (USACE) for full inclusion of releases from Hickory Log Creek Reservoir to be considered as inflows into CCMWA’s storage account at Allatoona.					
		WR1.C	Work with others to convince USACE to approve a policy that recognizes return flows as inflows into a contract holder’s storage account.					
	WR2 Ensure availability of 87 million gallons per day from the Chattahoochee River	WR2.A	Work with the Metropolitan North Georgia Water Planning District and the State of Georgia in long-term water supply and water conservation planning.					
		WR2.B	Work with the Atlanta Regional Commission and the State of Georgia in defending Georgia’s rights to Chattahoochee River water before the U.S. Supreme Court.					
	WR3 Prepare for extreme drought conditions	WR3.A	Create a new drought management plan that is consistent with implementation of the Georgia Department of Natural Resources’ Drought Management Plan.					
		WR3.B	Perform scenario planning exercises for various drought conditions.					
	WR4	Work with wholesale customers in conservation efforts to ensure long-term sustainability with available resources	WR4.A	Ensure CCMWA’s conservation planning complements that of wholesale customers, and complies with all measures required by the Metropolitan North Georgia Water Planning District.				

■ Create, develop, evaluate, enhance ■ Continuous improvement, on-going implementation

CURRENT IMPLEMENTATION TEAMS

Safety Culture Team

Name	Title	Division
Mike Chaco*	Maintenance Technician I	Quarles Treatment Plant
Chris Jones	Security and Safety Coordinator	Security & Safety
Rachel Copeland	Laboratory Analyst II	Laboratory
David Swan	Security and Facilities Technician	Security & Safety
Rodney Stegall	Transmission Field Superintendent	Transmission
Gary Steinle	Maintenance Technician I	Wyckoff Treatment Plant
Greg Jarrett	Industrial Electrician	Wyckoff Treatment Plant

*Team Leader

Water Quality Team

Name	Title	Division
Karen Osborne*	Laboratory Division Manager	Laboratory
Patrick Pherson	Engineer V	Engineering
Bob Kenyon	Director of Operations	Administration
Janice Shiffler	Communications Specialist	Administration
Steven Dolbeer	Operator I	Quarles Treatment Plant
John Lamica	Transmission Division Manager	Transmission
Pat Calhoun	Operator I	Wyckoff Treatment Plant

*Team Leader

Workforce Development Team

Name	Title	Division
Shelia Buckner*	Human Resources Associate	Administration
Bob Kenyon	Director of Operations	Administration
Deirdre Hubbard	Laboratory Analyst I	Laboratory
Eric Mitchell	Residuals Management Superintendent	Quarles Treatment Plant
Brandon Smith	Quarles Assistant Division Manager	Quarles Treatment Plant
Beth Hamby	Office Manager	Transmission/Administration
Kevin Holland	Transmission Operator I	Transmission
Terry Wilson	Wyckoff Division Manager	Wyckoff Treatment Plant
Mathew Rodabaugh	Maintenance Technician I	Quarles Treatment Plant
Sam Woodie	Operator I	Wyckoff Treatment Plant

*Team Leader

Financial Strength Team

Name	Title	Division
Cole Blackwell*	Director of Finance	Finance
Tom Ginn	Engineer V	Engineering
Allison Clements	Accountant I	Finance
Michael Addeo	Operator I	Quarles Treatment Plant
Brandon Smith	Quarles Assistant Division Manager	Quarles Treatment Plant

*Team Leader

Preparedness/Security Team

Name	Title	Division
Chris Jones*	Security and Safety Coordinator	Security and Safety
Heath Lee	Reservoir Operator I	Hickory Log Creek Reservoir
Lonnie Gilmore	Information Systems Manager	Information Systems
Dudley Cantrell	Maintenance Superintendent	Quarles Treatment Plant
David Swan	Security and Facilities Technician	Security and Safety
Brian Smith	Operator I	Wyckoff Treatment Plant
Barry Brown	Operator I	Wyckoff Treatment Plant
Craig Scheibel	Process Control Programmer	Wyckoff Treatment Plant

*Team Leader

Infrastructure Sustainability Team

Name	Title	Division
Tom Ginn*	Engineer V	Engineering
Steve Williams*	Asset Manager	Finance
Lance Buchanan	Engineer IV	Engineering
William Blalack	Assistant Division Manager	Wyckoff Treatment Plant
Chris Beck	Transmission Operator I	Transmission
Jeff Haney	Licensed Industrial Electrician	Wyckoff Treatment Plant
Wolfgang Wild	Maintenance Technician I	Quarles Treatment Plant

*Team Leaders

Communication Enhancements Team

Name	Title	Division
Janice Shiffler*	Communications Specialist	Administration
Becky Mixon*	Executive Assistant to General Manager	Administration
Jacob Wilson	Engineer III	Engineering
Allison Clements	Accountant I	Finance
Dolisa Williams	Laboratory Scientist	Laboratory
Bernard Ellis	Process Control Analyst	Quarles Treatment Plant

*Team Leaders

Information Management Team

Name	Title	Division
George Kaffezakis*	Director of Engineering	Engineering
Eddie McClure	GIS Specialist	Engineering
Chris Dillard	Engineer IV	Engineering
Becky Mixon	Executive Assistant to General Manager	Administration
Lonnie Gilmore	Information Systems Manager	Information Systems
Michelle Dunn	Laboratory Analyst I	Laboratory
Chase Paige	Instrumentation Technician	Wyckoff Treatment Plant

*Team Leader

Water Resources Team

Name	Title	Division
Glenn Page*	General Manager	Administration
Cole Blackwell	Director of Finance	Finance
Heath Lee	Reservoir Operator I	Hickory Log Creek Reservoir
Chris Welsh	Laboratory Scientist	Laboratory
Stan Brinkley	Quarles Division Manager	Quarles Treatment Plant

*Team Leader

