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<thead>
<tr>
<th>Acronym</th>
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<tbody>
<tr>
<td>ACA</td>
<td>Affordable Care Act</td>
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<tr>
<td>AMI</td>
<td>Advanced Metering Infrastructure</td>
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<td>AMR</td>
<td>Automatic Meter Reading</td>
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<td>AMWA</td>
<td>Association of Metropolitan Water Agencies</td>
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<td>AWWA</td>
<td>American Water Works Association</td>
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<tr>
<td>CCR</td>
<td>Consumer Confidence Report</td>
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<tr>
<td>CIP</td>
<td>Capital Improvement Plan</td>
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<tr>
<td>DEQ</td>
<td>Department of Environmental Quality</td>
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<tr>
<td>DSS</td>
<td>Distribution System Sustainability</td>
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<tr>
<td>EPA</td>
<td>Environmental Protection Agency</td>
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<tr>
<td>EUM</td>
<td>Effective Utility Management</td>
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<tr>
<td>GIS</td>
<td>Geographic Information System</td>
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<tr>
<td>GPS</td>
<td>Global Positioning System</td>
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<tr>
<td>ICPRB</td>
<td>Interstate Commission on the Potomac River Basin</td>
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<tr>
<td>IT</td>
<td>Information Technology</td>
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<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
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<tr>
<td>LIMS</td>
<td>Laboratory Information Management System</td>
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<tr>
<td>SCADA</td>
<td>Supervisory Control and Data Acquisition</td>
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<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
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<tr>
<td>VDH</td>
<td>Virginia Department of Health</td>
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<tr>
<td>VDOT</td>
<td>Virginia Department of Transportation</td>
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<tr>
<td>WA</td>
<td>Washington Aqueduct</td>
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<tr>
<td>WIMS</td>
<td>Water Information Management System</td>
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<td>WRF</td>
<td>Water Research Foundation</td>
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Acknowledgments

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On January 3, 2014, the water systems of Fairfax and Fall Church cities became part of Fairfax Water. Now that we have successfully integrated these systems, our mission to provide a unified water system to the people and businesses in Fairfax County is accomplished.

This raises the question, “What’s next?” for Fairfax Water. The answer to this question is complex for a public, non-profit, wholesale and retail water utility that provides safe drinking water every day to almost two million people across Northern Virginia. Fairfax Water owns and operates the two largest water treatment facilities in Virginia and purchases water from two treatment plants owned and operated by the U.S. Army Corps of Engineers. We have a total treatment capacity of 376 million gallons a day and an average daily production of 163 million gallons.

With these complexities in mind, the Fairfax Water Board of Directors initiated the development of a fresh strategy – a strategy that ensures the highest-quality water service today, next year, and for the next generation. The strategic planning process brought together more than 60 Fairfax Water professionals to identify how we can excel in meeting the challenges of the 21st century.

The process began with identifying a new mission: Fairfax Water provides its customers with reliable and abundant water of exceptional quality at a reasonable price.

This mission is both straightforward and remarkably complex. To support it, the strategic planning team identified five areas on which to focus - customer service; financial resilience; infrastructure integrity; innovation; and strengthening our most critical asset – Fairfax Water’s employees. This plan is the result of nine months of self-evaluation, research, and teamwork. It includes specific goals, strategies, and action items to support our new mission.

Along with my fellow Board members, I am committed to this strategic plan as a living document. We will use it to guide our decisions, measure our progress, and maintain our standing as a respected water utility leader that earns its customers’ trust by providing water of exceptional quality and reliability.

Sincerely,

Philip W. Allin
Chairman
Fairfax Water Board of Directors
Chartered by the Commonwealth in 1957, Fairfax Water is governed by a 10-member Board of Directors appointed by the Fairfax County Board of Supervisors.

Philip W. Allin  
Chairman  
Sully District

Linda A. Singer  
Vice Chairman  
Hunter Mill District

Armand B. Weiss  
Treasurer  
Dranesville District

Frank R. Begovich  
Secretary  
Lee District

Burton J. Rubin  
Springfield District

Harry F. Day  
Mason District

J. Alan Roberson  
Braddock District

Richard Dotson  
Providence District

Joseph Cammarata  
Mt. Vernon District

Anthony H. Griffin  
At-Large Member
When you consider all of the changes that Fairfax Water and the area we serve have experienced during the last 50 years, you can see why our strategic plan must change. The utility’s focus and goals can shift as time passes and a periodic review is needed to make sure we are still headed in the right direction.

Our previous strategic plan was written in 2007 and many of the goals from that plan have been accomplished. Now it is time to update our vision and mission and to set new goals. The following goal areas were established after a thorough review of ideas and feedback collected during the strategic planning process:

1. Quality Services
2. Human Assets and Succession
3. Infrastructure Integrity
4. Financial Resiliency
5. Collaboration and Innovation

We feel that focusing on these five goal areas will allow our business and our customers the chance to see and experience positive growth and advancement at Fairfax Water. All of these goal areas will help us in achieving our newly defined mission: Fairfax Water provides its customers with reliable and abundant water of exceptional quality at a reasonable price.

As with any plan, it is important to track and evaluate its effectiveness over time. Periodically, my staff and I will revisit the plan to assess performance measures for each goal area and to implement any necessary changes. With the support of the Board and our employees’ continued devotion to service, I feel that this plan will guide us toward continued improvement and exceptional service for our customers.

Sincerely,

Charles M. Murray
General Manager
Fairfax Water
A well-thought-out strategic plan allows the Board, management, and employees the opportunity to take a step back and consider where Fairfax Water has been and how we see ourselves in the future. The strategic plan development process can be quite complex and a plan can go through many revisions before it is implemented. Due to the plan's importance, we carefully went through a multi-step development process with the involvement of employees at all levels, in all departments.

Below you will find the basic path that Fairfax Water has taken to develop its new strategic plan.

**Document Review**

The first steps were to complete an extensive document review and invite employees to complete a survey on the current state of Fairfax Water.

**Workshop on roles of Board and Staff**

Next, Board members and senior management created revised vision and mission statements and goals for the new strategic plan.

**Workshops on Strategic Issues**

This laid the foundation for workshops and meetings with staff members to flesh out the finer points for the strategic plan.

**Utility Self-Evaluation**

To get deeper into the details related to reaching the new goals, multidisciplinary teams of employees were formed for each goal area. These teams were tasked with creating strategies and specific action items for each strategy.

**Draft and Final Strategic Plan**

Once the teams brainstormed about the new strategies, action items were developed along with due dates and cost levels for each item. Next, the teams shared their work with management and Board members. After final review and adjustment, the Board adopted the plan on October 22, 2015.
Vision Statement

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

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 and economic vitality of the region.

Values

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

- Provide Quality Water and Services
- Remain Customer Focused
- Act with Integrity
- Pursue Efficiency
- Provide Value
- Maintain Reliability
- Perform with Accountability and Transparency
- Promote Communication
- Encourage Innovation and Forward Thinking
- Inspire Teamwork and Respect
- Foster Employee Engagement

Goals

The Board developed goal areas that represent key Fairfax Water commitments to the community it serves.

Goal 1. Quality Services
Goal 2. Human Assets and Succession
Goal 3. Infrastructure Integrity
Goal 4. Financial Resilience
Goal 5. Collaboration and Innovation

Management and staff identified specific strategies and measurable action items for each goal area to ensure that proper actions are taken to fulfill the commitment implicit in the goal area. The strategies and action items on the following pages encompass both current and new activities. The implementation of these strategies and action items will be carried out by Fairfax Water staff.
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.

**Strategy A – Continue to meet or surpass all industry standards and regulations and monitor future regulations.**

**Action Item 1**  
Track legislative and regulatory activity that affects Fairfax Water and seek Board policy positions, as appropriate.

**Action Item 2**  
Continue monitoring storage tanks for nitrification and disinfectant residual.

**Action Item 3**  
Develop an action plan for any new compliance standards.

**Action Item 4**  
Maintain appropriate licenses and certifications.

**Action Item 5**  
Address items identified during annual sanitary surveys conducted by VDH.

**Strategy B – Perform assessments of the water quality risks of aging infrastructure and of source water quality threats.**

**Action Item 1**  
Continue monitoring source water. (Potential areas of concern - chlorate, chromium (VI), cyanotoxins, lead and copper, Legionella, nitrosamines, perchlorate)

**Action Item 2**  
Continue distribution system (mains and tanks) monitoring and adapt and expand as needed; re-evaluate problem areas periodically.

**Action Item 3**  
Develop an action plan for resolution of water quality problem areas.

**Strategy C – Improve the external website and general web presence to improve ease of use and create an excellent customer experience.**

**Action Item 1**  
Assess and implement measures to improve communication between customers and Fairfax Water. Improve website navigation.

**Action Item 2**  
Evaluate the current website by external and internal sources.

**Action Item 3**  
Reorganize external website, focusing on modernizing and simplifying navigation (internal and external sources).

**Action Item 4**  
Implement online bill paying and viewing.

**Action Item 5**  
Improve search capabilities on website.
Strategy D – Develop Key Performance Indicators (KPIs), measure them according to key industry standards, and report indicators to stakeholders; for example, dashboard reports for executive and Board reporting.

Action Item 1 Define all current KPIs.
Action Item 2 Conduct gap analysis between current reports and reports that the Board members would like to see.
Action Item 3 Determine what standards we want to measure and sources for those standards (AWWA, EUM, etc.).
Action Item 4 Identify, review, and develop reports; make the reports available to various audiences.

Strategy E – Develop tools to measure customer perceptions.

Action Item 1 Create optional survey on website or on paper via newsletter.
Action Item 2 Analyze survey results.
Action Item 3 Determine proactive actions to address areas of improvement identified in survey.
Action Item 4 Create annual survey that will be featured in the annual water quality report.

Strategy F – Determine the value of using social media to better communicate with customers and the media and, if appropriate, establish a social media presence.

Action Item 1 Develop business case for social media presence.
Action Item 2 Evaluate use of social media outlets, to include Twitter, Instagram, YouTube, Periscope, and Facebook.
Action Item 3 Develop a Social Media Analytics Plan.
Action Item 4 Develop a social media posting calendar.
Goal 2  Human Assets and Succession

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

Strategy A – Develop recruitment activities and strategies to attract talent.

Action Item 1  Utilize military transition organizations and vocational schools; attend job fairs to recruit prospective applicants.

Action Item 2  Implement a job trainee program to hire entry-level applicants (for both internal and external applicants) and provide career opportunities to employees.

Action Item 3  Create a marketing video on the Fairfax Water website to promote Fairfax Water as an employer.

Strategy B – Develop a succession planning program and process.

Action Item 1  Identify key critical positions across the organization.

Action Item 2  Project potential future critical vacancies with emphasis on key positions.

Action Item 3  Develop desired core leadership competencies.

Action Item 4  Design assessment tools to be utilized for key critical positions and employee development.

Action Item 5  Provide a pool of vacancies to be used to hire replacement employees with enough lead time to train them before the retirees leave.

Action Item 6  Develop training curriculum for skills needed for future leadership and technical competency. Utilize job-shadowing, cross-training, and mentoring.

Action Item 7  Review job and related organizational structure each time there is a vacancy.

Strategy C – Provide employee development programs to ensure a highly performing workforce.

Action Item 1  Implement e-learning programs and apprenticeship programs.

Action Item 2  Complete the update of job descriptions and identify skill levels for each job.

Action Item 3  Identify operational procedures that require an SOP. Complete the writing of each SOP and train employees.

Action Item 4  Complete creation of task lists for all appropriate Preventive Maintenance Plans in SAP.

Action Item 5  Develop education and training program curriculum for supervisors and managers; deliver courses in-house and through use of consultants.

Action Item 6  Review the tuition reimbursement program and adjust as necessary.

Action Item 7  Evaluate the employee performance review process and update accordingly.

Action Item 8  Review process and procedures to best ensure successful employee transition and orientation to their position.
**Strategy D – Foster an attractive work environment now and for the next-generation workforce.**

**Action Item 1**  
Complete a pay and benefits survey every three years or as directed by the Board to evaluate market position and recommend changes as needed.

**Action Item 2**  
Emphasize comparisons to hard-to-fill positions with appropriate skill levels.

**Action Item 3**  
evaluate the benefits of a wellness program and, if merited, develop and implement a cost-effective program that includes annual benefits, an on-site wellness fair, and quarterly wellness education programs.

**Action Item 4**  
Write an enhanced employee recognition policy and program; train supervisors and managers on how to implement it.

**Action Item 5**  
Provide supervisors and managers the tools needed to ensure a highly performing workforce.

**Action Item 6**  
Conduct an employee survey to obtain feedback and benchmark at least every two years.

**Strategy E – Ensure transparent communication of information and use technology to share information.**

**Action Item 1**  
Develop an internal communication plan that identifies who, what, when, and where information will be shared.

**Strategy F – Continue to provide a safe workplace.**

**Action Item 1**  
Continue to analyze safety KPIs and adjust the program as necessary. Incorporate and address state and federal rules and regulations.
Fairfax Water will develop and maintain water infrastructure to reliably meet the service needs of its customers in a cost-effective manner.

**Strategy A – Assess and maintain supply, production, transmission, and distribution assets and determine system assets to ensure our ability to meet current and future peak-day demands.**

1. **Action Item 1** Analyze water-usage trends and forecast future system demands.
2. **Action Item 2** Implement System Master Plan recommendations.
3. **Action Item 3** Conduct source water analysis and identify future needs (ICPRB, Regional Water Supply Plan).
4. **Action Item 4** Implement Vulcan Quarry Water Supply Reservoir Plan.
5. **Action Item 5** Coordinate and collaborate with wholesale customers to meet their needs.
6. **Action Item 6** Maintain Fairfax Water assets to meet retail and wholesale customer needs.

**Strategy B – Ensure consistent high-quality water for all customers.**

1. **Action Item 1** Collaborate with the Washington Aqueduct to identify and implement treatment improvements.
2. **Action Item 2** Evaluate online distribution system water quality monitoring needs and implement recommendations.
3. **Action Item 3** Identify areas of concern in the distribution system, such as dead ends, low usage, tuberculation, etc. Develop and implement interim and long-term improvements to include auto flushers, gap closures, unidirectional flushing, water main replacements, tank improvements, etc.

**Strategy C – Maintain a robust asset-management program to ensure a sustainable distribution system that meets service level objectives.**

1. **Action Item 1** Implement a water-main condition assessment program.
2. **Action Item 2** Continue and refine the Distribution System Sustainability program (DSS) – capital improvement and replacement of water mains. Evaluate the use of alternative renewal and replacement strategies where appropriate.
3. **Action Item 3** Formalize and refine distribution asset management programs, such as valve exercise, leak detection, unidirectional flushing, and hydrant exercise.
4. **Action Item 4** Evaluate improvements to as-built information and implement recommendations.
5. **Action Item 5** Acquire capability for field crews to navigate latitude/longitude (GPS) information to facilitate field maintenance.
6. **Action Item 6** Acquire latitude/longitude (GPS) information for customer meters.
Action Item 7  Continue to evaluate heavy-equipment needs for main-break response; engage stakeholders to identify and implement opportunities for improvement.

Action Item 8  Identify replacement for central maintenance facility and implement recommendations.

Action Item 9  Evaluate existing meter vaults in the acquired systems.

**Strategy D – Maintain a robust asset-management program for treatment plants and transmission system to optimize stewardship of assets.**

Action Item 1  Develop and implement a comprehensive cathodic protection program.

Action Item 2  Complete the recommended improvements to the Corbalis Phase I electrical equipment.

Action Item 3  Formalize and refine a comprehensive transmission system asset-management program.

Action Item 4  Formalize and refine a comprehensive electrical facilities asset-management program.

**Strategy E – Develop and maintain programs and tools to optimize system performance to improve overall reliability.**

Action Item 1  Develop a process, including training, to ensure asset-management data from SAP, GIS, Main Break Database, Energy Watchdog, and SCADA are analyzed and effective for use.

Action Item 2  Continue refinements to the hydraulic model.

Action Item 3  Evaluate emergency power generation requirements for system and implement recommendations.

Action Item 4  Construct emergency Langley and Chain Bridge bypasses to supply system in event of loss of Washington Aqueduct supply.

Action Item 5  Develop system operational guidelines to optimize overall system efficiency and enhance asset management.

Action Item 6  Update the current Emergency Response Plan and conduct training to ensure continuity of operations to include extreme weather events and loss of power.

Action Item 7  Update Energy Management Plan.

**Strategy F – Maintain a robust physical security program to minimize risk and mitigate consequences.**

Action Item 1  Update the vulnerability assessment and implement necessary recommendations.

Action Item 2  Adopt Fairfax Water physical security standards at acquired sites.

Action Item 3  Utilize the combination of efficient and effective technology and staffing levels to manage an active physical security program.

Action Item 4  Continue an active role in national and regional water-security initiatives.
Fairfax Water will maintain appropriate financial capacity to ensure operational efficiency to reliably meet the needs of present and future customers.

**Strategy A – Maintain a useful strategic financial model to predict long-term cash flows to facilitate financial planning.**

- **Action Item 1** Maintain a comprehensive 10-year Capital Improvement Plan (CIP).
- **Action Item 2** Determine the growth component of the 10-year CIP to facilitate cost reimbursement methods.
- **Action Item 3** Prepare an Annual Budget for operation and maintenance requirements.
- **Action Item 4** Utilize CIP and Annual Budget to project funding requirements.
- **Action Item 5** Determine long-term wholesale-customer revenue and funding methods to assist in determining the level of retail revenue requirement.
- **Action Item 6** Determine the debt utilization level needed to fund growth-oriented projects and, when fiscally possible, avoid issuance of new debt to fund renewal-type capital improvements.
- **Action Item 7** Evaluate bond refunding opportunities at least annually to determine potential debt costs savings.

**Strategy B – Maintain a competitive rate structure to facilitate financial and overall economic sustainability of Fairfax Water and its customers. Manage rate increases to minimize rate spikes.**

- **Action Item 1** Conduct an expert external cost-of-service study every three to five years to ensure that retail rates are cost-based, empirically derived, and are maintained with strong public acceptance.
- **Action Item 2** Conduct an annual internal cost-of-service study consistent with the methodologies developed in the external cost-of-service study to determine if rate adjustments are required.
- **Action Item 3** Analyze declining per capita usage trends within Fairfax Water’s service area and evaluate their impact on future revenues.
- **Action Item 4** Conduct an annual study of comparative rates with peers.
- **Action Item 5** Meet annually with the Finance and Audit Committee to review assumptions within the Strategic Financial Model and how changes to those assumptions impact the rates.
- **Action Item 6** Present proposed Rates, Fees, and Charges to the Fairfax Water Board on an annual basis.

**Strategy C – Leverage business intelligence to enable proactive decision-making and accountability.**

- **Action Item 1** Develop a set of standard processes and information needs (daily, monthly, or quarterly) that focus on KPIs to drive organizational success.
- **Action Item 2** Establish targets to trigger appropriate action and further analysis of KPIs.
Action Item 3  Utilize data visualization and dashboards to monitor operational and financial business performance.

Action Item 4  Evaluate strategic sourcing opportunities by critically analyzing Fairfax Water’s spending patterns to better leverage its purchasing power, reduce costs, and improve overall performance.

Action Item 5  Develop an education program for staff that increases financial reporting knowledge and instills trust in data accuracy.

**Strategy D – Manage the financial impact of the Patient Protection and Affordable Care Act (ACA) of 2010.**

Action Item 1  Monitor legislation and regulations to ensure compliance with ACA.

Action Item 2  Determine the cost implications and explore alternative benefit delivery options if the ACA were not to be repealed or modified before implementation of the Excise Tax in 2018.

**Strategy E – Develop a Risk Management Plan to minimize financial and operational exposures to the organization.**

Action Item 1  Identify internal and external events that may affect the achievement of Fairfax Water’s mission.

Action Item 2  Develop a Business Continuity Plan that addresses risk responses for identified risks based on overall risk exposure, considered as a function of the likelihood and impact of the occurrence.

Action Item 3  Develop risk-control activities to ensure risk responses are carried out effectively.

Action Item 4  Develop communication and training processes to disseminate risk information and expected behavior and actions to mitigate negative outcomes appropriately throughout the organization.

Action Item 5  Develop a set of risk-management metrics that monitor the effectiveness of the risk-mitigation activities to ensure risks are effectively assessed and appropriate risk responses and controls are in place.

**Strategy F – Maintain the ability to borrow money at a low cost.**

Action Item 1  Maintain a AAA bond rating from multiple bond rating agencies.

Action Item 2  Conduct and achieve an annual unqualified audit.

Action Item 3  Conduct the annual Trust Engineer inspection.

Action Item 4  Maintain the goal to reach a minimum debt service coverage of 2.0 times debt service by 2020 following a smooth transition to the new minimum coverage.

Action Item 5  Annually review and update, if needed, Fairfax Water’s financial management policies.

Action Item 6  Maintain a General Fund Reserve equal to six months to one year of operating expenses, including debt service.

Action Item 7  Continue the annual review of the long-term funding plan established in 2008 to decrease the unfunded liability of the Retirement Plan.
Fairfax Water will seek and maintain mutually beneficial partnerships and leverage technology to bring value to its customers.

**Strategy A – Track, implement, and optimize technology to facilitate business effectiveness and efficiency.**

- **Action Item 1** Develop an Information Systems Master Plan based on business requirements.
- **Action Item 2** Ensure that Fairfax Water’s IT infrastructure is reliable, accessible, and secure.
- **Action Item 3** Upgrade and implement, to the appropriate degree, SharePoint as a collaborative, company-wide knowledge management system designed to facilitate the sharing of policies, information, and standard operating procedures in a secure, user-friendly, and consistent format. Include Board access for key documents.
- **Action Item 4** Develop a Records Management Plan that includes policies.
- **Action Item 5** Create an integrated database infrastructure; prioritize the integration of GIS and SAP. Evaluate need for future integration between GIS, SAP, LIMS, SCADA, SharePoint, WIMS, and Historian.
- **Action Item 6** Review current mobile strategy; determine appropriate enhancement and implement as approved.
- **Action Item 7** Use GIS tools to optimize customer service, metering routing, service dispatch, etc.
- **Action Item 8** Implement public and private cloud technologies to enhance collaboration and increase security and reliability.
- **Action Item 9** Review current Technology Business Continuity capability; develop and implement appropriate redundancies and contingency plans.
- **Action Item 10** Work collaboratively with Fairfax Water divisions to track technological innovations for applicability to Fairfax Water.
- **Action Item 11** Develop a Long-Range Meter Plan.
- **Action Item 12** Research and evaluate AMR and AMI technologies for long-term operational benefits. Develop pilot implementation to drive an evaluation process.

**Strategy B – Improve customer interaction with Fairfax Water by implementing current and emerging technologies.**

- **Action Item 1** Create notification system to alert customers of service interruptions and repair progress without unduly burdening the field staff. Investigate integration with customer portal.
- **Action Item 2** Participate actively in periodic round-table discussions with Fairfax Water’s wholesale customers and regional utility partners on initiatives and exchange of information.
- **Action Item 3** Develop technology policies to support Fairfax Water’s social media strategy.
**Strategy C – Build and maintain relationships with local, state, federal, and other external organizations to capture best practices and represent Fairfax Water’s interests.**

**Action Item 1** Maintain cooperative partnerships with industry professional groups such as AWWA, WRF, Virginia AWWA, and AMWA, to stay informed of emerging trends in industry best practices, and to receive immediate updates on changes to industry best practices and regulatory requirements. Develop mechanism to disseminate such information through internal communication processes.

**Action Item 2** Maintain open relationships with jurisdictional local utilities to achieve shared goals and protect common interests.

**Action Item 3** Work with state agencies such as DEQ and VDH to protect the interests of Fairfax Water (e.g., ensure the stability of water-withdrawal rights).

**Action Item 4** Track and engage in federal rule-setting, as appropriate.

**Action Item 5** Participate actively in regional forums to represent the interests of Fairfax Water (e.g., source water protection activities, planning, power, education, and public outreach).

**Action Item 6** Maintain communications with economic development entities to ensure reliable water services.

**Strategy D – Emphasize Fairfax Water’s water stewardship through community outreach activities.**

**Action Item 1** Participate in local and regional environmentally themed events to promote water awareness and wise water use, to include activities such as watershed cleanups and partnerships with other public services, such as tree plantings.

**Action Item 2** Improve educational outreach programs to local students of all levels; promote resource awareness, water science education, and careers in the water sector.

**Action Item 3** Optimize outreach to general community through various programs, promotions, and actions.

**Action Item 4** Administer actively Fairfax Water’s Water Supply Stakeholder outreach grant program to enhance watershed education and community stewardship opportunities.

**Strategy E – Foster an environment to identify and implement new ideas and innovations.**

**Action Item 1** Evaluate and implement, as appropriate, a system or structure to identify, evaluate, and implement new ideas and innovations.

**Strategy F – Establish an internal communication network that focuses on building communities of practice, communication, and continuous service improvement to achieve quality customer service.**

**Action Item 1** Charter a cross-divisional team to define needs, analyze gaps, and implement internal communication improvements. Evaluate needs and ways to improve internal communication.

**Action Item 2** Develop a process to manage customer contacts from first call to resolution, including correct routing of contact, response time, follow-up, and documentation.

**Action Item 3** Implement cross-departmental meetings at the supervisor level.

**Action Item 4** Define current emergency communication limitations and implement improvements.

**Action Item 5** Create an organization-wide calendar/newsfeed/dashboard.

**Action Item 6** Review and document all Fairfax Water policies and SOPs in an easily accessible repository.

**Action Item 7** Develop a Communications Plan that includes messages, communication audiences, resource requirements, etc.
**Action**
Specific work activities to achieve the strategies

**Goal**
Fairfax Water’s commitment to the community it serves

**Issue**
A problem or opportunity facing Fairfax Water

**Key Performance Indicator (KPI)**
KPIs are outcome measures to monitor achievement of goals. Each goal has one (1) KPI. Example: Percent of critical assets assessed for current condition

**Mission**
The primary reason(s) for the existence of the organization

**Objective**
Measurable work activity that, when accomplished, will lead directly to the success of the strategy

**SAP**
A business software product designed to integrate all aspects of a business

**SharePoint**
A web application in the Microsoft Office server that combines intranet, extranet, and other business functions

**Strategy**
How an issue is resolved to achieve the goal

**Strategic Plan**
A structured plan to drive Fairfax Water to achieve its goals

**Values**
Non-negotiable standards that the staff and the Board believe in and that embody how they will act individually and as an organization

**Vision**
What Fairfax Water aspires to become
The plan is intended to be reviewed and updated as appropriate to remain current in conjunction with the planning and budgeting activities of Fairfax Water.
Chartered in 1957 by the Virginia State Corporation Commission as a public, non-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 440 water professionals, manages the day-to-day operations of Fairfax Water.

Fairfax Water has the lowest commodity rate in the Washington metropolitan region and is one of only a handful of water utilities in the country to receive an AAA rating from the top three financial rating services.

The Virginia Department of Health regulates Fairfax Water’s water quality according to regulations established by the Environmental Protection Agency and based on the Safe Drinking Water Act passed by the U.S. Congress.

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

Fairfax Water provides water that 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 163 million gallons and combined maximum capacity of 376 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 water from the McMillan and Dalecarlia treatment plants in Washington DC. They are part of the Washington Aqueduct, owned and operated by the U.S. Army Corps of Engineers.

Fairfax Water draws raw water from two primary sources: the Potomac River and the Occoquan Reservoir, which is fed by the Occoquan River. The four treatment facilities feed an interconnected distribution system that includes 3,971 miles of water mains, 28,827 fire hydrants, and 97,683 valves.