

Mission

To be best in class at providing clean, safe drinking water and dependable wastewater and storm water services to customers in the greater Columbia area while providing excellent customer service and protecting the environment.

Who We Are

Columbia Water is the City of Columbia's water, wastewater, and stormwater utility services for residents and business in the Greater Columbia area. Our mission supports the City of Columbia's 2036 Vision which includes leading the way in innovative and high quality municipal services.

Columbia Water combines the City of Columbia's Customer Care & Field Services, the Department of Utility Operations, and the Department of Engineering. Efforts are underway throughout Columbia Water to advance our systems and services. We believe that as we move forward, we will succeed in providing high quality municipal services, efficiently, effectively, and responsively. Below are highlights as of July 1, 2017.



Department Reorganization Efforts

Recent Efforts	Status
<p>Gap Analysis: Working with an outside agency to identify areas department-wide where processes could be improved both in quality of service delivered and in efficiency.</p> <p>The Gap Analysis started as an initiative of the Clean Water 2020 program. In 2016, it was expanded to include all of the Department of Utilities & Engineering. It continues through the reorganization of the Department of Engineering and the Department of Utility Operations.</p> <p>Capital Improvement Project planning will use more data-driven approaches using customer complaint data, asset age, and other performance indicators to prioritize projects.</p>	<p><i>Work continues to improve the Department of Engineering, Department of Utility Operations, and Customer Care.</i></p> <ul style="list-style-type: none"> • Vision: A high quality product with great customer service. • Values: Providing a level of service as if we have direct competition in our service area.
<p>Reorganization: As part of the Gap Analysis, the Department of Utilities & Engineering and Customer Care were reorganized to bring all water and sewer related services, including billing, under one Assistant City Manager. The Assistant City Manager will oversee the:</p> <ul style="list-style-type: none"> • Customer Care and Field Services Division <ul style="list-style-type: none"> ○ Billing, meter reading, customer service • Department of Engineering <ul style="list-style-type: none"> ○ Capital Improvement management, floodplain and stormwater management • Department of Utility Operations <ul style="list-style-type: none"> ○ Water treatment plants, wastewater treatment plant, water system, and wastewater system operations and maintenance; regulatory compliance oversight; asset management, strategic planning 	<p><i>Reorganization Planning Started: Summer 2016</i></p> <p><i>Reorganization Effective Date: January 1, 2017</i></p> <p><i>Assistant City Manager for Columbia Water, Clint Shealy, PE, named July, 2017.</i></p>
<p>Customer Satisfaction Strategy: Improving overall customer satisfaction levels is one goal of the department-wide Gap Analysis.</p>	<p><i>Redesign of Strategy Started: December 2016</i></p>

Customer Service Efforts

2013

2015

2017

Future

Creation of Customer Care: 311 consolidated with Customer Service to create one-stop call center for better customer response

Creation of 24/7 Hotline: Began using an answering service to allow customer calls to be taken whenever customers needed

Customer Care Staff Available 24/7 By Hotline: By replacing answering service with trained City staff, quality of customer service was improved

Combined Customer Care & Field Services: Response time is improved and staff jointly trained in new concepts of customer service

Escalated Issue Team: Dedicated positions created to provide advanced assistance to customers with more complicated issues

Smart City and Automated Metering Infrastructure: Digital meters and online apps will allow customers to see their water use in real time

Recent Efforts	Status
<p>Customer Care & Field Services Staff Training: Customer Care and Field Services staff received training to:</p> <ul style="list-style-type: none"> Expand their knowledge of City services and available City assistance program Improve their ability to listen to customers and meet their needs within the capabilities of City policies Improve their ability to explain what steps a customer can expect City staff to follow if an issue cannot be immediately resolved Enhance their ability to educate customers preventing high use bills Convey the care and respect owed to our customers 	<p><i>All Customer Care and Field Services staff received advanced customer service training. Staff will continue to train as part of their customer service responsibilities.</i></p>
<p>Escalated Issue Team: Customers with complex billing issues are already being served by Customer Care representatives acting as Customer Advocates. With the new fiscal year, positions are being added to allow specially trained staff to act as full-time Customer Advocates and Meter Maintenance Task Force members.</p>	<p><i>Customer Advocate services available now. New positions being created for Fiscal Year 2017-2018.</i></p>
<p>Improved Target Response Time for Rereads: Staff is looking at the process when a customer calls in to dispute a bill and request a reread. The goal is to identify where process improvements and additional resources can reduce response times. Staff anticipates having an improved response time goal, with a plan to meet that goal, by Summer 2017.</p>	<p><i>Began examining process in July 2016 Target Improvement Plan & Goal: Summer 2017</i></p>
<p>Enhanced Citizen Portals: The City will be expanding its online portals. Customers will be able to:</p> <ul style="list-style-type: none"> Use mobile devices to report concerns with the option to attach pictures and submit location information Track the status of requests through automated work order management Chat with Customer Care Representatives from their website or mobile device Pay their bill with their mobile device 	<p><i>Planning Underway</i></p>

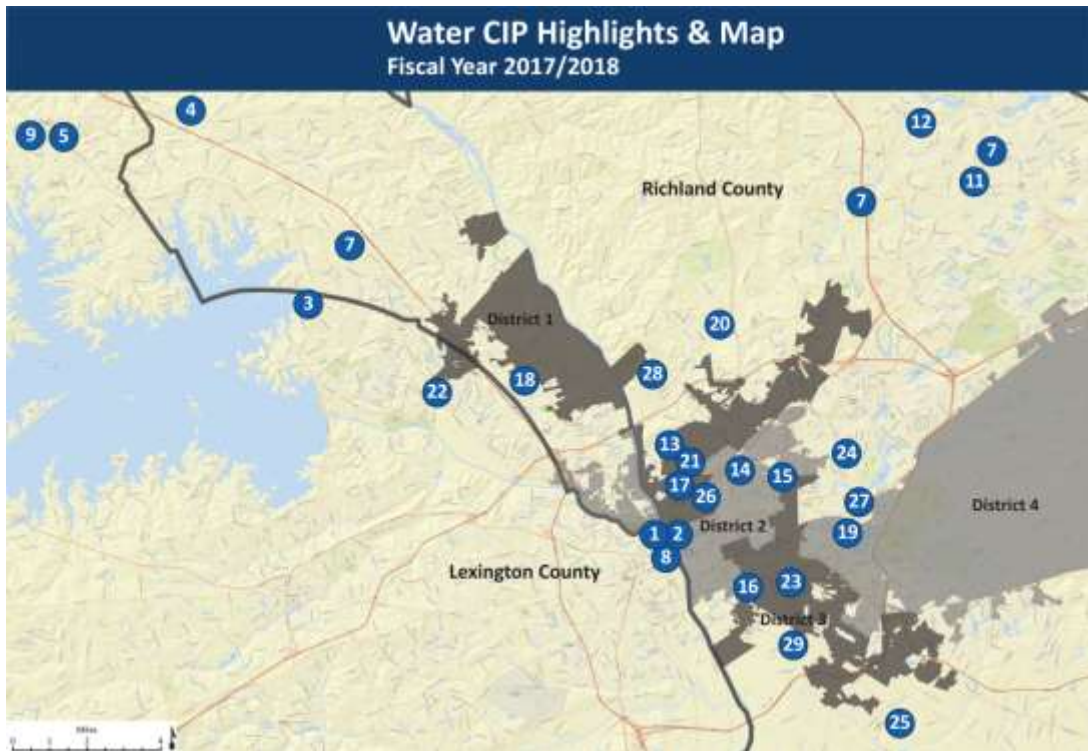


Meter Reading Auditing Efforts

Recent Efforts	Status
<p>Advanced Metering Infrastructure (AMI): The City plans to convert its meter system to an Advanced Metering Infrastructure (AMI). All analog meters will be replaced with digital meters that collect and transmit real-time water use data to the billing network. Over the next 3-5 years, the City plans to replace all current meters with AMI meters and set up the data transmission network.</p>	<p><i>The City has completed the feasibility study for upgrade to AMI. Next steps are to move forward with a phased installation.</i></p>
<p>Meter Reading Routes: Change in protocol so no meter reader will read the same route three months in a row. This will reduce opportunity for skipped reads to go unnoticed.</p>	<p><i>Started: July 2016</i></p>
<p>Weekly Random Meter Route Recheck: Random selection of a meter reading route to be rechecked by staff from a different section (meter maintenance). At least ¾ of route will be re-read. If discrepancies above a certain level are found, a third staff member will confirm the correct amount. Over-time, staff expect to see a reduction in skipped readings and misreads.</p>	<p><i>Started: July 2016</i></p>
<p>Consolidated Skipped Meter Report: Skipped reads are now reported in a consolidated report in addition to a master list of individual accounts. The consolidated report lets staff identify which categories cause the most skips.</p>	<p><i>Started: December 2016</i></p>

Capital Improvement Program Highlights

For the 2017/2018 Fiscal Year, City Council approved investing \$40 Million in the City’s drinking water system, a \$80 Million in the wastewater system, and \$93 Million investment over 5 years in the stormwater system.



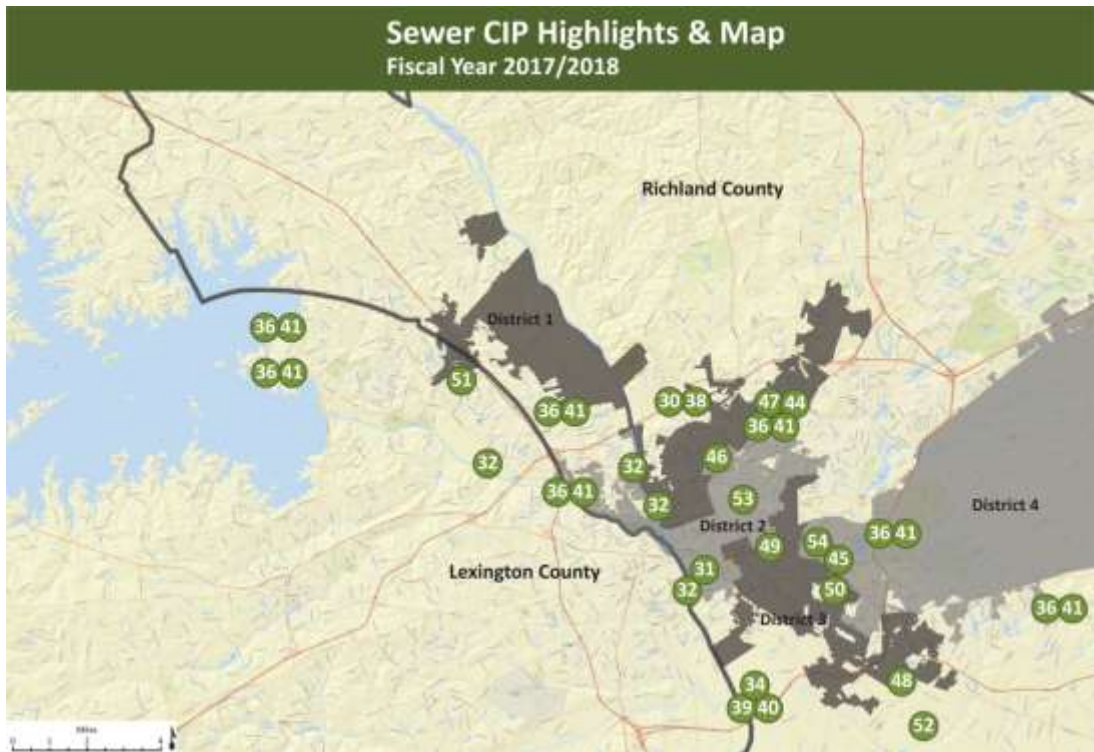
Water System Improvements

Completed

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| 1. Canal Water Treatment Plant high service & raw water pump improvements | 4. Broad River Road water line |
| 2. Canal Water Treatment Plant raw water, dredging & sedimentation basin improvements | 5. Chapin booster pump station |
| 3. Lake Murray Water Treatment Plant disinfection & pumping improvements | 6. AMR / AMI feasibility study |
| | 7. Water tanks: Genstar, Killian Rd, Ballantine Water System |

Planned or Underway for Fiscal Year 2017/2018, Including \$40 Million Investment in 2017/2018

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| 8. Canal Water Treatment Plant clearwell & high service pump improvements | 18. Homewood Terrace |
| 9. Chapin waterline improvements | 19. Lake Katherine area |
| 10. AMR / AMI implementation work plan | 20. Lincolnshire area |
| 11. Hardscrabble Road water improvements | 21. North Main streetscaping |
| 12. Longtown Road West water main | 22. Pine Cliff Court, Challedon Drive & Brandywine Drive |
| 13. Belle Claire Drive & Hazelhurst Road | 23. Rosewood area |
| 14. Booker Washington Heights | 24. Satchel Ford area |
| 15. Covenant Road & Harrison Road | 25. Shop Road water main extension |
| 16. Crestwood Drive, Hollywood Drive, Southwood Drive & South Gregg Street | 26. Sumter Street (Cottontown) |
| 17. Earlwood area | 27. Trenholm Plaza & Trenholm Road |
| | 28. Walton Street, Donna Drive & Denny Road |
| | 29. Washington Park waterline replacement |



Wastewater System Improvements

Completed

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| 30. Crane Creek sewer line improvements | 32. Major pump station upgrades: Broad River, North Columbia, Saluda River, West Columbia |
| 31. Innovista District Phases 1 & 2 infrastructure upgrades | |

Planned or Underway for Fiscal Year 2017/2018, Including \$80 Million Investment in 2017/2018

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| 33. Force main condition assessment | 42. Annual rehab of manholes |
| 34. Metro Wastewater Treatment Plant anaerobic digester rehabilitation | 43. Annual rehab of smaller sewer lines |
| 35. Major gravity sewer assessment | 44. Johnson and Garden Street sewer improvements |
| 36. Sewer pump station upgrades: Clearwater, Colonial Life, Meadowland, Prescott Manor, Shady Lane, Swandale, Yacht Cove | 45. Lake Katherine from Gills Creek to Beltline sewer rehab |
| 37. Sewer pump station SCADA improvements | 46. North Main streetscaping |
| 38. Lower Crane Creek storage | 47. Olympia area sewer improvements |
| 39. Metro Wastewater Treatment Plant biosolids dewatering improvements | 48. Richard Street sewer extension |
| 40. Metro Wastewater Treatment Plant liquid treatment train upgrades | 49. Rocky Branch Area 02 sewer rehabilitation |
| 41. Sewer pump station upgrades: Animal Shelter, Bendale, Food Lion, Harbison #2, Mallard Point, Starlite | 50. Rosewood Drive south to Gills Creek sewer rehab |
| | 51. Saluda Basin sewer rehab |
| | 52. Shop Road sewer extension |
| | 53. Smith Branch Areas 01, 02 & 03 sewer rehabilitation |
| | 54. Trenholm Road & Shandon areas sewer rehab |

Stormwater CIP Highlights & Map Fiscal Year 2017/2018



Stormwater System Improvements

\$93 Million Investment Over 5 Years Planned Starting Fiscal Year 2017/2018

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| 1. Whaley Street & Main Street Upgrade | 13. Eightmile Branch From Danfield To Chinaberry |
| 2. Harlem Heights Drainage Project | 14. 4000 Old Leesburg Road |
| 3. MLK Jr. Park/ Greg Property Detention | 15. Windsor Hill Evaluation & Flood Study |
| 4. Wallace Street Improvements | 16. 800 King & Queen Streets From Lee To Preston |
| 5. Shandon Phase 2 | 17. Sumter & Marion Streets Bio-retention Bumpouts |
| 6. Penn Branch | 18. Gills Creek Debris Removal |
| 7. Randall Avenue | 19. Project Management For Bond Projects |
| 8. Gregg Street & Gervais Street, Phase 2 | 20. Smith Branch Drainage Area – Tier 1 Projects |
| 9. Sumter/ Catawba Detention | 21. Rocky Branch Watershed Plan – Tier 1 Projects |
| 10. Taylor/ Washington 60" Improvement | 22. Smith Branch Drainage Area – Tier 2 Projects |
| 11. Whaley Street At Railroad Crossing | 23. Rocky Branch Watershed Plan – Tier 2 Projects |
| 12. Stream Restoration Along Rocky Branch | |