

2023
-through-
2027

THE ALBEMARLE COUNTY SERVICE AUTHORITY STRATEGIC FIVE-YEAR PLAN



Data Optimization

Conduct a comprehensive review of all data and their sources to ensure proper access, classification, and utilization.

COMPREHENSIVE REVIEW OF SYSTEMS

Conduct a thorough data mapping and analysis of all existing software and integrations to determine opportunities for improved efficiency.

DOCUMENT MANAGEMENT SYSTEM

Perform classification of data to ensure proper management, and the procurement and implementation of a new Document Management System.

SYSTEM MONITORING AND REPORTING

Review, maintain, and secure the data that we collect and share with users through dashboards or other reporting methods.



Business Resilience

Ensure the current and future operations continue to function to serve our customers and meet environmental and climate action goals.

BUSINESS CONTINUITY PLANNING

Develop a Business Continuity plan to ensure the continual operations during unplanned events.

ENVIRONMENTAL SUSTAINABILITY

Enhance environmentally friendly practices and policies to reduce our carbon footprint and support global efforts to combat climate change.

OPTIMIZATION OF RESOURCES

Perform an audit of current space, assess staffing levels, and explore opportunities to leverage consulting services in support of staff.



Customer Experience

Provide best-in-class service ensuring the needs of our customers are exceeded.

CUSTOMER EXPERIENCE VISION

Perform a comprehensive analysis of services and interactions as experienced through the eyes of our customers.

CUSTOMER INFORMATION SYSTEMS (CIS)

Develop a modern and integrated CIS platform that provides clear, concise information to customers.

CUSTOMER ENGAGEMENT OPPORTUNITIES

Enhance customer outreach to include community events, new customer orientations, and other important information through a variety of communication tools.



Employee Experience

Retain and recruit a highly-skilled workforce and provide employees with resources and opportunities for professional growth.

RECRUITMENT AND RETENTION

Explore strategies to ensure that we are attracting highly qualified candidates and ensure our workforce remains motivated and satisfied.

EMPLOYEE ENGAGEMENT OPPORTUNITIES

Perform a comprehensive analysis of current practices and create new opportunities to ensure the ACSA is a great place to work.

TRAINING AND EDUCATION PROGRAM

Review current learning opportunities to ensure quality, cost-effective training that increases employee and organizational productivity and enrichment.

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Data Optimization

Conduct a comprehensive review of all data and their sources to ensure proper access, classification, and utilization.

1

COMPREHENSIVE REVIEW OF SYSTEMS

Conduct a thorough data mapping and analysis of all existing software and integrations to determine opportunities for improved efficiency.

STATUS

- Started a list of mapping
- RFP for feasibility study of ESRI Utility Network
- Cityworks Respond deployment underway
- SCADA Phase 3 underway
- ESRI Utility Network Project Kickoff scheduled the week of September 11th

SUCCESS RESULT

- All data collected is mapped. Additional efficiencies are identified and scheduled with each software application.

5%

2

DOCUMENT MANAGEMENT SYSTEM

Perform classification of data to ensure proper management, and the procurement and implementation of a new Document Management System.

STATUS

- Records Management Policy is under review (Library of Virginia)
- Develop data "Classifications" to develop RFP for a Document Management System

SUCCESS RESULT

- Data is classified and properly maintained, all documents are digitized and stored in a secured Document Management System.

5%

3

SYSTEM MONITORING AND REPORTING

Review, maintain, and secure the data that we collect and share with users through dashboards or other reporting methods.

STATUS

- Data classification first step with mapping (see above)
- New firewall replacement completed
- In the midst of replacing SCADA and phone system firewalls
- In the midst of scheduling two separate security assessments; one data focused and one physical focused
- Hired an IT Technician to monitor ACSA security more thoroughly

SUCCESS RESULT

- All data is properly managed and secured and dashboards are utilized across the organization.

10%

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Business Resilience

Ensure the current and future operations continue to function to serve our customers and meet environmental and climate action goals.



1

BUSINESS CONTINUITY PLANNING

Develop a Business Continuity plan to ensure the continual operations during unexpected events.

STATUS

- IT has revised and tested their Disaster Recovery
- Reviewing checklist in ERP
- Regional exercise held
- First-Come-First-Served policy approved

SUCCESS RESULT

- Completion of a Business Continuity Plan document.

5%

2

ENVIRONMENTAL SUSTAINABILITY

Enhance environmentally friendly practices and policies to reduce our carbon footprint and support global efforts to combat climate change.

STATUS

- First electrical vehicle ordered for Engineering
- Working on vehicle charging stations at Spotnap
- Coordinating Urban Water Audit with the City and RWSA
- IT is implementing environmental friendly devices
- Facilities updating LED lighting at facilities
- Replacing the hot water heater as an Energy Audit recommendation

SUCCESS RESULT

- Progress toward maximizing positive environmental practices.

5%

3

OPTIMIZATION OF RESOURCES

Perform an audit of current space, assess staffing levels, and explore opportunities to leverage consulting services in support of staff.

STATUS

- Minutes transcription service implemented
- Role restructuring in Administration, Engineering and IT, with IT doubling up on offices
- Utilization of Applicant Pro

SUCCESS RESULT

- Current space, staffing levels and evaluation of consultant usage are fully evaluated and recommendations documented.

10%

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Customer Experience

Provide best-in-class service ensuring the needs of our customers are exceeded.

1

CUSTOMER EXPERIENCE (CX) VISION

Perform a comprehensive analysis of services and interactions as experienced through the eyes of our customers.

STATUS

- Consolidation of various private development fees (plan review, construction inspection, as-built review)
- Customer Experience Vision Workshop held September 13th

SUCCESS RESULT

- The customer experience vision is defined and enhancements are prioritized; follow-up on the CX Project recommendations.

20%

2

CUSTOMER INFORMATION SYSTEMS (CIS)

Develop a modern and integrated CIS platform that provides clear, concise information to customers.

STATUS

- Proposals under review for CIS system, one year long-feasibility study
- Hydrant meter usage- readings streamlined to be submitted through the website
- Planned outage map on website

SUCCESS RESULT

- Implementation of a CIS solution that meets the needs of customers through a stable, streamlined, and integrated platform.
- AMI Portal complete for customer on-line usage information.

10%

3

CUSTOMER ENGAGEMENT OPPORTUNITIES

Enhance customer outreach to include community events, new customer orientations, and other important information through a variety of communication tools.

STATUS

- Hiring process for Communications firm from three proposers - communications and education
- Two customer newsletters sent out.
- Rain Barrel Workshop, Riverfest Event
- Imagine a Day Without Water fall scheduling

SUCCESS RESULT

- Pertinent information is provided to customers in their preferred manner.

10%

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Employee Experience



Retain and recruit a highly-skilled workforce and provide employees with resources and opportunities for professional growth.

1

RECRUITMENT AND RETENTION

Explore strategies to ensure that we are attracting highly qualified candidates and ensure our workforce remains motivated and satisfied.

STATUS

- Market Rate Increase approved
- Vacation Carryover Policy approved
- Faster background checks - new system

SUCCESS RESULT

- Implement recruitment and retention strategies.

10%

2

EMPLOYEE ENGAGEMENT OPPORTUNITIES

Perform a comprehensive analysis of current practices and create new opportunities to ensure the ACSA is a great place to work.

STATUS

- Reward Builder Program
- Evaluation Process and Timing Reviewed
- Post-Accident Testing Draft Review
- Employee of the Month Recognitions begun

SUCCESS RESULT

- Implement employee engagement strategies.

5%

3

TRAINING AND EDUCATION PROGRAM

Review current learning opportunities to ensure quality, cost-effective training that increases employee and organizational productivity and enrichment.

STATUS

- Supervisory Training(s)
- CDL Training
- Emergencies Training - multiple sessions held, including all supervisors
- Fall Leadership Development Workshop

SUCCESS RESULT

- Employees are properly trained and have equal opportunities to pursue advanced education and training programs.

5%