

20
25

Strategic Plan





Message from the Chairman

“What's next?” is a question Fairfax Water has always asked.

This forward-thinking consideration of what comes next for Fairfax Water and the community it serves is at the heart of why Fairfax Water has accomplished so much over our 60 plus years of service.

Exceptional service to our customers requires careful and organized planning to anticipate the challenges ahead. Our thoughtful consideration of the multitude of factors that could affect the provision of our vital service best positions Fairfax Water to deal with a constantly evolving physical and business environment. The strategic planning process aides us in building a strong foundation for our future employees and customers.

This new Strategic Plan is an opportunity to build on the successes of the 2020 Strategic Plan, to reiterate our commitment to the future needs of our customers, and to reaffirm our values and vision. We are also keenly aware of how things can fluctuate in ways we cannot anticipate. The current Coronavirus pandemic is proof that we must not only consider what we expect to occur but also prepare for the unexpected.

No business can foresee the future, but this robust, well-thought-out plan will guide us to future success while preparing for any unknowns that may come our way. I encourage you all to read our 2025 Strategic Plan with the understanding that Fairfax Water is committed to providing an immensely vital service to more than 2 million of our friends, family, and coworkers in Northern Virginia.

—
Philip W. Allin
Chairman of the Board

ACKNOWLEDGMENTS

Strategic Plan 2025 Project Team
Steven Edgemon, General Manager
• Jamie Hedges, Deputy General Manager
• Brenda Creel, Manager, Transition and Special Projects

Quality Service

Lead - John Kingsbury, Director, Transmission & Distribution • Assistant Lead - Susan Miller, Public Affairs Officer • Beth Clatterbuck, Supervisor, Inorganics and Metals Lab • Jim Balog, Supervisor, Water Main Design • Jeremiah Williams, Supervisor, Plant Production North • Jerry Scott, Manager, Construction • Jason Chiu, Supervisor, Systems Control North • Mary Provus, Supervisor, Benefits/HRIS • Christal Hardy, Supervisor, Customer Service • Shawn Bell, Business Analyst

Workforce Planning and Development

Lead - Joel Thompson, Director, Production • Assistant Lead - Susan Hack, Manager, Human Resources • Donald Gardner, Supervisor, Plant Production South • Joe Darby, Manager, Transmission • Pete Callanan, Supervisor, Field Services • Donnie Legg, Manager, Procurement • Cory Branscome, Industrial Electrician III • Marty Dickerson, Supervisor, Water Distribution • Stephen Siler, Distribution Operator • Traci Goldberg, Manager, Engineering

Fairfax Water has seen a lot of change during my time here, but one of the many strengths of our organization is its consistency and continuity of service.

Our team of quiet professionals continues to succeed because they know the importance of the essential service they provide to the community.

This consistency of service is the legacy we inherited from those who worked here before us, and it's what we will pass on to those who will fill our roles in the future.

In the spirit of continuity for our current and future team, we have taken the time to develop a multi-year Strategic Plan for the next five years. As you read this plan, you will learn more about our goals for quality service, workforce planning and development, infrastructure integrity, financial resiliency, and technology and innovation.

Message from the General Manager



In addition to specific strategies and metrics, one common theme you'll notice in this plan is the affirmation of our core values and goals. Fairfax Water's success is tied closely to our firmly established vision, commitment to our values, and the fostering of our individual and group talents. This strategic plan seeks to utilize the strengths of all of these attributes and many more.

These many strengths, based on the dedication of our world-class team, will assist us in maintaining our successful track record in providing customers with reliable and abundant water of exceptional quality at a reasonable price. Our customers who rely on us deserve nothing less.

—

Steven T. Edgemon
General Manager

Infrastructure Integrity

Lead - Nat Atapoor, Director, Planning & Engineering • Assistant Lead - Theresa Robey, Manager, Accounting • Bao Nguyen, Manager, IT • Shawn O'Neill, Manager, Energy Programs • Chad Coneway, Manager, Griffith • Stephen King, Supervisor, Mechanical Maintenance • Bobby Cotten, Chief, Design Engineer • Kevin Driscoll, Chief, System Planning • Thomas Montgomery, Water Utility Worker IV • Wayne Barr, Manager, Electrical Maintenance

Financial Resilience

Lead- Michele Moore, Director, Finance • Assistant Lead - George Hoke, Manager, Security & Safety • Brian Carter, Buyer 1 • Doug Grimes, Manager, Corbalis • Anne James, Engineer II • Ross Stilling, Chief, Plan Review • Bob Estep, Senior Fleet Services Technician • Kim Oates, Supervisor, Financial Accounting • Rodney Collins, Manager, Distribution • Jason Roland, Supervisor, Instrumentation South

Technology and Innovation

Lead- Sonny Ngo, Director, Technology • Assistant Lead - Scott Powers • Manager, Laboratory Water Quality and Compliance • Assistant Lead - Jojean Bolton, Laboratory Quality Officer II • Anthony Pomilla, Cross Connection Control Program Coordinator • Naser Khater, Supervisor, Networking and Operations • Ian Stack, Chief, GIS • Jamie Hill, Assistant Supervisor, Water Distribution • Michele Siminari, Senior Plant Engineer, Corbalis • Greg Prelewicz, Manager, Planning • Matt Mitchell, Supervisor, Service Technicians • Tad Jones, Manager, Customer Service • Kimberly Warren, Supervisor, General Accounting • Marcus Berry, Supervisor, Solutions Support Center



Introduction

Fairfax Water initiated a strategic planning process in January 2020 to develop an updated framework to guide the organization into the future. Over the next five years, the strategic framework presented in this document will help guide investment, allocate resources, and provide a structure for annual strategy reviews to ensure that long-term goals and objectives are achieved.



Process

Fairfax Water's strategic planning update process was designed to ensure the following >

+ Continued commitment to the shared vision established in the 2020 Strategic Plan

+ A collective understanding of the available resources, the environment, and the principles upon which strategies will be based

+ Acceptance of the direction and urgency of the strategic plan, as well as the supplemental implementation plan, which will be integrated into the way Fairfax Water is operated daily

To achieve these conditions for success, Fairfax Water's strategic planning process involved input from a broad group of stakeholders and consistent communication of the organization's vision, mission, and overall strategic plan. The process included these major elements:

Existing Framework

Fairfax Water remains committed to its vision, mission, values, and goal areas. These foundational elements of the organization's plan were reviewed and formed the basis for this update.

Stakeholder Input

Input was obtained from Fairfax Water's executive leadership and senior leadership (Steering Group), employees, and external stakeholders through a combination of interviews, focus groups, and an online employee survey.

Goal Teams Input

Teams of employee subject matter experts were established during Fairfax Water's previous strategic planning process completed in 2015. These teams reconvened to review the progress that was made toward the organization's existing strategic plan, review and update the goal areas, and provide input to the Steering Group on high-level measures and new strategies.

Stakeholder Input Work Session

The Steering Group met to review the input from the stakeholder engagement activities and consider the organization's strengths, opportunities, aspirations, and desired results.

Foundation/Strategy Workshop

The Steering Group reviewed the strategy and measure input from the goal team exercises and made preliminary decisions concerning the content to include in the final plan.

Steering Group Review

After documentation of the Foundation/Strategy Workshop results, the Goal Teams and the Steering Group reviewed and revised the elements of Fairfax Water's strategic plan, as necessary.



Environment Scan

Fairfax Water's operating environment was documented through the following:

- + Analysis of community demographics and other external influences (Community Context)
- + Considerations of stakeholder input, key industry trends, and their potential impact on the organization (Industry Trends & Local Context)
- + The organization's strengths, opportunities, aspirations, and results (SOAR)

ntal



Community Context

Community Profile

Founded
1742

Population
1.16m

Median Household Income
\$121k

Fairfax County, Virginia, (County) is situated along the Potomac River within the Washington, D.C. metropolitan area. For many in this growing region with a high quality of life and economic vitality, the river that separates the County from Washington, D.C. is a daily reminder of the important role water has in residents' lives and the economy in the region.

Before English settlers arrived in the 1600s, Native Americans populated the region, and life revolved around the river and its tributaries. The river continued to be a major part of life in the region after Fairfax County's formation, which dates back to 1742. The oldest English settlements in the County were built along the Potomac River, including Mount Vernon, George Washington's estate, and Belvoir Manor, the estate of the County's namesake, William Fairfax, and where modern Fort Belvoir is located. Fort Belvoir, a U.S. Army installation, is home to many U.S. military organizations and has nearly twice as many workers as the Pentagon.

The federal government grew significantly during and after World War II, spurring rapid growth in the County and making it increasingly suburban as farms and fields within the County became subdivisions filled with new homes. Now, Fairfax County is the most populous jurisdiction within the Washington, D.C. area. The Fairfax County Economic, Demographic, and Statistical Research (EDSR) unit estimates the County's population at 1,166,965, which represents a 6% growth since 2010. In addition to Fort Belvoir, the County is home to the headquarters of multiple intelligence agencies, including the Central Intelligence Agency. While the government is the largest employer in the County, professional, scientific, and technical services account for 28 percent of employment. In addition, eleven Fortune 500 firms are headquartered in the County, including Capital One and Hilton, and there are numerous innovative startups, companies from other countries, and a strong minority business community. The residents of Fairfax County are highly educated, and the workforce is relatively young. According to the U.S. Census Bureau, 61 percent of residents 25 years of age or older hold a bachelor's degree or higher – nearly two times the national percentage – and one-third of the County's professional and technical jobs are held by young adults aged 19 to 34.



Fairfax County also has a high standard of living. According to the Fairfax County EDSR, the median household income in Fairfax County is \$121,133, and the median market value of housing owned in the County is \$536,183. Further, the average rent is \$1,798 per month, and the annual income needed to rent the average market rate one-bedroom apartment unit is \$64,331. The higher cost of living has had an impact on the ability of many to both live and work in the County. While roughly 380,000 of Fairfax County's residents live and work in the County, over 330,000 additional employees commute an average of 46 minutes into the County for work.

Since the first settlements in Fairfax County, water has played an important role in supporting the growth and development of

the region. The Potomac River is the fourth largest river along the Atlantic coast of the United States. The Potomac River watershed stretches across parts of four states – Maryland, Pennsylvania, Virginia, and West Virginia – and the District of Columbia. The river and its tributaries are the main source of drinking water for the over five million people living within the Potomac watershed. As population density increases, so will the demand on the Potomac River watershed.

About Fairfax Water

Chartered in 1957 by the Virginia State Corporation Commission as a public, not for profit water utility, Fairfax Water is governed by a 10-member Board of Directors composed of Fairfax County citizens and appointed by the elected Fairfax County Board of Supervisors. A General Manager, supported by a staff of over 400 water professionals, manages the day-to-day operations of Fairfax Water.

Fairfax Water is Virginia's largest water utility and one of the 25 largest water utilities in the country, serving one out of every four Virginians who obtain their water from public utilities. Nearly two million people in the Northern Virginia communities of Fairfax County, Loudoun County, Prince William County, Herndon, Vienna, Alexandria, Falls Church, Fairfax City, Fort Belvoir, and Dulles International Airport depend on Fairfax Water for reliable drinking water.



Fairfax Water draws raw water from two primary sources: the Potomac River and the Occoquan Reservoir, which is fed by the Occoquan River, a tributary of the Potomac. The raw water is treated at four different locations. Fairfax Water owns and operates the two largest water treatment facilities in Virginia, with an average daily water production of 168 million gallons in 2019 and a combined maximum production capacity of 345 million gallons per day. The James J. Corbalis Jr. treatment plant is at the northern tip of Fairfax County, and the Frederick P. Griffith Jr. treatment plant is on the southern border of Fairfax County. Fairfax Water also purchases up to 31 million gallons per day of water from the McMillan and Dalecarlia treatment plants in Washington, D.C. They are part of the Washington Aqueduct, owned and operated by the U.S. Army Corps of Engineers.

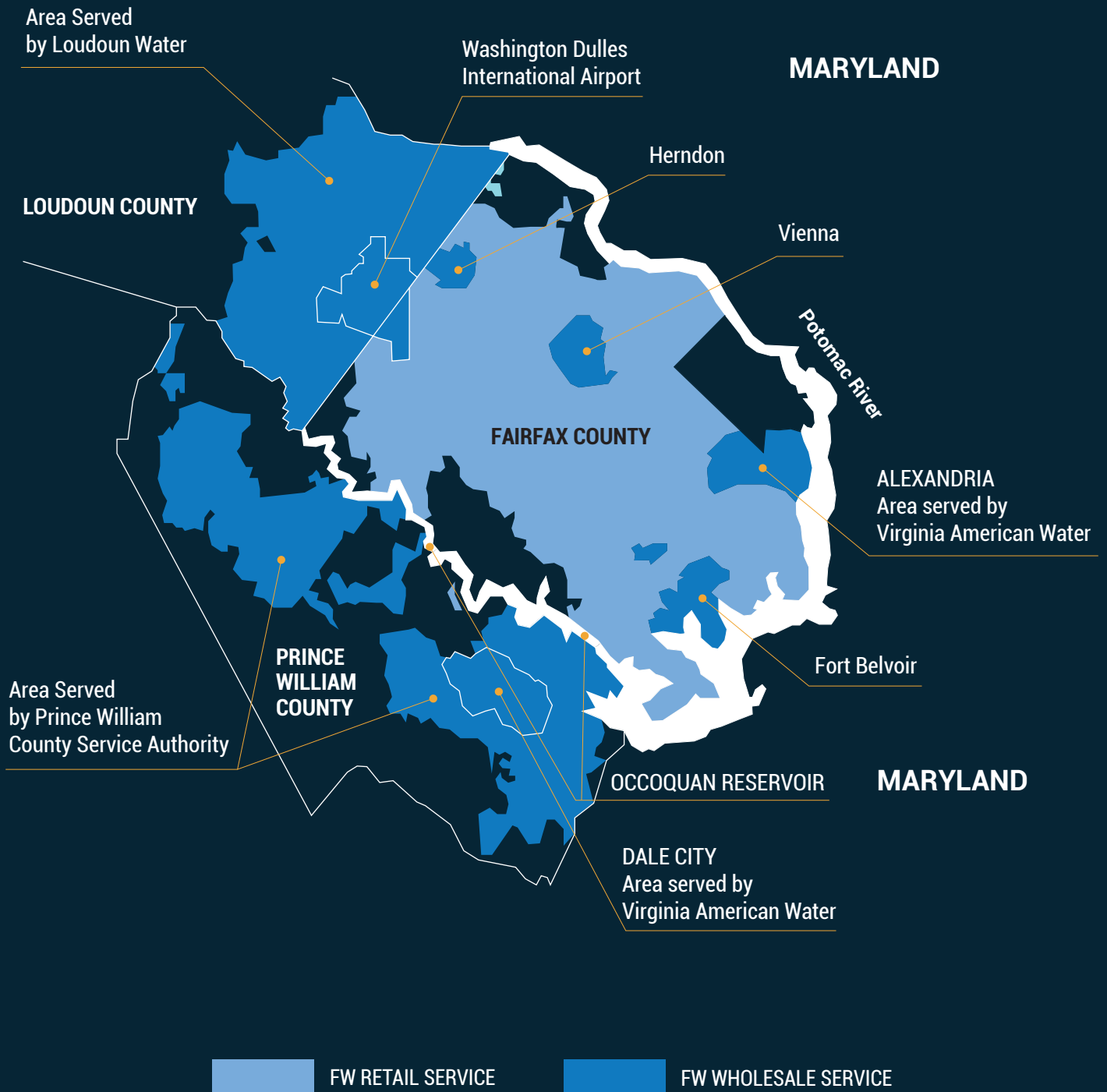
As growth continues, Fairfax Water is planning ahead to ensure that the organization can continue to deliver reliable and abundant water to its customers. In 2015, Fairfax Water developed a five-year strategic plan to provide direction to the organization. Now at the end of those five years, the organization is again embarking on a comprehensive strategic planning initiative that considers progress toward the vision and how to best serve the needs of its service area. This updated five-year strategic plan provides a roadmap to guide Fairfax Water into the future.

Chartered
1957

Population Served Nearly
2 million

Maximum Water
Production Capacity
345 mgd

Fairfax Water Service Areas





Industry Trends & Local Context

The services provided by Fairfax Water are central to assuring the region's sustained growth and vitality. To achieve continued success, Fairfax Water must address several national and state-wide trends of particular significance for the organization as it works to update and implement its strategic plan. These include meeting future regulatory requirements, changes in residential water usage, and growing competition in the region for qualified candidates for employment. These and other challenges must be considered to adequately plan for the organization's future.

Key trends, expectations for the future, and potential Fairfax Water responses, many of which are embodied in the strategic plan or addressed in supplementary implementation plans, are presented here.



Population

The Current Situation

The U.S. Census Bureau estimates the current population of Fairfax County to be nearly 1.2 million, which represents a 6.4% growth since 2010. Population growth is expected to continue to be steady, especially as large employers like Amazon expand in the area. Increased growth likely will result in more redevelopment projects in retail areas, and the County will become more urbanized.

According to the U.S. Census Bureau, the average median household income (MHI) is \$121,133 in Fairfax County, compared to a national MHI of \$60,293, and 61 percent of the population in Fairfax County has a bachelor's degree or higher. Within Fairfax County, 6.1 percent of the population lives in poverty, compared to 11.8 percent nationwide. The population is relatively young, with 41 percent of residents aged 20 to 49 and 26 percent under 20 years old. The service area population is diverse; an estimated 31.2 percent of the County's population is foreign-born, and 38.9 percent of residents aged five and older speak a language other than English at home.

Potential Responses

- + Continue the annual process to update the 10-year CIP
- + Continue to participate in County zoning conversations and the site plan process to help the organization properly plan for changes
- + Maintain strong service affordability metrics



The Operating Environment

The Current Situation

Fairfax Water has a strong financial position and effective processes to regularly monitor finances. While per capita water consumption has been decreasing, Fairfax Water has adapted and maintained a relatively steady revenue stream compared to other utilities around the country, in part because of the growth in Fairfax County and the employees' effectiveness in operating a lean organization. Fairfax Water has also taken steps toward energy savings, implementing many cost-effective changes. Continuing to provide among the lowest rates in the region, Fairfax Water serves both wholesale and retail customers; water sales are split 44/56 between its wholesale and retail customers. Fairfax Water receives approximately 91% of its water supply from the Occoquan and Potomac Rivers and purchases 9%, already treated, from the Washington Aqueduct. Any long-term decisions made by source water providers and wholesale customers can impact Fairfax Water's operations.

Customer expectations are evolving, and communication modes, frequencies, and preferences are varied. Overall, customers expect fast responses, especially regarding water quality issues, and multiple ways to access answers to questions or make requests. The national and state regulations that Fairfax Water must continue to address are becoming more stringent, and the health advisories shared with the public are becoming increasingly frequent. Participation in regional committees and partnerships will continue to be valuable to the organization as decisions to address regulations are made.

Potential Responses

- + Develop long-term plans for stakeholder engagement and stay involved in regional partnerships and committees
- + When planning new facilities and purchasing new equipment, energy efficiency should be kept in mind to increase energy-savings
- + Communicate effectively with customers regarding water quality concerns and changing regulations
- + Review the technology Fairfax Water uses to provide more efficient customer service and effective customer communication
- + Increase involvement with legislators to advocate for validated regulations

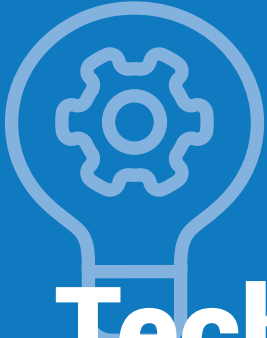


The Current Situation

Fairfax Water has a wealth of knowledgeable and experienced employees; however, many employees are approaching retirement, potentially taking their knowledge with them. The organization's operations are lean, and current employees are fully meeting the roles and responsibilities of their positions. There is considerable competition for qualified candidates, especially in technical and trade roles, which has led to some skill gaps for new employees. Additionally, the cost of living in Fairfax County and Northern Virginia will continue to increase, which affects Fairfax Water's ability to attract and retain employees. The Fairfax County Economic, Demographic, and Statistical Research unit estimates that 46 percent of the workforce in Fairfax County lives outside the County and has an average commute of 46 minutes. Filling positions in this environment will continue to be a challenge for the organization.

Potential Responses

- + Review and adjust the language in position advertisements and benefits to attract new professionals
- + Expand trainee programs to grow qualified internal candidates for needed positions
- + Consider flexible scheduling options for appropriate positions
- + Continue to capture the knowledge of current employees to mitigate the loss of expertise from pending retirements
- + Regularly complete compensation reviews to stay competitive as an employer



Technology

The Current Situation

Technology is rapidly changing, and cybersecurity is becoming an important concern for many utilities. Providing reliable water service is crucial, so Fairfax Water has approached new technology adoption cautiously to ensure that the technology is reasonably mature to limit potential risks. Aging equipment is becoming obsolete more quickly because of the changes in the technology it relies upon to operate. New equipment is more reliable, more sensitive, and provides better quality data, but is more expensive. As technology has changed, so have customer and employee expectations of technology. The organization is evaluating more mobile and user-friendly solutions for customers and employees. In response to recommended measures to limit the spread of COVID-19, Fairfax Water invested in resources to support employees transitioning to work from home. This investment will be leveraged as the organization moves into the future and utilizes the lessons learned from this event.

Potential Responses

- + Continue to implement appropriate technology security measures and train staff to limit cyber risks
- + Develop a technology master plan and ensure that the organization's equipment stays up to date
- + Leverage technology solutions and policies to attract new professionals



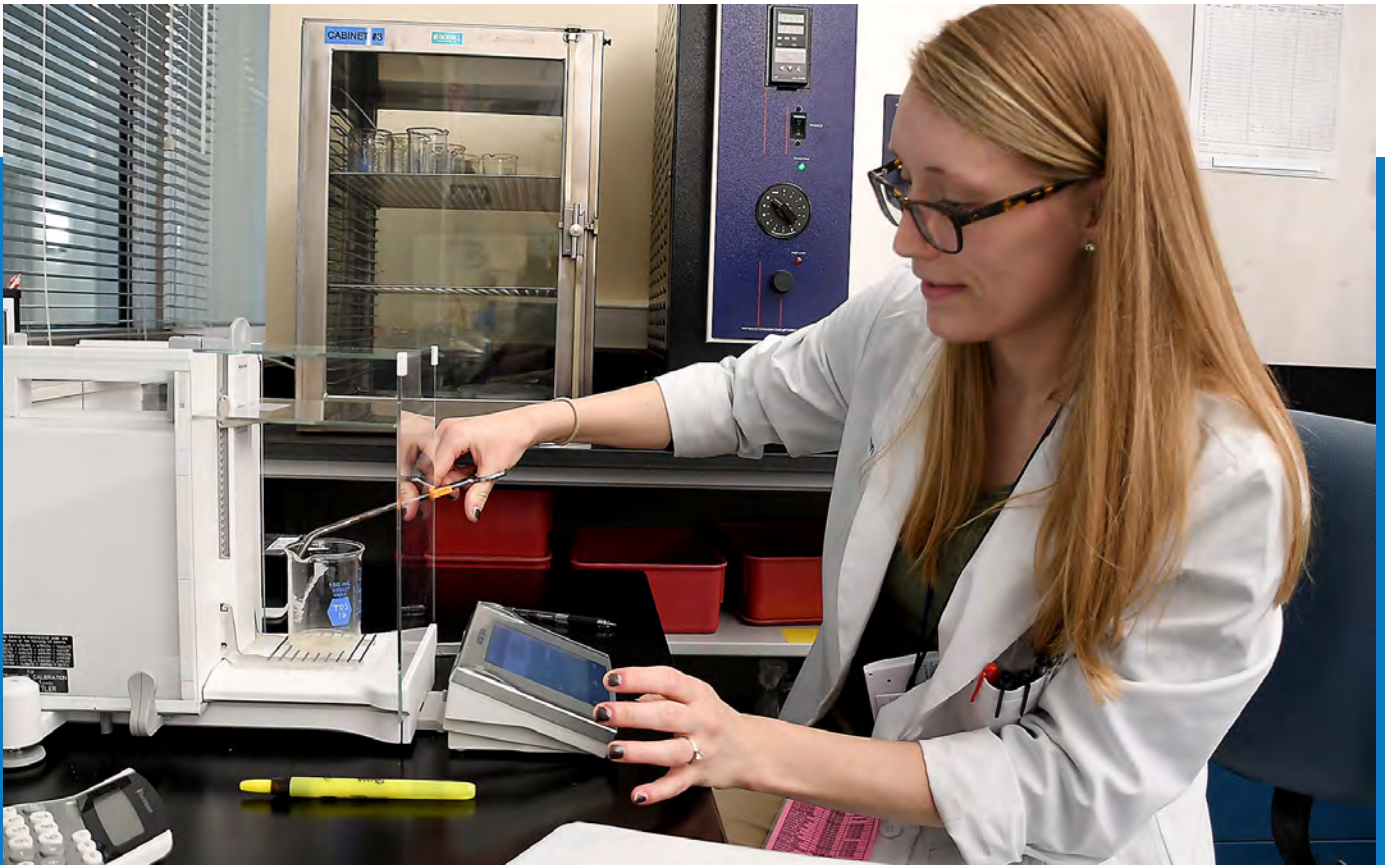
Risk Profile

The Current Situation

Fairfax Water has identified major infrastructure and business continuity risks through America's Water Infrastructure Act (AWIA) risk assessment. Major risks include cyber threats, spills and source water issues, and power outages. Cybersecurity attacks have become more sophisticated and frequent, and though the organization has increased training and protocols, cybersecurity concerns will continue. The organization must also manage climate change impacts, such as high intensity rainfall or extended drought, as well as human impacts, such as unintentional source water contamination. Additionally, regulations may change regarding what can and cannot be released into source water. Fairfax Water is transforming a rock quarry into a water storage reservoir that will be capable of holding up to 17 billion gallons of water by the year 2085, adding valuable storage capacity that allows the organization to mitigate some of these risks.

Potential Responses

- + Address risks through mitigation actions based on threat-asset pairs
- + Develop plans for expanded water resiliency, including source water protection and drought protection
- + Continue employee training on cybersecurity, active-shooter, and other threat mitigation and response topics
- + Update the utility's Emergency Response Plan (ERP) per the AWIA requirements and timeline



Previous Strategic Plan Accomplishment

Fairfax Water's previous strategic plan, called the 2020 Strategic Plan, focused on achieving five goals. The Steering Group considered the successes and the items still in progress from the organization's previous strategic plan to determine areas where continued focus is necessary. This section highlights the notable successes associated with each of the previous plan's goal areas.

PREVIOUS GOAL 1

Quality Service

PREVIOUS GOAL STATEMENT

Fairfax Water will be consistently recognized by its customers for providing an excellent customer experience with water quality, service reliability, and interactions with its employees.

Notable Successes

- + Achieved 100% compliance with drinking water and VPDES permit regulatory requirements under Virginia Environmental Laboratory Accreditation Program
- + Achieved outstanding performance with 100% acceptable scores for four of last five years on Proficiency Testing Samples required for laboratory Drinking Water Certifications
- + Served in a technical workgroup in development of software to identify possible sources of watershed contamination
- + Completely revamped the external website and implemented online bill pay
- + Developed KPIs and reports to share with the Board
- + Started using social media to respond quickly to customers during emergency situations and build awareness of FW as an organization
- + Used specialized software to analyze social media analytics and schedule social media posts

PREVIOUS GOAL 2

Human Assets and Succession

PREVIOUS GOAL STATEMENT

Fairfax Water will attract, develop, and retain a talented, highly effective, dynamic, and diverse workforce to fulfill the mission of the organization.

Notable Successes

- + Advertised job postings to military candidates and expanded recruitment to high school job fairs
- + Successfully trained, developed, and transitioned employees for recent key staff retirements
- + Developed and implemented training for leadership, employee on-boarding, and software use, and continued to provide training for licenses and education reimbursement
- + Utilized the new intranet (Pipeline) to enhance transparent communication and information sharing
- + Re-established the Safety Incentive/Awards Program
- + Completed compensation studies to remain competitive in the regional job market

PREVIOUS GOAL 3

Infrastructure Integrity

PREVIOUS GOAL STATEMENT

Fairfax Water will develop and maintain water infrastructure to reliably meet the service needs of our customers in a cost-effective manner.

Notable Successes

- + Collaborated with wholesale customers on a new transmission project to improve reliability
- + Signed the Vulcan Quarry Water Supply agreement to meet future source water needs
- + Collaborated with Washington Aqueduct to identify and discuss improvement in treatment processes
- + Continued to build a robust tank improvement program
- + Leveraged GIS to assure the information in the asset-management program is accurate
- + Identified and secured replacement locations for distribution maintenance facilities that are expected to be online in the next five years
- + Completed Corbalis electrical improvements and continued review of emergency power needs
- + Brought acquired facilities up to FW's physical security standards
- + Completed key system integration projects

PREVIOUS GOAL 4

Financial Resilience

PREVIOUS GOAL STATEMENT

Fairfax Water will maintain appropriate financial capacity to ensure operational efficiency to reliably meet the needs of present and future customers.

Notable Successes

- + Utilized low-interest rates and refunding opportunities to save more than \$32 million
- + Completed an external cost-of-service study in 2016 and conducted an internal cost-of-service study annually thereafter
- + Analyzed KPI reports for areas of improvement and made dashboards available through collaboration software
- + Maintained Triple-A bond ratings
- + Achieved annual clean audit opinions with no audit adjustments for Fairfax Water and the Retirement Plan

PREVIOUS GOAL 5

Collaboration and Innovation

PREVIOUS GOAL STATEMENT

Fairfax Water will seek and maintain mutually beneficial partnerships and leverage technology to bring value to its customers.

Notable Successes

- + Implemented an updated intranet (Pipeline) along with software tools to promote collaboration and communication
- + Rolled-out a new external website, which can be used on a mobile-app and has new features, such as the Work Zone feature and access to main break locations
- + Participated in numerous regional water supply and security activities and chaired the Interstate Commission on the Potomac River Basin (ICPRB) Early Warning/Emergency Response committee
- + Expanded student programs and projects, such as the Water Quality Field Day
- + Continued to build communities of practice through an intranet committee group, salt team, and others



Strengths. Opportunities. Aspirations. Results.

Fairfax Water utilized a strengths, opportunities, aspirations, and results (SOAR) analysis to inform the strategic plan update. This technique, based on appreciative inquiry, is part of the environmental scan. Discussion during the analysis was captured visually and the activity provided valuable input to the strategic plan update process in the following manner.



Strengths are the areas within the organization that it builds upon to achieve success.

When prioritized, they included these Fairfax Water strengths:

- + Professional, knowledgeable employees
- + Financial stability
- + Product quality
- + Customer service

Aspirations focus on the expectations and hopes of stakeholders.

Fairfax Water's most compelling aspirations are as follows:

- + Adopt innovative technologies
- + Be a recognized industry leader
- + Be an employer of choice
- + Have high customer satisfaction
- + Continue to provide customers with reliable and abundant water of exceptional quality at a reasonable price
- + Develop further customer and community support

Opportunities help the organization identify strategies and approaches to meet future needs.

These major opportunities were identified:

- + Leverage technology solutions
- + Employee development and succession planning
- + Attract qualified professionals
- + More effective internal communication
- + Increase operational resiliency and redundancy

Results help to determine how progress will be measured.

The major important outcomes as a result of the strategic plan are as follows:

- + A clear vision of the future and a well-communicated roadmap to get there
- + Retaining and attracting talent to keep the organization strong
- + Greater collaboration across the organization



Strategic D

This strategic plan serves as a blueprint for future decision-making. Furthermore, this plan provides a structure for annual strategic reviews to assure that goals and objectives retain their relevance over time. By laying out a course of action, this plan represents a disciplined process for making the fundamental decisions that will shape Fairfax Water's future.

The strategic plan contains the organization's vision, mission statement, values, goals, measures, and strategies. It addresses Fairfax Water's current challenges and helps to ensure continued success in operations and the management of resources and assets.

Direction

Vision

Ultimately, implementation of this plan will enable Fairfax Water to achieve its desired future state as articulated in its vision:

Fairfax Water aspires to remain a respected industry leader, upholding its customers' trust by providing water of exceptional quality and reliability, at a reasonable price, while supporting the high quality of life, economic vitality of the region, and preserving the Occoquan and Potomac water resources for future generations.

Mission

The following mission statement describes the organization's purpose and role within the service area:

Fairfax Water provides its customers with reliable and abundant water of exceptional quality at a reasonable price.

Values

Values represent Fairfax Water's most deeply held beliefs, which it would like every member of the organization to embrace. Those organizational values have been organized in the following value statement:

Fairfax Water will embody the following core values in the setting and implementation of its policies and practices:

- + Remain Customer Focused
- + Act with Integrity
- + Pursue Efficiency
- + Maintain Reliability
- + Perform with Accountability and Transparency
- + Promote Communication
- + Encourage Innovation and Forward Thinking
- + Inspire Teamwork and Respect
- + Foster Employee Engagement
- + Resiliency
- + Safety



Goals

Goals represent the most important issues that must be addressed to achieve the desired future. This updated strategic plan incorporates the goal statement descriptions presented here. Comments relating to each goal provide additional context.



GOAL 1

Quality Service

GOAL STATEMENT

Fairfax Water will consistently provide excellent water quality, service reliability, and outstanding customer service interactions.

Fairfax Water and its employees are proud of the services they provide to the community. The organization is committed to continuing to deliver excellent water quality and reliable service as regulations and the needs of the service population change and is focused on providing outstanding customer service and stakeholder engagement at every step.



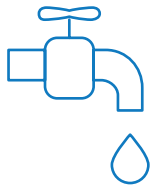
GOAL 2

Workforce Planning and Development

GOAL STATEMENT

Fairfax Water will attract, develop, and retain a high-performing and diverse workforce to fulfill the mission of the organization.

Fairfax Water recognizes that the employees of the organization are crucial to its ability to provide its customers with reliable and abundant water of exceptional quality. Accordingly, the organization is focused on attracting talented and diverse employees and continuing to develop its current high-performing workforce.



GOAL 3

Infrastructure Integrity

GOAL STATEMENT

Fairfax Water will develop and maintain infrastructure to provide reliable service to our customers in an efficient and cost-effective manner.

As growth continues in the region and as regulatory requirements evolve, Fairfax Water will be prepared with proactive, efficient, and cost-effective infrastructure management. Maintaining all system infrastructure will ensure reliable service into the future.



GOAL 4

Financial Resilience

GOAL STATEMENT

Fairfax Water will maintain appropriate financial capacity to ensure operational efficiency to reliably meet the needs of present and future customers.

Fairfax Water is committed to effective financial management to ensure that resources are used efficiently and responsibly, thereby meeting the utility's long-term financial needs.



GOAL 5

Technology and Innovation

GOAL STATEMENT

Fairfax Water will ensure technology to safely and securely meet the needs of our organization and customers.

Adopting appropriate technologies and protecting the organization from cyber threats are an integral part of assuring success as a resilient service provider with exceptional customer service. Fairfax Water's commitment to technology and innovation will consider solutions across the whole organization.

A photograph of a wooden dock or pier. A large, thick rope is coiled over a wooden post. In the foreground, a blue plastic cup with the words "Fairfax Water" and a water drop logo is visible. The background shows a grassy area and a building with a balcony. The entire image has a blue color cast.

Strategies and Measures

Measures define accomplishment for each goal, and strategies are key resource allocations that should be made over the next several years. These critical elements of the strategic plan, as well as the vision, values, mission, and goals, are presented on the strategic framework included in this document.

Strategic Framework

VISION

Fairfax Water aspires to remain a respected industry leader, upholding its customers' trust by providing water of exceptional quality and reliability, at a reasonable price, while supporting the high quality of life, economic vitality of the region, and preserving the Occoquan and Potomac water resources for future generations.

MISSION

Fairfax Water provides its customers with reliable and abundant water of exceptional quality at a reasonable price.

VALUES

Fairfax Water will embody the following core values in the setting and implementation of its policies and practices:

- Remain Customer Focused
- Act with Integrity
- Pursue Efficiency
- Maintain Reliability
- Perform with Accountability and Transparency
- Promote Communication
- Encourage Innovation and Forward Thinking
- Inspire Teamwork and Respect
- Foster Employee Engagement
- Resiliency
- Safety

GOALS



QUALITY SERVICE

Fairfax Water will consistently provide excellent water quality, service reliability, and outstanding customer service interactions.



WORKFORCE PLANNING AND DEVELOPMENT

Fairfax Water will attract, develop, and retain a high-performing and diverse workforce to fulfill the mission of the organization.



INFRASTRUCTURE INTEGRITY

Fairfax Water will develop and maintain infrastructure to provide reliable service to our customers in an efficient and cost-effective manner.



FINANCIAL RESILIENCE

Fairfax Water will maintain appropriate financial capacity to ensure operational efficiency to reliably meet the needs of present and future customers.



TECHNOLOGY AND INNOVATION

Fairfax Water will ensure technology to safely and securely meet the needs of our organization and customers.

STRATEGIES

1. Continue to meet or surpass current regulations and proactively plan to address the impacts of future regulations
2. Define service level targets for all workgroups
3. Cultivate a customer service culture across the organization
4. Enhance effective communication internally and externally
5. Develop and implement a comprehensive stakeholder engagement plan

6. Foster an environment that enhances our ability to maintain employer of choice status
7. Expand organizational capability to optimize efficiency and service delivery
8. Continue to build and advance our culture as a values-based organization

9. Implement projects, programs, and initiatives that improve operational reliability, resiliency, and efficiency
10. Enhance asset management programs to support prioritized infrastructure renewal decision making
11. Develop and use tools that support ongoing infrastructure planning and analysis

12. Maintain and leverage a strategic financial model to facilitate planning and predict long-term cash flows
13. Ensure rates are set appropriately to meet community needs and support system operations and maintenance
14. Develop deeper financial awareness, understanding, and accountability throughout Fairfax Water
15. Enhance business continuity planning to minimize financial and operational risk to the organization

16. Utilize technology governance to guide the development of a technology master plan
17. Understand and identify the technology needs and expectations of internal and external customers
18. Implement solutions to increase business and operational efficiencies
19. Enhance cybersecurity awareness and protect the organization from cyber threats

MEASURES

- Water quality regulatory compliance (%)
- Meeting service level goals
 - a. Leaks and breaks/100 miles of pipe
 - b. Disruption of service (outages/1,000 accounts)
 - c. Average time to address service disruption (hr.)
- Meeting customer service level expectations
 - a. Call handle ratio
 - b. First call resolution
- Customer service complaints/1,000 accounts

- Employee turnover (%)
- # qualified internal applicants
- % of total applications that meet minimum qualifications for advertised positions
- Average vacancy rate (%)
- Total compensation competitiveness (index)
- Employee survey scoring
- Training hours / FTEs

- Planned to unplanned maintenance ratio (%)
- System renewal/replacement (%)
- AWWA Water Audit Results
- Capital Improvement Plan (CIP) execution rate

- Operating ratio (Opex/Revenue)
- Bond rating
- Debt service coverage ratio
- Days cash on hand (unrestricted reserves)
- Service affordability (%)
- O&M Cost/MG of water produced
- O&M Cost/customer account

- Uptime of critical IT/OT systems (%)
- Technology development and deployment survey (internal users)
- Adoption rate of customer facing technologies
- Phish prone rate (FW vs industry average)
- Cyber security course hours per employee
- Number of cyber breach incidents
- Percent completion of technology master plan

“ We are, all of us, water beings on a water planet. Water is life. Without it, all living things die. Our dependence on water is absolute; our psyches know this and signal us in myriad ways of water’s elemental importance and significance. That is why we love the water and remember experiences associated with it.

Of the Earth’s vast resources of water, only a small fraction is fresh and drinkable. A few people among the globe’s billions have been charged with the task of ensuring everyone else has a reliable supply of safe water. Supplying potable water is an essential human activity, a great responsibility, and a vocation of distinction. ”

J.B. Mannion, Former AWWA Executive Director

1931 – 2009

Fairfax Water Facts



Nearly **2 million** total retail and wholesale customer population



281,000+ retail customer accounts



475 Fairfax Water employees



167.6 MGD average system delivery



345 MGD production capacity



9.3% non-revenue water



\$2 billion value of infrastructure assets



100,000+ System valves



4,027 miles of water mains



30,000 hydrants



31 Storage tanks



30 Pumping stations

Fairfax Water