



STRATEGIC PLAN

BEDFORD REGIONAL WATER AUTHORITY

FISCAL
YEARS **2020-2024**

CONTENTS



03

MESSAGE FROM
THE CHAIR

04

ABOUT THE
PLAN

05

GUIDING PRINCIPLES

08 - 10

LONG TERM
OBJECTIVES

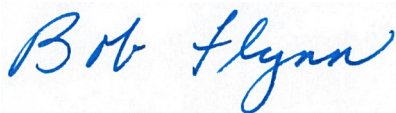
A WORD FROM THE CHAIR

On behalf of the Board of Directors of the Bedford Regional Water Authority, I would like to congratulate the entire staff for their hard word in drafting the 2019 strategic plan.

Looking forward to the next five years and beyond, this document provides a challenging road map for the Authority's future success. It details improvement opportunities in customer service, internal and external operations and sound financial planning.

I'm confident the Authority's most important asset, our customers, will be the beneficiaries of this document's implementation. This strategic plan will enable the Authority to fulfill it's stated goal of providing quality water and wastewater services to the citizens of Bedford County and the Town of Bedford.

Here in Central/Southwest Virginia, we are fortunate to possess an abundance of water resources. We are thus bound to be good stewards, providing clean , safe water services at reasonable prices to the citizens of Bedford.



ROBERT FLYNN
CHAIR





ABOUT BEDFORD WATER & STRATEGIC PLANNING

The Bedford Regional Water Authority (Authority) works every day to ensure that its customers in the Town and County of Bedford always have safe, accountable, and clean water and wastewater services. This is the Authority's number one priority.

The strategic plan outlines goals for the next five years (2019-2024) that will enable the Authority to better serve the community in our mission.

The strategic plan is the result of a collaborated effort of the Board of Directors, community leaders, and the Authority staff to outline the most important projects to accomplish in the next five years.

"Awareness is the greatest agent for change."

-Eckhart Tolle

The following plan is an overview of the key components of the Authority strategic plan, providing the foundation of the plan with the mission, vision, and values and then giving a brief summary of the long-term objectives the Authority has set out to accomplish in the next five years.

MISSION

The Bedford Regional Water Authority exists to provide its customers with high quality water and wastewater services at rates that are reasonable and just. The Authority shall anticipate the needs of the greater community by continually maintaining responsive, reliable service and through systematic expansion whenever economically possible.

VISION

The Bedford Regional Water Authority strives to provide quality, responsive, reliable, and efficient services utilizing the latest technology and highly trained staff. Through leadership, the Authority endeavors to maintain a work environment that attracts and retains professional, highly competent, motivated, and dedicated employees.

VALUES

- Excellent, high quality service
- Creativity
- Independence
- Efficiency
- Honesty, integrity, and respect
- Fiscally responsible
- Open communications with public & employees

CORE VALUE

Providing Quality Service to Everyone

LONG TERM OBJECTIVE

Provide clear customer service related internal communications.

GOAL: Establish a process to consolidate and make available valuable infrastructure and customer information.

The information gathering process will be streamlined into the data management software, SEMS, to allow data to be collected in one place to improve customer communication.

GOAL: Identify, address, and educate employees on the top customer relations challenges and changes from start to end.

A third party customer relations audit will determine what training is most needed and determine any processes that need to change or improve.



LONG TERM OBJECTIVE

Provide clear customer service related internal communications.

GOAL: Provide customer relations education opportunities that demonstrates the Authority's value to external stakeholders.

To educate the public about what the Authority does, outreach programs, marketing, and educational events will increase. Community education and involvement is a priority to the Authority; this will be shown through more efforts communicating with customers through workshops, videos, and event participation,



LONG TERM OBJECTIVE

Improve interface with customers.

GOAL: Initiate debriefings with consultants, contractors, developers and outside agencies at appropriate stages of a project to review and improve processes.

This will allow these outside agencies to have another avenue to voice opinions, concerns, or conflicts and that opportunities for improvement are addressed.

GOAL: Enhance online presence to be more customer friendly in FY 2019-2022.

A customer relations website audit will be conducted to determine a new layout for the website. A new payment and billing vendor will also be implemented to make this process as clear and easy as possible.



LONG TERM OBJECTIVE

Optimize service reliability and accountability.

GOAL: Develop and implement a water valve replacement program for the Town of Bedford service area by FY 2020-2021.

GOAL: Assess, budget, and prioritize the top projects that need development.

GOAL: Develop, implement, and maintain an asset management plan and program.

GOAL: Monitor, track, and improve the water production versus water sales ratio. The target is to make changes to increase accountability by at least 5%.



LONG TERM OBJECTIVE

Cultivate external relationships and assets for growth.

GOAL: Identify opportunities to increase revenue and efficiencies.

The Authority will investigate opportunities to further collaborate with neighboring systems to expand the customer base and provide additional services to the community.

GOAL: Build and maintain a professional network.

To achieve this, the Directors will increase their time meeting with Town and County representatives and staff.

Management will join a relevant organization or network in their field to better their reputation and knowledge for themselves and the Authority.

