

2019-2024 Strategic Plan

The Authority Board adopted the Mission, Vision, and Values statements and Strategic Initiatives and Goals for 2019-2024 at their September 2019 meeting. The statements, initiatives, and goals were developed with input from the Authority Board, Senior Management, and Staff. The strategic plan provides a framework of priorities to guide the Authority Board and management when making resource allocation decisions.

Mission Statement

As a Customer-based utility, the Fauquier County Water and Sanitation Authority provides quality, reliable water and wastewater services in an environmentally responsible and sustainable manner.

Vision Statement

The Fauquier County Water and Sanitation Authority will be recognized by our customers, our peers in the water and wastewater industry and regulatory agencies as an Authority displaying operational excellence through continued use of new and renewable technologies.

Values

The Fauquier County Water and Sanitation Authority values:

- **Integrity** – We demonstrate honesty, fairness, and consistency in dealing with others;
- **Accountability** – We take ownership and responsibility for actions and outcomes;
- **Transparency** – We carry out meaningful internal and external communication with others;
- **Teamwork** – We work together to solve problems and provide quality services;
- **Continuous learning and improvement** – We pursue personal growth and development to improve the services we provide;
- **Innovation and creativity** – We seek new ways to solve problems and to carry out our mission;
- **Respect** – We listen carefully to what others say and value their opinions and thoughts

..... as we provide service to our customers and work with one another.

Strategic Initiatives and Goals

Initiative 1 – Community Outreach and Customer Engagement

1. Goal - Increase Customer Engagement and Improve Customer Experience
 - A. Provide regular information to customers through direct outreach such as bill-delivered flyers, brochures, and newsletter, etc.
 - B. Proactively prepare to communicate before emergencies and have communication materials and procedures ready for implementation prior to, during, and after a crisis.
 - C. Enhance online presence through increasing website content, functionality, and ease of use.
 - D. Improve messaging and outreach about FCWSA successes, as well as future issues of importance to customers such as rate changes.

2. Goal – Maintain Healthy Working Relationship with Fauquier County Government
 - A. Support the FCWSA/County Liaison Committee as a vehicle to share issues of mutual interest between the FCWSA Board and the Fauquier County Board of Supervisors.
 - B. Encourage regular communication between members of the FCWSA Board of Directors and members of the Fauquier County Board of Supervisors for each Magisterial District.
 - C. Encourage regular communication and participation on issues of mutual interest between FCWSA staff, Fauquier County Government staff, and the Towns.
 - D. Support Economic Development through regular communication and coordination with prospective business entities in Fauquier County.

3. Goal – FCWSA Recognized as a Community Asset
 - A. Improve FCWSA community relations and promotion of FCWSA interests through participation in area events such as fairs, festivals, etc.
 - B. Promote transparency across the organization and within the community and increase opportunities for participation on issues of importance to customers such as rate changes.
 - C. Increase engagement with schools and other community groups to tour facilities and learn about the important role of FCWSA in protecting public health and the environment.
 - D. Establish and maintain positive rapport with newspapers, social media influencers, community interest groups, etc.

4. Goal – Increased Regional, State, and Industry Visibility
 - A. Develop and maintain positive working relationships with regulatory entities.
 - B. Encourage staff participation and promotion of FCWSA interests in industry organizations such as VWEA, VAWWA, VAMWA, AWWA, WEF, NACWA, etc.
 - C. Collaborate and share information with utility stakeholders through participation in regional utility interest groups such as the Mid-Atlantic Research Forum, Occoquan Policy Subcommittee, VWWAA, VAMWA, etc.
 - D. Monitor and advocate for FCWSA interests through adjacent partners such as the Virginia Association of Counties (VACo), Virginia Municipal League (VML), and the Rappahannock-Rapidan Regional Commission.

Initiative 2 – Employee Leadership and Organizational Development

1. Goal – Engage Employees
 - A. Improve internal communication at all levels.
 - B. Enhance the employee recognition program and celebrate successes, both internally and externally.
 - C. Identify opportunities for increased interaction, collaboration, and engagement between members of the Board and Authority staff.
 - D. Continue enhancement of the Human Resources Information System (HRIS).
2. Goal – Training and Career Development
 - A. Provide in-house and outsourced technical training opportunities to continually support core business processes and expand technical knowledge of staff.
 - B. Provide and encourage management training for existing and potential future supervisory staff to ensure continued development of leadership skills.
 - C. Identify career paths within the organization to foster career development.
 - D. Support seminar and conference attendance where practical to provide outside exposure fostering new ideas in support of the Authority’s mission and vision.
3. Goal – Organization Development

- A. Develop a workforce planning process to plan future expansion and identify key positions across the organization for cross-training and succession planning.
 - B. Identify opportunities to fill entry-level needs by bringing new people into the industry through trainee, internship, and apprentice programs where possible.
 - C. Implement emergency response and risk management plans to address organizational preparedness for natural disasters and man-made emergencies and collaborate with other governmental and peer agencies to exercise plans.
 - D. Develop and maintain accurate and current job descriptions for all positions, implement a new employee performance evaluation system, and routinely reevaluate structure and positions to meet the needs of the organization.
4. Goal – Provide an Attractive Work Environment and Be an Employer of Choice
- A. Routinely perform competitive compensation analyses to ensure that pay and benefits continue to attract and retain a competitive workforce.
 - B. Continue seeking new opportunities for recruitment to attract great candidates.
 - C. Enhance safety culture throughout the organization with an emphasis on safety programs, policies, and training.
 - D. Support staff by identifying needs and providing the tools and equipment to efficiently support the Authority’s mission.

Initiative 3 – Sustainable Infrastructure and Resources

1. Goal – Public Health Protection Through Sustainable Drinking Water Resources
- A. Continue to meet or exceed all primary and secondary drinking water standards, and all other regulatory requirements.
 - B. Provide sustainable and uninterrupted water supply in all service areas.
 - C. Proactively manage capacity in all service areas through supply development or redevelopment, facility upgrades, and demand management practices.
 - D. Ensure reliable service of aging assets by instituting best practices such as leak detection, valve exercising, flushing, and water loss auditing.
2. Goal – Environmental Stewardship Through Sustainable Wastewater Treatment and Reuse

- A. Continue to meet discharge permit limits and all other regulatory requirements, and sustainably manage nutrients under the Chesapeake Bay TMDL program.
 - B. Provide sustainable and available wastewater service in all service areas.
 - C. Proactively add and manage capacity in all service areas through facility upgrades and sewer use practices.
 - D. Ensure reliable service of aging assets by instituting the CMOM programs incorporating best practices such as flow monitoring and routine sewer inspection.
3. Goal – Proactive Planning and Management of Water and Wastewater Assets
- A. Establish system planning goals for long-term quality of service with a focus on capacity, reliability, redundancy, and resiliency.
 - B. Update the 1997 Water and Wastewater Master Plan for all systems and Service Districts, and institute a ten-year master planning cycle with 5-year mid-cycle reviews and updates.
 - C. Evaluate systems and facilities for long-term consolidation opportunities to improve efficiency and quality of service.
 - D. Evaluate monitoring of local and regional water and wastewater resources for long-term changes and trends to anticipate future impacts to the Authority.
4. Goal – Technology Integration
- A. Develop and implement a Master Plan for the Authority’s Information Technology (IT) systems to ensure continued reliable and secure support for staff and customers.
 - B. Develop and implement a Master Plan for the Authority’s Supervisory Control and Data Acquisition (SCADA) system to ensure deployment, functionality, and security continue to support operations staff.
 - C. Evaluate new technology and potential automation, such as Automated Metering Infrastructure (AMI), to enhance core business processes and customer experience.
 - D. Continue evaluating new technologies in water and wastewater treatment to improve system performance and operational efficiency.

Initiative 4 – Financial Stewardship

1. Goal – Fair and Practical Rates
- A. Retain a professional rate consultant and perform rate analysis/development on a five-year cycle benchmarking rates and rate structures with peers.

- B. Routinely monitor and report rate performance.
- C. Ensure the Authority's "growth pays for growth" policy is reflected in development practices such that costs for new systems are borne by new users.
- D. Ensure core operations are financially self-sustaining and stress-test financial plans to ensure limited reliance on external factors such as new connections.

2. Goal - Prioritized Budgeting

- A. Extend the Capital Improvement Program (CIP) and Repair and Replacement Program (R&R) to a ten-year planning horizon to match water and wastewater master planning.
- B. Develop annual operating budgets that appropriately reflect and implement the Strategic Plan.
- C. Develop long-term Plan of Finance to fully fund CIP and R&R programs.
- D. Ensure continued budget performance reporting to the Board, and that proposed major expenditures identify their implementation of the four Strategic Initiatives.

3. Goal - Strategic Procurement

- A. Evaluate and implement advantageous strategic sourcing opportunities such as Group Contracts, Basic Ordering Agreements, Job Order Contracting, Specialized Maintenance Programs, etc.
- B. Evaluate and pursue advantageous grant opportunities to support core business activities, capital improvements, and asset management.
- C. Continue to conduct and achieve an annual unqualified audit and obtain GFOA Award for Excellence in Financial Reporting.
- D. Routinely evaluate procurement policies and procedures to ensure appropriate internal control and fairness in contracting.

4. Goal - Sound Financial Planning

- A. Retain a professional financial planner to develop financial policies for investment, reserve, and debt management to support the Authority's short and long-term financing needs.
- B. Proactively manage debt ensuring access to affordable financing for future expansion and replacement by establishing appropriate debt levels, regularly reviewing existing debt for refunding opportunities, and benchmarking.
- C. Incorporate asset management planning practices to ensure support and replacement of aging infrastructure in financial plans.

D. Identify short and long-term financial risks and proactively mitigate to maintain financial stability.