



2020 Strategic Plan

for the

Augusta County Service Authority



Middle River Regional Wastewater Treatment Plant

Introduction

- The Augusta County Service Authority was formed in March of 1966 to centralize the provision of water and sewer service to Augusta County residents. The Service Authority also operates the Augusta Regional Landfill for Augusta County, the City of Staunton, and the City of Waynesboro.
- Over the last 52 years, the Augusta County Service Authority has grown from 11 employees serving 113 customers, to an organization employing 117 people serving 15,849 water customers and 9,481 sewer customers. ACSA also maintains 421 miles of water mains, 2,046 fire hydrants, 236 miles of gravity sewer mains, and 21 miles of sewer force main.
- In addition to our direct commercial, industrial and residential customers, ACSA serves a diverse group of stakeholders, including, but not limited to developers, homebuilders, environmental groups, local governments (Augusta County, Staunton and Waynesboro) and School Boards.
- In the summer of 2018, senior ACSA staff worked together to develop the 2018 Strategic Plan, including Values, Vision and Mission statements, SWOT Analysis and Specific Goals adopted by the ACSA Board of Directors on October 8, 2018.
- In the summer of 2020, senior ACSA Staff offered revisions to the Strategic Plan and the Revised Plan was presented to the Board of Directors at the November, 2020 Board Retreat.



Berry Farm Water Treatment Plant

Values

Honesty and Integrity:	Doing what is right, fair and ethical
Safety:	Always striving to protect our employees, our customers and the environment
Respect:	Shown to one another as well as to our customers
Efficiency:	Embracing new ideas in a constant effort to work as cost effectively as possible
Consistency:	Providing the highest level of service to every customer
Compliance:	Meeting or exceeding all regulatory requirements
Sustainability:	Managing our resources to be fiscally responsible today and environmentally and technologically sustainable for the future
Affordability:	Meeting Board guidelines for water and sewer rates and fees
Accountability:	Being accountable in all our actions to our customers and each other



Fishersville Wastewater Treatment Plant

Vision

The Augusta County Service Authority will be an independent, respected leader in the water, wastewater and solid waste industries, with a highly competent and motivated staff, committed to environmental stewardship and outstanding customer service.

Mission

The Augusta County Service Authority protects the public health and the environment by providing high quality water and wastewater service and solid waste disposal, working together with Augusta County to achieve development objectives in a fiscally responsible manner.



Mill Place Water Storage Tank – Verona System

Organizational Goals

Consolidate Employees Where Possible

- Responsibility – Executive Director, Directors of Engineering, Field Ops and Treatment Ops
- See plan through to relocate Field Operations and Facilities Maintenance to Middle River
- Design completed by July 1, 2021. Construction completed by December 31, 2022

Promote Distinct Organizational Identity

- Responsibility – Executive Director
- Revisit “Rebranding Effort”
- Pursue Signage at Facilities
- Bring new name and logo to Board by October, 2021 Board Meeting
- Have plan and budget for installing signage at major facilities by July 1, 2022

Conduct Training on Finance Plus for non-Finance Team Members

- Responsibility – Director of Finance
- Organize training on basic Finance Plus usage aimed at Department Directors and Managers
- Have training sessions complete by October 1, 2021



Stuarts Draft Wastewater Treatment Plant

Operational Sustainability Goals

Ensure ACSA Remains a Competitive Employer

- Responsibility – Director of Safety/HR/Training/Administration and Executive Director
- Perform regional salary survey utilizing governments and local industries
- Prepare “Benefits Value Statement” for employees showing total compensation package
- Complete by January 1, 2022

Complete Installation of Security Glass at Customer Service and Administration Counters

- Responsibility – Executive Director and Directors of Finance and Safety/HR/Training/Administration
- Have security glass installed that provides protection for our employees while minimizing loss of communication with public
- Have security glass installed by December 1, 2020

Conduct Conflict Resolution Training with Front-Line Staff

- Responsibility – Executive Director and Directors of Field Ops, Finance and Safety/HR/Training/Administration
- Organize training for field and office staff
- Have training complete by December 1, 2021



Substandard Water Line Replacement - Jolivue

Technology Goals

Continue to Strengthen Cyber-Security

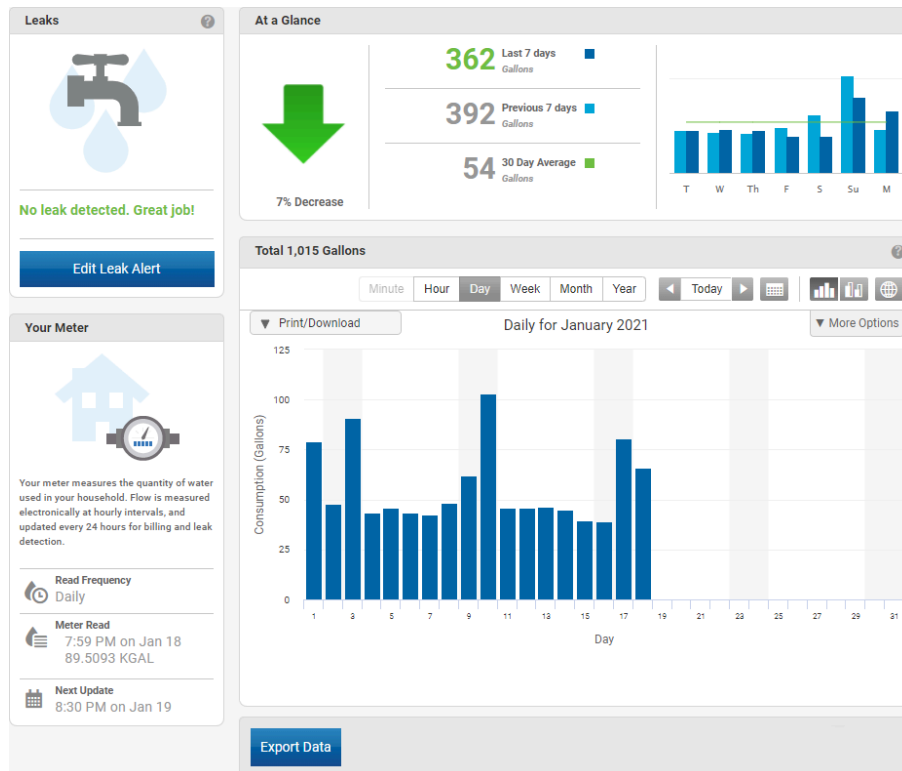
- Responsibility – Director of IT
- Implement recommendations from Cyber Survey
- Implement “two-step authentication”
- Have top five recommendations from Cyber Survey implemented by December 31, 2021

Pursue Independent Digital Information Platforms

- Responsibility – Director of IT
- Oversee migration away from Augusta County email and Customer Service/Billing servers
- Have distinct email platform ready to coincide with Rebranding
- Have new Customer Service/Billing solution in place by time Augusta County decommissions AS-400

Conduct Advanced Training on Lucy

- Responsibility – Director of IT
- Organize training for advanced users to better utilize Lucy software
- Have training sessions complete by July 1, 2022



“Eye on Water” Dashboard

Community Outreach Goals

Enhancing our “Brand”

- Responsibility – Director of Safety/HR/Training/Administration
- Develop communications (bill inserts, website pages, social media) emphasizing what ACSA is, who we serve, and what our Mission is
- Complete by January 1, 2022

High School Internship Program

- Responsibility – Director of Safety/HR/Training/Administration and Director of Treatment Ops
- Develop Internship Program, working with Augusta County Public Schools
- Complete Draft Program by January 1, 2022



ACSA Rain Barrel Workshop

Resource Management Goals

Continue I&I Program

- Responsibility – Director of Field Ops
- Complete investigation in Route 608 Pump Station area, Ridgeview Subdivision and area upstream of Wayne Avenue. Complete sliplining in Weyers Cave, Jolivue, Stuarts Draft and Mount Sidney areas
- Complete by March 1, 2022

Continue Involvement in Groups Which Lobby State & Federal Government

- Responsibility – Executive Director and Director of Treatment Ops
- Continue active involvement in opportunities to comment on prospective regulations
- Complete by July 1, 2022

Identify and Minimize Unaccounted-for Water

- Responsibility – Directors of Engineering, Treatment Ops and Field Ops
- Identify improvements needed to meter production and purchased water by December 31, 2021
- Install identified improvements by December 31, 2022



Dodge Street Well Draw Down Testing

Implementation Directive

This Strategic Plan was developed by the ACSA Senior Management Team, with input from staff, and approved by the ACSA Board of Directors at the January 21, 2021 Board Meeting.

The intent of this Strategic Plan is to assess our organization's current status and provide specific goals, consistent with our Values, Vision and Mission, to give clear guidance to all our employees.

As with any plan, care must be taken to frequently assess our progress and to periodically revise the plan. This plan covers Fiscal years 2021 and 2022. It is anticipated the plan will be revisited in the summer of 2022 and all prudent updates and revisions will be made.

Questions or comments about this report may be directed to:

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White Hill Water Storage Tank Rehabilitation
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