



PRINCE WILLIAM WATER

Your Water • Your Environment • Our Mission

2023-2028 STRATEGIC PLAN



APRIL 2023

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History of PRINCE WILLIAM WATER

The Prince William County Service Authority was created in 1983, but its story starts almost two decades earlier when Prince William County began to experience extraordinary changes that would transform it from a largely rural county into an integral suburb of the metropolitan Washington, D.C. region.

New county residents found that public water and wastewater service was not always available. When it was, they had to use one of 13 different service providers – each with its own rate structure and customer service levels.

During the 1970s, a new focus on water quality and wastewater treatment led to the construction of the Upper Occoquan Service Authority and the H.L. Mooney Advanced Water Reclamation Facility, the two advanced wastewater treatment plants still serving Prince William County residents today.

By 1978, the 13 independent water and sewer providers had been consolidated into two separate entities serving the eastern and western portions of Prince William County.

In 1983, the Prince William Board of County Supervisors created the Service Authority as an independent public body responsible for providing a comprehensive county-wide water and sewer system. The formation of the Service Authority meant benefits for its customers, most noticeably an increased efficiency of service due to economies of scale, a consistent quality of service and the standardization of rates.

During the ensuing four decades, Prince William County continued to grow rapidly, as did the critical infrastructure to support a thriving community..

In 2024, the Service Authority was renamed to Prince William Water to better reflect its mission and relation to the community it serves.

PRINCE WILLIAM WATER

TODAY

Today, Prince William Water provides essential services to the second largest county in the Commonwealth of Virginia and one of the most diverse communities in the nation. Prince William Water's commitment to the environment and its customers enhances the quality of life in Prince William County—a community of choice where individuals, families and businesses live, work and play.



65 Wastewater Pump Stations

44,000 VALVES

1.6 Billion Dollars in Assets

11.9 Billion Gallons of Water Distributed per Year

15 WATER BOOSTER STATIONS

10.1 Billion Gallons of Wastewater Treated per Year



22 WATER STORAGE TANKS

1,100 Sewer 1,300 Water

2,400 MILES OF PIPELINE

350 EMPLOYEES

67.8 Million Gallons/Day
Water Capacity

43.8 Million Gallons/Day
Wastewater Treatment Capacity

12,500 FIRE HYDRANTS



PRINCE WILLIAM WATER Governance

Prince William Water's governance system revolves around its customers and the community it serves. The citizens of Prince William County elect the Board of County Supervisors, who appoint Prince William Water's Board of Directors to four-year terms. Prince William Water's Board of Directors serves the public in an oversight role and provides direction to the organization by setting the vision.

Board of Directors – January 1, 2023



Paul Colangelo, Jr.
Chair
Gainesville District



B. Paul O'Meara, Jr.
Vice Chair
Coles District



Joyce P. Eagles
Secretary-Treasurer
/ Audit Committee
Chair
Woodbridge District



Jim Almond
Member
Potomac District



Dean E. Dickey
Member
Brentsville District



Charles A. Grymes
Member
At-Large



Dr. K. Jack Kooyoomjian
Member
Occoquan District



Marlo Thomas Watson
Member
Neabsco District

The General Manager serves the residents of Prince William County through the management and delivery of essential water and sewer services, and is responsible for organizational achievement of the Board of Directors' vision.

MESSAGE FROM THE General Manager



Prince William Water provides an essential service for our community. We are a mission-driven organization with a passion for providing clean water and exceptional service to our customers. The 2023-2028 Strategic Plan serves as a road map for the complex, vital work we do in Prince William County.

The water that Prince William Water distributes and reclaims is the product of a highly interconnected system. An intricate network of pipes, pumps and treatment processes is supported 365 days a year by a team of qualified and dedicated professionals.

We operate in a highly regulated and continuously evolving industry. Prince William Water has a decades-long track record of meeting or exceeding regulatory requirements, and this Strategic Plan continues our focus on monitoring and adapting to new issues and requirements as they arise.

The journey of your water begins in our region's waterways, where it is collected, treated, and delivered to local homes and businesses to meet essential needs like cooking and showering or serving hospital patients, school students and restaurant patrons. Wastewater is then collected, taken through rigorous treatment processes, and returned to our local waterways and the Chesapeake Bay watershed. Each step serves an important purpose that benefits public health, our community and the environment.

The Board of Directors' Vision upholds our role as trusted public stewards and a nationally recognized model for excellence. It reflects our commitment to Diversity, Equity & Inclusion and the value created through our Areas of Excellence (see Page 8).

As you will see in this Strategic Plan, it requires all of these elements to ensure that Prince William Water delivers on its promise to provide clean, safe and reliable water to our customers.

Sincerely,

Calvin D. Farr, Jr., General Manager/CEO

Our Strategic Planning Process

Organizational alignment of the Vision, the Strategic Plan, the Annual Business Plan, and division and employee goals are necessary to move the organization forward cohesively. This alignment ensures that day-to-day operations not only support short-term business needs but also remain aligned with the mid- and long-term outcomes Prince William Water strives to achieve.



Board Vision: The Board of Directors provides a long-term Vision for the organization through its adopted Vision 2032. This includes an overall Vision statement and supporting statements for six Areas of Excellence.



Strategic Plan: The Strategic Plan is based on the Vision and is organized by Areas of Excellence. The Strategic Plan identifies mid-term strategic objectives, strategies and key performance indicators that will help achieve the longer-term Vision.



Annual Business Plan: The Annual Business Plan is based on the Strategic Plan and includes the highest priority goals for each Area of Excellence. The Annual Business Plan is an integral part of every division's planning, budgeting, performance measurements and daily operations.



Annual Goals: The Annual Business Plan informs division, department and employee goals. Each goal, including metrics or key performance indicators, is aligned with the Area of Excellence, strategic objective and strategy from the Strategic Plan.

Alignment encourages organization-wide pursuit of the Board's Vision to be a nationally recognized model for performance excellence.

Our Strategic Planning Process

Both the Board of Directors' Vision and the Strategic Plan were developed with significant input from employees across the organization. Using the Vision as the foundation, the General Manager worked with employees throughout the organization to develop a five-year Strategic Plan that will steer the organization toward its long-term vision.

1

Interviews with employees from each division to hear about the strengths, challenges, opportunities and trends that impact Prince William Water and its customers.

2

A two-day strategic planning session with over 60 employees, representing all divisions, to bring the full range of employee experiences, job functions and perspectives to the table.

3

Several team meetings to refine the Strategic Plan with senior and executive leadership.

This collaborative and inclusive approach was integral to developing a comprehensive, forward-looking Strategic Plan.

Our Strategy for the Future



Mission

Prince William Water **protects public health and the environment** by reliably providing **clean, safe and dependable** water and wastewater reclamation services to our community.



Vision

Prince William Water is a **trusted public steward** and **nationally recognized model** for performance excellence. We reflect the **diverse and vibrant community** we serve and nurture diversity, equity and inclusion in relationships with our community, customers, businesses, and industry colleagues. We **create value** for our community through our **Areas of Excellence**.





Areas of Excellence

The Board of Directors' Vision includes six key Areas of Excellence to achieve its Vision:



EXCEPTIONAL CUSTOMER EXPERIENCE



SUSTAINABLE OPERATIONS



WORKPLACE OF CHOICE



FINANCIAL STEWARDSHIP



ENVIRONMENTAL LEADERSHIP & COMMUNITY ENGAGEMENT



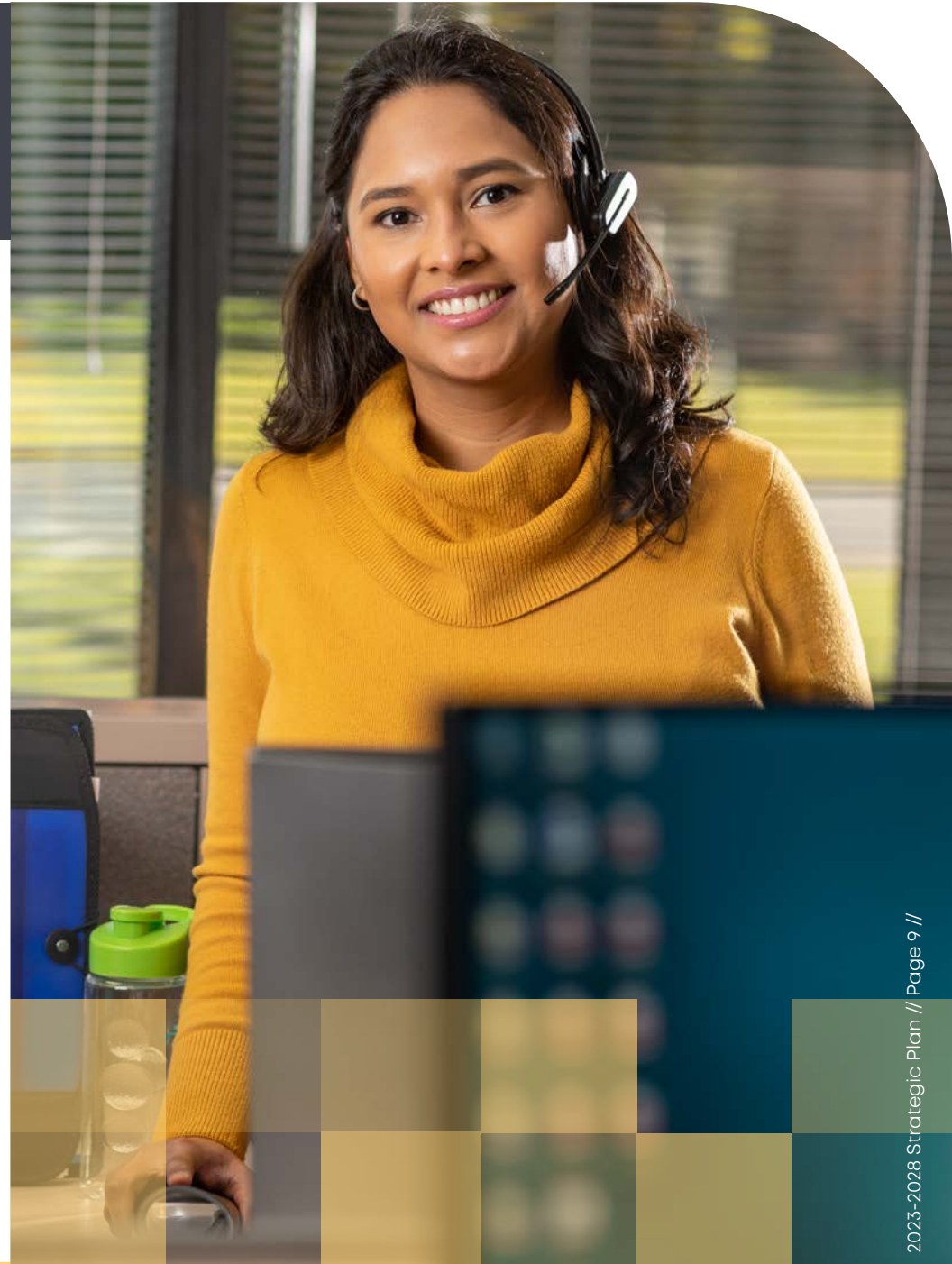
CONTINUOUS IMPROVEMENT & INNOVATION



EXCEPTIONAL CUSTOMER EXPERIENCE

—

We deliver **an exceptional customer experience** by providing prompt, reliable service that **minimizes disruptions**; fostering **quality interactions** with staff who are courteous, knowledgeable and professional; using leading-edge technologies; communicating proactively; and ensuring that information is transparent and easily accessible. We listen to our customers, adapt our service delivery and **earn their trust** through **consistent and fair practices**.





STRATEGIC OBJECTIVE 1:

Foster quality interactions with our customers.

KEY PERFORMANCE INDICATORS:

- Customer Satisfaction Scores
- Abandoned Call Rate
- Customer Complaint Rate

- **Strategy 1.1:** Enrich Prince William Water's customer-first culture through employee learning and development, quality assurance and employee appreciation.
- **Strategy 1.2:** Anticipate customer needs through data-driven assessments such as customer focus groups, satisfaction surveys, inquiry monitoring, and comparative reviews of other utilities and industries.
- **Strategy 1.3:** Proactively improve service delivery using new technologies to meet evolving customer expectations (e.g., real-time data; diverse payment options).



STRATEGIC OBJECTIVE 2:

Earn trust through transparent and effective communications with our diverse community.

KEY PERFORMANCE INDICATORS:

- Quality Assurance Monitoring Scores
- Social Media Interactions/Post
- Communication Transparency Index

- **Strategy 2.1:** Offer dynamic, two-way communication with customers including in-person, phone, web, social media, email and other methods. Provide accessible and responsive communication to customers of all backgrounds, languages and abilities.
- **Strategy 2.2:** Engage communities affected by Prince William Water infrastructure projects through inclusive communication and feedback opportunities.
- **Strategy 2.3:** Ensure customers are well informed for planned and emergency interruptions through the routine practice and review of communication policies and procedures.



STRATEGIC OBJECTIVE 3:

Enhance customer service within the organization.

KEY PERFORMANCE INDICATORS:

- Internal Customer Service Survey Results

- **Strategy 3.1:** Create shared expectations for internal customer service through Service Level Agreements, department mission statements and reinforcement of Prince William Water's shared values.
- **Strategy 3.2:** Promote effective dialogue and transparency across Prince William Water through inclusive meetings and information sharing.

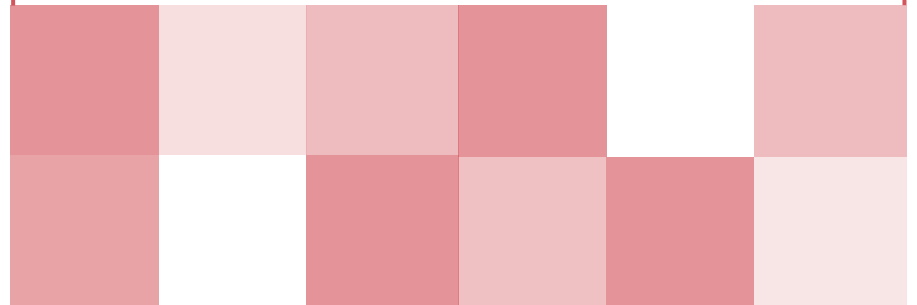


AREAS OF EXCELLENCE



WORKPLACE OF CHOICE

Our **people** drive our success. We are a **workplace of choice** that offers **meaningful public service, total rewards and compensation.** We **develop,** support and sustain a **high-performing workforce.** We **attract a diverse workforce** with an **inclusive culture** that supports employees and their health, safety, happiness and sense of belonging.





STRATEGIC OBJECTIVE 1:

Attract and develop applicants.

KEY PERFORMANCE INDICATORS:

- Vacancy Rate
- Average Days to Hire
- Applicant Pool Diversity

- **Strategy 1.1:** Work with community partners and programs to align with projected workforce needs and grow our reputation as a public service, mission-driven employer.
- **Strategy 1.2:** Expand outreach opportunities to broaden and develop a more diverse applicant pool and increase awareness of Prince William Water's mission and culture as a workplace of choice.



STRATEGIC OBJECTIVE 2:

Engage and retain a high-performing workforce dedicated to meaningful public service.

KEY PERFORMANCE INDICATORS:

- Employee Engagement Rate
- Training Hours per Employee
- Employee Turnover Rate < 3 Years
- Pay Scale Competitiveness (75th percentile)

- **Strategy 2.1:** Foster a diverse and inclusive culture that reinforces our values and supports employee health, safety, happiness and sense of belonging through effective communication.
- **Strategy 2.2:** Offer learning and development opportunities that allow employees to grow professionally and personally, including service as environmental ambassadors in our community.
- **Strategy 2.3:** Align current and future workload with internal workforce and external resources.
- **Strategy 2.4:** Manage total rewards and compensation through compensation studies and help employees maximize benefits through employee outreach and education.



ENVIRONMENTAL LEADERSHIP & COMMUNITY ENGAGEMENT

We protect **precious natural resources** by implementing **environmentally sustainable practices**, meeting or **exceeding all regulatory requirements**, and **informing regulatory and legislative processes**. We are **leaders** in the water and sewer industry and maintain **dynamic partnerships** that benefit the Prince William County community, the Washington, D.C. metro region, and the environment. We **build trust** through sustained, responsive **community engagement and education**.





STRATEGIC OBJECTIVE 1:

Be environmental leaders.

KEY PERFORMANCE INDICATORS:

- National Association of Clean Water Agencies Peak Performance Award
- Number of Students Taught
- Teacher Satisfaction Rate

- ◊ **Strategy 1.1:** Protect natural resources while meeting or exceeding regulatory requirements.
- ◊ **Strategy 1.2:** Actively engage in regulatory and legislative processes, adapt to evolving regulatory requirements, evaluate potential impacts and implement appropriate measures.
- ◊ **Strategy 1.3:** Educate students and other stakeholders about Prince William Water's role as an environmental leader and how everyone can be an environmental ambassador.



STRATEGIC OBJECTIVE 2:

Be a dynamic regional partner.

KEY PERFORMANCE INDICATORS:

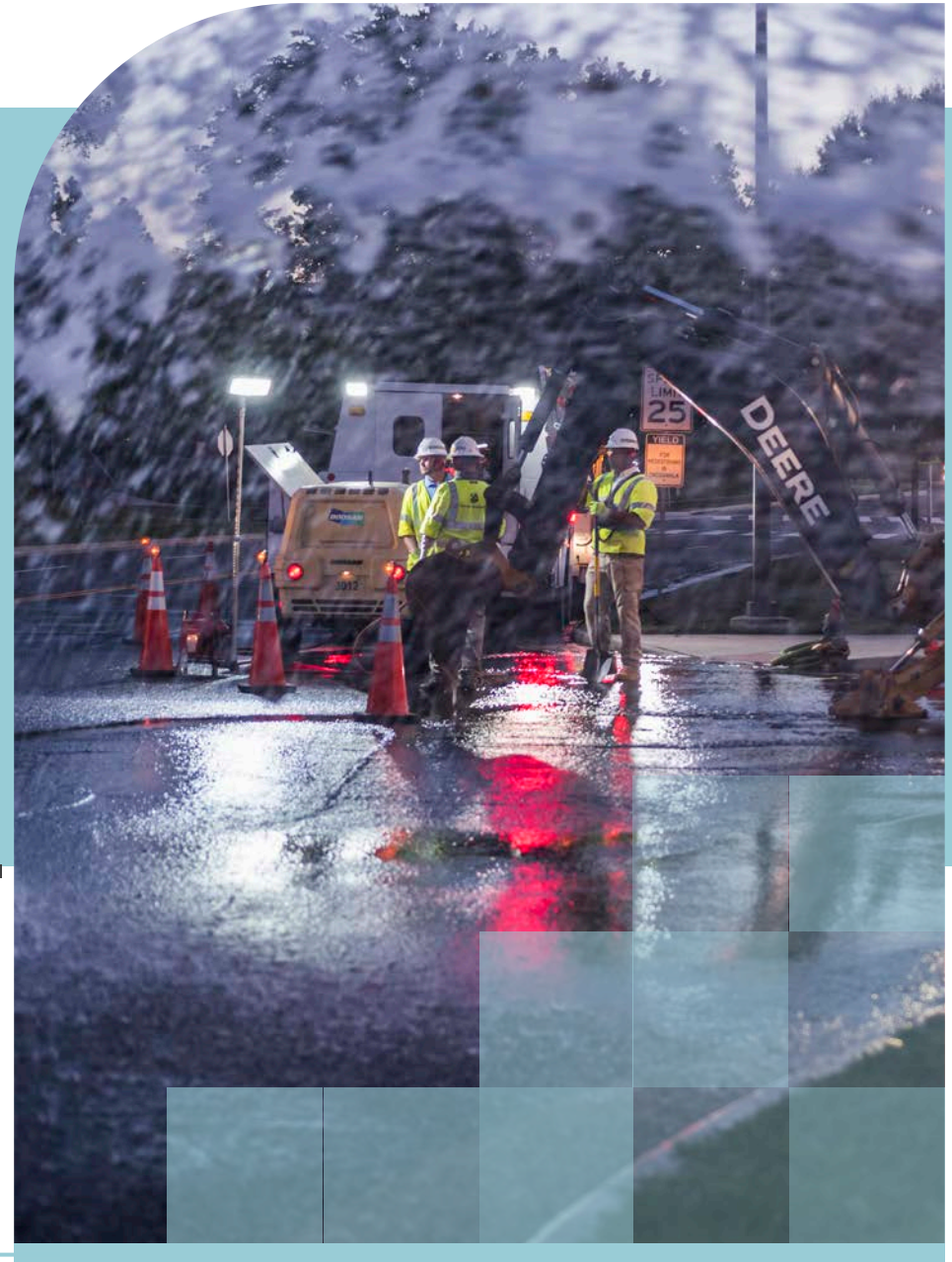
- Community Outreach Index
- Membership in Industry Organizations
- Presentations to Industry Organizations

- ◊ **Strategy 2.1:** Enhance dynamic partnerships that benefit the Prince William County community, the Washington, D.C. metro region and the environment. Maintain collaborative relationships with our water and wastewater wholesale partners.
- ◊ **Strategy 2.2:** Strengthen and build focused connections within the water and wastewater sectors and proactively seek a leadership presence in varied community and industry organizations.

SUSTAINABLE OPERATIONS

AREAS OF EXCELLENCE

We ensure our customers have access to **vital water and sewer services** through **proactive maintenance and planned capital investment**. We maintain **world-class infrastructure; consistently high levels of customer service with reliable, resilient and secure operations** by using data-driven asset management; predictive modeling; and an effective emergency preparedness plan.





STRATEGIC OBJECTIVE 1:

Ensure reliable, resilient and secure operations.

KEY PERFORMANCE INDICATORS:

- Service Reliability
- Water Reclamation Effectiveness Rate
- Operational Readiness
- Cybersecurity Preparedness Index

- **Strategy 1.1:** Preserve and improve our high attentiveness and performance related to all regulatory compliance obligations and levels of service.
- **Strategy 1.2:** Optimize our maintenance program through Reliability-Centered Maintenance practices that leverage a robust and fully integrated asset management system.
- **Strategy 1.3:** Effectively prepare for emergencies through planning, assessments, tabletop exercises and lessons learned.
- **Strategy 1.4:** Maintain secure operations through high standards of physical and cybersecurity with an emphasis on worker safety.



STRATEGIC OBJECTIVE 2:

Maintain effective long-range planning.

KEY PERFORMANCE INDICATORS:

- Capital Improvement Program Execution Rate
- Capital Replacement Rate

- **Strategy 2.1:** Improve Capital Improvement Program preparation and execution using data-driven analytics.
- **Strategy 2.2:** Plan and implement infrastructure investments based on Asset Management Analytics.
- **Strategy 2.3:** Prioritize and implement the Master Plan recommendations to address water supply and demand, water quality, wastewater collection and treatment, legislative, regulatory and policy outlook.

FINANCIAL STEWARDSHIP



Our **long-term financial planning** allows us to be **responsive and adaptive** within a changing regulatory and economic climate. Our “Growth Pays for Growth” policy and cost-of-service structure yields **rates that are fair and affordable**, while ensuring that we deliver **essential services at the highest level of quality expected** by the community we serve.



STRATEGIC OBJECTIVE 1:

Maintain sound financial standing.

KEY PERFORMANCE INDICATORS:

- Bond Rating
- Compliance Audit Findings
- Government Finance Officers Association Certificate of Excellence

- **Strategy 1.1:** Use a dynamic financial modeling and forecasting system that incorporates all long-term planning needs and is adaptive and responsive to changing political, regulatory and economic conditions.
- **Strategy 1.2:** Safeguard Prince William Water's assets through compliance programs and internal control reviews.



STRATEGIC OBJECTIVE 2:

Maximize value, fairness and affordability.

KEY PERFORMANCE INDICATORS:

- Days Cash on Hand
- Affordability Index
- Minimum Wage as a Percent of Average Bill
- Low-income Assistance Program

- **Strategy 2.1:** Conduct independent rate studies using a cost-of-service structure that is fair, affordable and consistent with Prince William Water's high levels of service.
- **Strategy 2.2:** Consider alternative funding sources (grants, assistance programs, low-interest or forgivable loans) that allow competitive pricing to keep customer rates stable.



STRATEGIC OBJECTIVE 3:

Strive for Performance Excellence.

KEY PERFORMANCE INDICATORS:

- Participation in Industry Surveys
- Percent of Policies Reviewed on Time
- Prince William Water Bill Versus State Average (Inflation Adjusted Over Time)

- **Strategy 3.1:** Measure and benchmark performance.
- **Strategy 3.2:** Routinely assess and improve standard operating procedures, Service Level Agreements and policies to streamline, increase collaboration and promote transparency.
- **Strategy 3.3:** Pursue identification of efficiencies and cost-savings.

CONTINUOUS IMPROVEMENT & INNOVATION

We achieve sustained **excellence through continuous improvement and innovation**. As a **digital utility**, we **leverage integrated, leading-edge technology and data** to generate greater **efficiencies**, accelerate **innovation** and improve our **customer experience**. Our **collaborative and proactive** approach allows us to deliver value promptly and iteratively to our customers.





STRATEGIC OBJECTIVE 1:

Support efficient operations through implementation of a strategic Technology Road map that leverages integrated, leading-edge technology and data (Digital Utility).

KEY PERFORMANCE INDICATORS:

- Phishing Test Failure Rate
- Knowledge Management Best Practices Index
- Percent of Assets in Geographic Information System
- Data Accessibility Index
- Data Resiliency Score

- ◇ **Strategy 1.1:** Provide secure, reliable and resilient technology services through Information Technology security and infrastructure updates.
- ◇ **Strategy 1.2:** Optimize operational agility and efficiency by implementing leading-edge applications and enhancements.
- ◇ **Strategy 1.3:** Improve real-time decision making through enhanced data management, document management, and business intelligence approach and tool sets.



STRATEGIC OBJECTIVE 2:

Sustain Excellence through Continuous Improvement and Innovation (CI&I).

KEY PERFORMANCE INDICATORS:

- CI&I Expo Entries
- Industry Association Committee Members

- ◇ **Strategy 2.1:** Promote CI&I through leadership of the CI&I Committee and hosting the CI&I Expo.
- ◇ **Strategy 2.2:** Continue to use Plan-Do-Check-Adjust (PDCA) and lessons learned to identify opportunities for improvement.
- ◇ **Strategy 2.3:** Ensure understanding of leading-edge industry innovations through water sector industry associations and committees.

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Behind every convenient turn of the spigot or flush of a toilet is a complicated life cycle to clean water that involves massive infrastructure investments and high standards around safety, quality, environmental protection and other factors.



Providing water and sewer service involves complex operations that, for the most part, remain unseen by most customers. In fact, much of our system is buried underground.



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STRATEGIC PLAN

