



2023-2027 Strategic Plan

March 20, 2023

Over the last year Executive Director, Jim Mueller, has worked with the Board of Commissioners, the senior leadership team, and staff throughout the organization to begin to address the challenges facing PVWC. This collaborative process has resulted in immediate actions in 2022 to address critical issues as well as identify short-term and long-term actions as part of a 5-year strategic plan - the first of its kind for PVWC in generations! The challenges facing PVWC are similar to other national large-scale water systems:

Organizational Challenges

- An aging workforce facing retirement leaving succession planning gaps in skills and experience;
- Aging infrastructure at an accelerated volume due to large numbers of assets reaching the end-of-useful-life at the same time across the treatment and distribution systems;
- Compliance challenges as regulations evolve requiring more stringent levels of treatment and reporting;
- Diverse security threats including physical and cyber security;
- Climate change and the need for robust emergency response planning, organizational adaptiveness, and infrastructure resilience;
- Volatile market conditions negatively impacting prices of materials, equipment, labor and commodities (e.g. fuel, chemicals) as well as delivery lead times;
- Utility coordination with retail cities and other public utilities like PSE&G for street work, paving and other construction activities that impact the water distribution system;
- Evolving expectations regarding communications, responsiveness and reporting to regulatory agencies, elected officials and community residents requiring a multi-pronged approach and focused resources;
- Economic considerations for revenue, delinquencies, operating costs, capital investment priorities and forecasted water rates to balance affordability while addressing the challenges listed above.

As part of this strategic planning process the mission, vision and core values for the organization were revisited and recast through the lens of current and future challenges including the toolbox of industry solutions available. These key guiding principles are presented in the following pages that will serve to influence decision-making as we execute plans for organizational, operational and infrastructure improvements for the benefit of the communities we serve for generations to come.



**Passaic Valley
Water Commission**

System Overview

Mission, Vision and Core Values

Watershed and Distribution System

Two major water supply sources providing water to almost 800,000 people between retail and wholesale customers

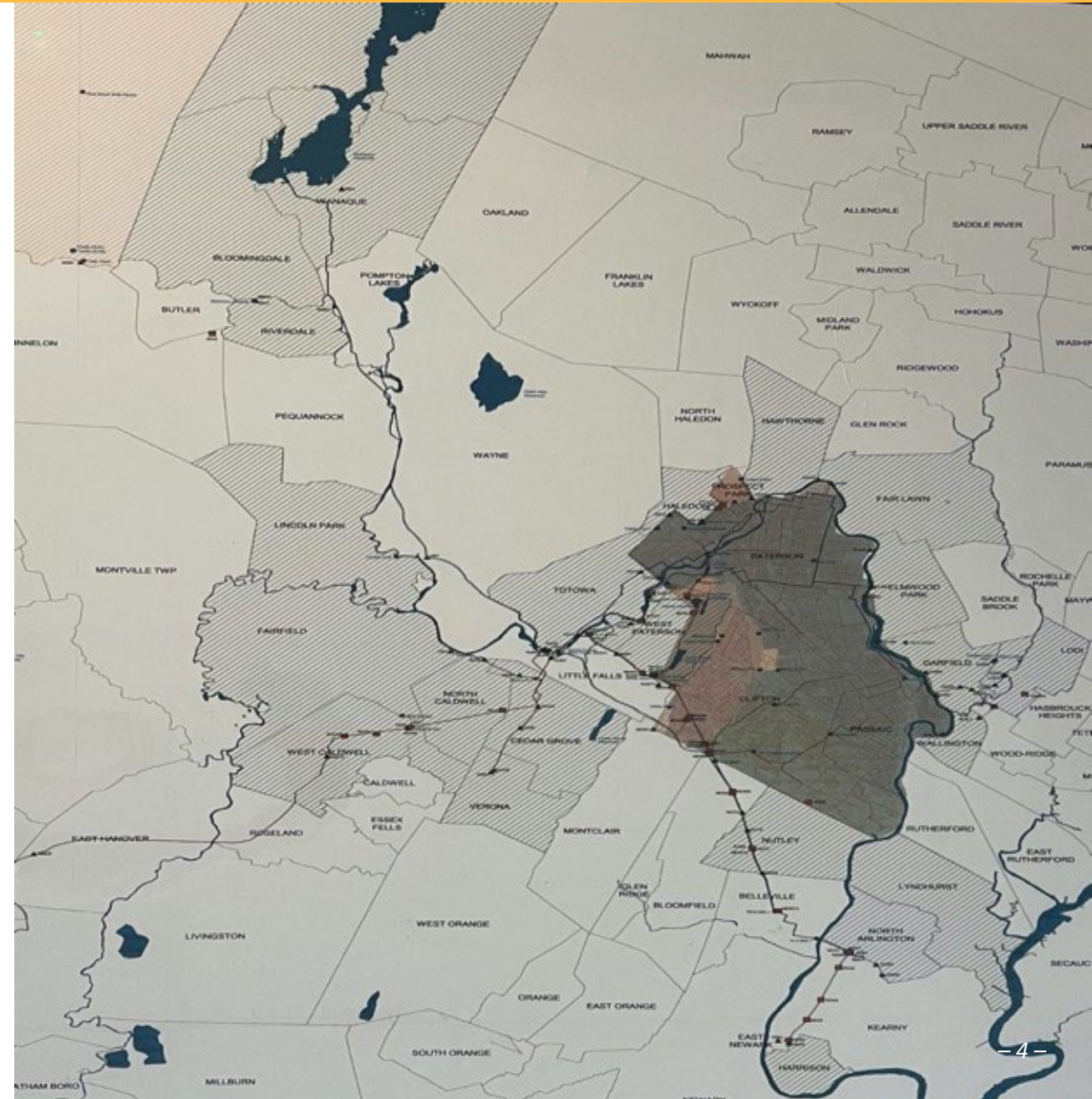
- Wanaque Reservoir – treated and conveyed to PVWC by North Jersey District Water Supply Commission (NJDWSC) – annual average daily flow maximum of 35.5 MGD
- Passaic River – treated by PVWC at the Little Falls Water Treatment Plant and pumped into distribution and to three (3) storage reservoirs - 42 MGD annual average daily flow
- Total annual average daily flow = 77MGD

Retail: 650 miles of water mains, 110 miles are 16” diameter or greater

Cities

- Clifton
- Paterson
- Passaic
- Prospect Park
- North Arlington
- Lodi
- Post Brook
- High Crest

Wholesale: 22 customers



Mission

Safely and efficiently maintain and distribute a secure and sustainable supply of high-quality drinking water as public stewards of health and safety, community well-being and economic growth for existing and future generations.

Vision

Be an industry leader in developing and applying best practices in all facets of customer service, communications, operations, and administration through a culture of continuous improvement, transparency and transformative organizational investments in people, infrastructure, and systems.

Core Values

- **Safety:** We operate in a healthy, safe and environmentally responsible manner.
- **Excellence:** We strive to be the best in everything we do.
- **Teamwork:** We collaborate, support and trust each other for mutual betterment and optimal effectiveness.
- **Respect:** We accept each other's differences and perspectives and recognize how they can make us better.
- **Commitment:** We dedicate our time and energy to overcome challenges to get the job done.
- **Integrity:** We stay true to our responsibilities and pledge to do what is best to advance our mission.
- **Accountability:** We are relied upon and held responsible to perform our work safely, effectively and efficiently.
- **Intelligence:** We seek to acquire knowledge and skills to improve overall work performance.
- **Diversity:** We are proud of our various backgrounds and experience; through equity and inclusion we accelerate creativity and innovation.



Commissioners

CLIFTON

Gerald Friend - President
Joseph Kolodziej

PATERSON

Jeffrey Levine – Vice President
Ruby Cotton - Secretary
Carmen DePadua

PASSAIC

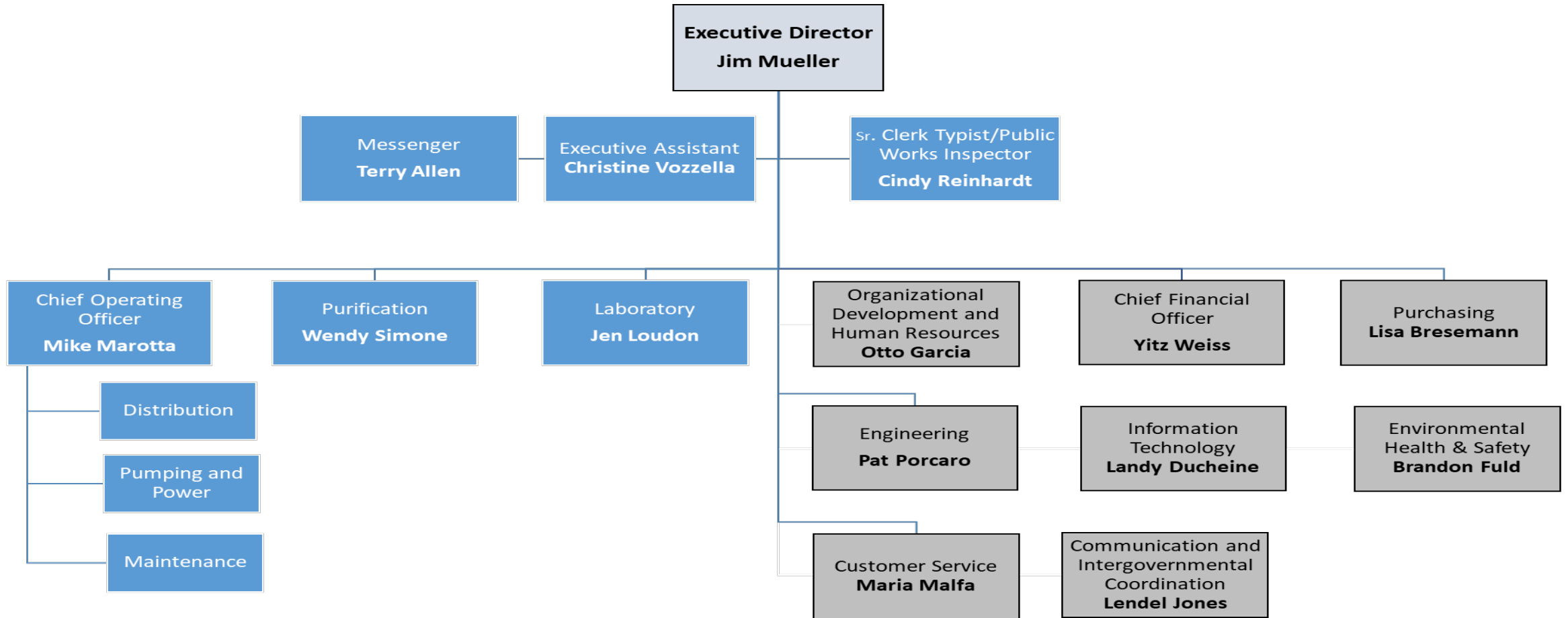
Rigoberto Sanchez - Treasurer
Ronald Van Rensalier

General Counsel
Yaacov Brisman

Executive Director
Jim Mueller

Board Secretary
Louis Amodio

2023 Administration - Organizational Chart





**Passaic Valley
Water Commission**

Departmental Strategic Plans

Mission

Provide high quality drinking water for existing communities and for future generations in compliance with Federal and State regulations by efficiently planning, managing, and communicating all aspects of water treatment operations.

Vision

Establish a cohesive team of qualified professionals to sustainably operate the water treatment system, plan for future regulations and challenges while being a steward to the communities served by PVWC.

Goals

- Address organizational gaps and develop succession plans that provide a stable and sustainable platform for water treatment operations
- Utilize existing performance data to optimize the effectiveness of day-to-day treatment operations
- Develop dashboards for water treatment performance and trends to enhance operational efficiency and facilitate data-driven planning and strategic decision-making
- Identify state of good repair needs for existing infrastructure and systems based upon operational priorities and risks to compliance, health and safety, and reliability
- Identify O&M requirements and gaps with existing resources as warranted for capital projects and document with engineering staff and consultants
- Plan for emerging regulations in terms of impacts to existing treatment processes, optimization opportunities and eventual upgrades to meet future regulations
- Actively participate in state, national, and international organizations (AEA, AWWA, AMWA, WEF/WRF, etc.) to stay current on industry trends and innovations as well as provide technical input on water-related issues



GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Work with staff and consultant resources as needed to organize and update existing SOPs for treatment operations 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Develop better trending, update drawings • Continuously evaluating disinfection performance • PFAS treatment pilot and WRF participation • Identify and support initial state of good repair investments through new business case process 	<ul style="list-style-type: none"> • Develop internal Hydraulic Modeling tools • Preliminary PFAS pilot results and recommendations • Rollout digital twin for plant • Develop Watershed management plan (w/Laboratory) • Enhance business case process to further identify and prioritize state-of-good repair investments in Purification equipment, controls and infrastructure 	<ul style="list-style-type: none"> • -Finalize plan for PFAS treatment (w/Laboratory) • Implement manganese treatment as needed • Support business cases for phased investment in state of good repair on Purification equipment, systems and infrastructure based on prioritized risk assessments and replacement cycles.
Supervision and Teamwork	<ul style="list-style-type: none"> • Work with HR to find highly motivated Operators and increase the skillsets of our Operators through training and job experience • Develop performance metrics to measure individual and group performance of the Lab as a whole and incorporate into performance evaluations • Develop and promote staff as part of succession planning to gain experience toward T-4 • National Incident Management System (NIMS) training 	<ul style="list-style-type: none"> • Add titles to Purification organization to develop a balanced work schedule to support 24/7 shift work, training requirements, holidays, vacation and sick time • Train for national operations competition (Ops Bowl) • Supervisor management training • Identify career paths for Purification titles 	<ul style="list-style-type: none"> • Continue skills development through training and experience • Continue recruiting and succession planning
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Participate in regular meetings with other departments and Agencies (e.g. NJDEP) • Develop internal PVWC staff as brand ambassadors for PVWC • Facilitate plant tours for internal staff and external organizations to educate and demonstrate PVWC expertise and value 	<ul style="list-style-type: none"> • Solicit peer review participation to receive feedback on SOPs, system optimization and overall process performance vs benchmarks • Present technical papers at professional conferences/knowledge sharing 	<ul style="list-style-type: none"> • Continue participation in National professional organizations and conferences as technical experts
Reporting	<ul style="list-style-type: none"> • Develop dashboards to visualize data with other Departments and the Executive Director 	<ul style="list-style-type: none"> • Integrate process performance, labor, consumption and cost into management reports to facilitate decision-making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout of full asset management system company-wide

Mission

Deliver potable water to our retail and wholesale customers to protect public safety, allow proper sanitation and support a thriving and growing population for domestic, commercial and industrial use.

Vision

Establish a technically qualified staff to operate and manage all pumping, transmission, storage, and electrical systems and coordinate with other water purveyors, wholesale customers and State regulators to address issues as needed.

Goals

- Address organizational gaps and develop succession plans that provide a stable and sustainable platform for pumping and power operations
- Utilize existing performance data to optimize the effectiveness of day-to-day operations
- Develop dashboards for pumping and power performance and trends to enhance operational efficiency and facilitate data-driven planning and strategic decision-making
- Identify state of good repair needs for existing infrastructure and systems based upon operational priorities and risks to compliance, health and safety, and reliability
- Identify O&M requirements and gaps with existing resources as warranted for capital projects and document with engineering staff and consultants
- Enhance operational communications and coordination with wholesale suppliers and customers as well as emergency preparedness with interconnected systems
- Actively participate in state, national, and international organizations (AEA, AWWA, AMWA, WEF/WRF, etc.) to stay current on industry trends and innovations as well as provide technical input on water-related issues



GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Work with staff and consultant resources as needed to develop, organize and/or update existing SOPs for Pumping and Power operations 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Develop better trending, update drawings • Identify and support initial state of good repair investments in pumping and power reliability • Provide data and operational insights to system distribution modelling efforts to support evaluation of storage requirements during successive storage tank construction and eventual end-state 	<ul style="list-style-type: none"> • Support system transition from open finished water reservoirs to storage tanks including development of new SOPs and continued identification of additional risks and vulnerabilities • Enhance business cases to further identify and prioritize state-of-good repair investments in Laboratory equipment and infrastructure 	<ul style="list-style-type: none"> • Support business cases for phased investment in state of good repair on Pumping and Power equipment, systems and infrastructure based on prioritized risk assessments and replacement cycles.
Supervision and Teamwork	<ul style="list-style-type: none"> • Recruit/hire a new Assistant Manager of Pumping and Power for succession planning. • Work with HR to find highly motivated Operators and increase the skillsets of existing Operators through training and job experience • Develop performance metrics to measure individual and group performance of Pumping and Power as a whole and incorporate into performance evaluations • National Incident Management System (NIMS) training 	<ul style="list-style-type: none"> • Add titles to Pumping and Power organization, as appropriate, to develop a balanced work schedule to support 24/7 shift work, training requirements, holidays, vacation and sick time • Identify opportunities for national team competition (Ops Bowl) • Supervisor management training • Identify career paths for Pumping and Power titles 	<ul style="list-style-type: none"> • Continue skills development through training and experience • Continue recruiting and succession planning
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Participate in regular meetings with other PVWC departments and Agencies (e.g. NJDEP, NJDWSC, Newark, SEMC-MUA) • Develop internal PVWC staff as brand ambassadors for PVWC • Facilitate Pumping facility tours for internal staff and external organizations to educate and demonstrate PVWC expertise and value 	<ul style="list-style-type: none"> • Solicit peer review participation to receive feedback on SOPs, system optimization and overall process performance vs benchmarks • Present technical papers at professional conferences/knowledge sharing • Collaborate with Communications for improved platform for messaging to whole suppliers and customers 	<ul style="list-style-type: none"> • Continue participation in National professional organizations and conferences as technical experts
Reporting	<ul style="list-style-type: none"> • Develop dashboards to visualize data with other Departments and the Executive Director 	<ul style="list-style-type: none"> • Integrate process performance, labor, consumption and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout of full asset management system company-wide

Mission

Distribute potable water to our retail residential, commercial and industrial customers and emergency fire suppression to protect public health and safety, support community growth and maintain quality of life.

Vision

Establish a cohesive, qualified team to troubleshoot issues with customers, municipalities and PVWC staff and maintain the system in state-of-good repair in compliance with applicable regulations, codes and standard operating procedures.

Goals

- Hire qualified trades and licensed personnel and invest in training current employees to provide high quality service to customers
- Reliability centered maintenance program – establish corrective maintenance labor and cost trends; preventative maintenance labor and cost trends
- Identify replacement cycle needs of equipment and facilities
- Utilize existing performance data to optimize the effectiveness of day-to-day Distribution operations
- Develop dashboards for Distribution performance and trends to enhance operational efficiency and facilitate data-driven planning and strategic decision-making



GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Work with staff and consultant resources as needed to develop, organize and/or update existing SOPs for Distribution operations 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Continue to modernize Department by replacing equipment and vehicles that are beyond useful life • Meter replacement program – assess technologies in the market and select most cost-effective to replace legacy meters • Continue to optimize inventory management system and improve process to control inventory • Support launch of new CMMS system to begin tracking preventative and corrective maintenance labor and cost, perform trending and identify gaps in inhouse or contracting resources 	<ul style="list-style-type: none"> • Evaluate inhouse capabilities and existing and projected workloads to identify cost-effective opportunities for insourcing work currently performed by contractors • Identify replacement cycle needs of equipment and facilities based on maintenance experience. 	<ul style="list-style-type: none"> • Support business cases for phased investment in state of good repair with input on O&M labor and cost for PVWC treatment and distribution equipment, systems and infrastructure based on prioritized risk assessments and replacement cycles
Supervision and Teamwork	<ul style="list-style-type: none"> • Develop performance metrics to measure individual and group performance of Distribution as a whole and incorporate into performance evaluations • Cross training for all departments associated with Distribution: meters, main break, valves, hydrant, etc. • Hire qualified trades and licensed personnel and continue to develop skilled trades pipeline from technical high schools • Meet with the Maintenance team on a regular basis to ensure needs are being met and that goals are being achieved 	<ul style="list-style-type: none"> • Identify career paths for all applicable civil service titles • Increase the skillsets of all staff by providing cross-training opportunities and mentoring • Provide opportunities for staff to obtain certifications 	<ul style="list-style-type: none"> • Develop and recruit staff to have inhouse capability/resources to perform pump repairs • Continued Performance Evaluations • Promotion of training goals for developing skills and succession planning
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Collaborate with ODHR to implement training and improve staff skills that maintain the vast buildings/pump station/equipment/materials throughout PVWC system • Work with ODHR to improve employee morale and make recommendations on how to address 	<ul style="list-style-type: none"> • Participate in professional organizations to stay informed on industry trends, rule changes and opportunities • Solicit peer review participation to receive feedback on SOPs, system optimization and overall program and project performance vs benchmarks 	<ul style="list-style-type: none"> • Develop long term relationships with technical schools, unions and other skilled trade organizations to build out talent pipeline
Reporting	<ul style="list-style-type: none"> • Creation of Distribution dashboards that enable cost transparency and foster asset management decision-making 	<ul style="list-style-type: none"> • Integrate HR performance and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout of full asset management system company-wide integrating Distribution O&M information

Mission

To ensure our plant, outlying stations, and building equipment are in full working order while maintaining the aesthetic appearance of all our facilities and properties as a good neighbor to the local communities and residents.

Vision

To be able to grow our department in manpower and cross train each of them on the repair and maintenance of our facilities, equipment and infrastructure.

Goals

- Hire qualified trades and licensed personnel and invest in training current employees to provide high quality service to every PVWC department and the Commission as a whole
- Reliability centered maintenance program – establish corrective maintenance labor and cost trends; preventative maintenance labor and cost trends
- Identify replacement cycle needs of equipment and facilities
- Utilize existing performance data to optimize the effectiveness of day-to-day maintenance operations
- Develop dashboards for maintenance performance and trends to enhance operational efficiency and facilitate data-driven planning and strategic decision-making



GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Work with staff and consultant resources as needed to develop, organize and/or update existing SOPs for Maintenance operations 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Work with recently hired consultant to identify and mitigate security vulnerabilities of the Commission’s facilities with guidance from DHS and other Federal organizations. • Support launch of new CMMS system to begin tracking preventative and corrective maintenance labor and cost, perform trending and identify gaps in inhouse or contracting resources 	<ul style="list-style-type: none"> • Evaluate inhouse capabilities and existing and projected workloads to identify cost-effective opportunities for insourcing work currently performed by contractors • Identify replacement cycle needs of equipment and facilities based on maintenance experience. 	<ul style="list-style-type: none"> • Support business cases for phased investment in state of good repair with input on O&M labor and cost for PVWC treatment and distribution equipment, systems and infrastructure based on prioritized risk assessments and replacement cycles.
Supervision and Teamwork	<ul style="list-style-type: none"> • Develop performance metrics to measure individual and group performance of Maintenance as a whole and incorporate into performance evaluations • Hire qualified trades and licensed personnel • Continue to develop skilled trades pipeline from technical high schools • Invest in training current employees to provide high quality service to PVWC • Meet with the Maintenance team on a regular basis to ensure needs are being met and that goals are being achieved 	<ul style="list-style-type: none"> • Identify career paths for all applicable civil service titles • Increase the skillsets of all staff by providing cross-training opportunities and mentoring • Provide opportunities for staff to obtain certifications 	<ul style="list-style-type: none"> • Develop and recruit staff to have inhouse capability/resources to perform pump repairs • Continued Performance Evaluations • Promotion of training goals for developing skills and succession planning
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Collaborate with ODHR to implement training and improve staff skills that maintain the vast buildings/pump station/equipment/materials throughout PVWC system • Work with ODHR to improve employee morale and make recommendations on how to address 	<ul style="list-style-type: none"> • Participate in professional organizations to stay informed on industry trends, rule changes and opportunities • Solicit peer review participation to receive feedback on SOPs, system optimization and overall program and project performance vs benchmarks 	<ul style="list-style-type: none"> • Develop long term relationships with technical schools, unions and other skilled trade organizations to build out talent pipeline
Reporting	<ul style="list-style-type: none"> • Creation of Maintenance dashboards that enable cost transparency and foster asset management decision-making 	<ul style="list-style-type: none"> • Integrate HR performance and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout of full asset management system company-wide integrating Maintenance O&M information

Mission

Lead a comprehensive, NJDEP-certified, drinking water laboratory offering exceptional service providing water quality data and State/Federal water quality compliance reports/action plans in support of water treatment, storage and distribution operations at PVWC and client municipalities.

Vision

Establish a cohesive team of qualified professionals to help bring PVWC to the forefront of excellence in Regulatory Compliance, Surface Water Quality Monitoring, Research & Innovation, Data Analytics, and Public Outreach.

Goals

- Assemble a cohesive team in the fields of environmental science, microbiology, wet chemistry, analytical chemistry, data science, environmental regulatory compliance, and public environmental communication
- Develop dashboards for water treatment performance and trends to enhance operational efficiency and facilitate data-driven planning and strategic decision-making
- Utilize existing performance data to optimize the effectiveness of day-to-day laboratory operations
- Develop and submit compliance reports to State and Federal regulators
- Identify state of good repair needs for existing laboratory equipment, infrastructure and systems based upon efficiency and risks to compliance, health and safety, and reliability
- Provide on-call services in response to customer service complaints, emergencies, and planned system outages as needed
- Develop watershed programs for source water monitoring and protection in conjunction with local community groups and schools
- Actively participate in state, national, and international organizations (AEA, AWWA, AMWA, WEF/WRF, etc.) to stay current on industry trends and innovations as well as provide technical input on water-related issues
- Belief that access to clean water is a fundamental human right, water is life!



GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Work with staff and consultant resources as needed to organize and update existing SOPs for Laboratory operations 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Optimize use of the Laboratory Information Management System (LIMS) • Implement Quality Assurance/Quality Control procedures to minimize violations and efficiently trigger resampling for non-compliant results • Identify and support initial state of good repair investments through new business case process • Assess financial viability of continuing to provide laboratory services to outside clients 	<ul style="list-style-type: none"> • Preliminary PFAS pilot results and recommendations (w/Purification) • Develop Watershed management plan (w/Purification) • Enhance business cases to further identify and prioritize state-of-good repair investments in Laboratory equipment and infrastructure 	<ul style="list-style-type: none"> • -Finalize plan for PFAS treatment (w/Purification) • Create in-house PFAS testing protocol to be used by Lab as well as offered to clients as a service/revenue opportunity for PVWC • Support phased investment in state of good repair on Laboratory equipment, systems and infrastructure based on prioritized risk assessments and replacement cycles.
Supervision and Teamwork	<ul style="list-style-type: none"> • Add staff and titles to Laboratory organization to develop a balanced work schedule to support 24/7 demands due to emergencies, training requirements, holidays, vacation and sick time • Work with HR to find highly motivated Laboratory staff • Participate in upcoming technical professional conferences to keep abreast of industry trends • Develop performance metrics to measure individual and group performance of the Lab as a whole and incorporate into performance evaluations 	<ul style="list-style-type: none"> • Supervisor management training • Identify career paths for Laboratory staff linked to civil service titles • Develop and promote staff as part of succession planning • Increase the skillsets of Lab staff through training and job experience • National Incident Management System (NIMS) training 	<ul style="list-style-type: none"> • Continue skills development through training and experience • Continue recruiting and succession planning • Identify opportunities for improved efficiency and productivity
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Participate in regular meetings with other departments and Agencies (e.g. NJDEP) • Develop internal PVWC staff as brand ambassadors for PVWC • Facilitate plant tours for internal staff and external organizations to educate and demonstrate PVWC expertise and value 	<ul style="list-style-type: none"> • Solicit peer review participation to receive feedback on SOPs, system optimization and overall process performance vs benchmarks • Present technical papers at professional conferences/knowledge sharing 	<ul style="list-style-type: none"> • Continue participation in National professional organizations and conferences as technical experts
Reporting	<ul style="list-style-type: none"> • Develop dashboards to visualize data with other Departments and the Executive Director • Transition and support CCR annual report production to Communications 	<ul style="list-style-type: none"> • Integrate lab performance, consumption and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout of full asset management system company-wide

Mission

Manage and lead the development and implementation of the Commission's capital improvement and contract service programs for the treatment, pumping and distribution systems to maintain excellent water quality, fire protection and system reliability.

Vision

Develop and mentor a cohesive team of qualified professionals to manage the efficient implementation of capital improvement and contract service programs for making improvements to the Commission's treatment, distribution and storage systems.

Goals

- Collaborate with the IT, Water Quality and Distribution Departments to fully develop and put into production a GIS-based system for supporting the development and management of an accelerated water main replacement program through the utilization of field data
- Perform condition assessments on major transmission mains and other critical infrastructure, plan and implement strategic rehabilitation work based on findings to enhance systems
- Manage the design and implementation of an accelerated main replacement program to efficiently mitigate distribution system issues and minimize system vulnerabilities
- Manage the design and implementation for the rehabilitation or upgrade of water treatment processes, pumping and storage at the Little Falls Water Treatment Plant and the Commission's remote facilities
- Identify and mitigate security vulnerabilities of the Commission's facilities with guidance from DHS and other Federal organizations
- Provide guidance to Developers for new developments planned within Commission's distribution system which includes investigating potential impacts to distribution system, negotiating system improvements and inspection of work performed by developers to ensure compliance to the Commission's construction standards
- Collect as-built information for all system improvements using GPS equipment and work with the IT Department to update GIS mapping as work is accepted by the Commission
- Support development of an asset management system company-wide



GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Create SOPs to guide all staff in the Engineering processes and standard. 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Develop and enhance tracking templates for capital projects and service contracts to facilitate regular project and program review meetings • Develop complete list of PVWC projects from 2010 to present date for asset lifecycle analysis and comparable project cost and schedules • Re-evaluate existing policies for managing developer activities • Collect as-built information for all system improvements • Assess existing water mains, transmission mains and plant/remote infrastructure to develop prioritized replacement plans through business case process • Execute Levine storage tanks project • Peer review and finalize modeling on storage requirements during and after storage tank construction for each reservoir 	<ul style="list-style-type: none"> • Develop capital and service program tracking system • Develop more sophisticated tracking of development projects and paving projects as they relate to PVWC infrastructure planning and replacement • Enhance business case process to further identify and prioritize state-of-good repair investments in Purification equipment, controls and infrastructure • Modify approach to storage as needed based on vetted modeling results and engage regulators, water system partners and the community as appropriate 	<ul style="list-style-type: none"> • Support business cases for phased investment in state of good repair on PVWC treatment and distribution equipment, systems and infrastructure based on prioritized risk assessments and replacement cycles. • Ramp up distribution water main replacement from 2 miles/year to 4-6 miles/year over time to catch up replacement cycle and address systemic cast-iron unlined pipes • Execute New Street storage tanks project
Supervision and Teamwork	<ul style="list-style-type: none"> • Meet with Team on a regular basis to ensure needs are being met and that goals are being achieved by staff/supervisor • Foster and encourage a positive daily work environment for our team. • Facilitate Training for team – Staff/Supervisor • Develop performance metrics to measure individual and group performance of Engineering as a whole and incorporate into performance evaluations 	<ul style="list-style-type: none"> • Supervisor management training • Identify career paths for engineering civil service titles • Increase the skillsets of engineering staff through training and job experience • Continued training for Inspectors Group • Build-up inhouse design capability to reduce reliance on consultants as practical 	<ul style="list-style-type: none"> • Continued Performance Evaluations • Promotion of training goals for developing skills
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Participate in regular meetings with other departments to stay informed regarding key operational initiatives and projects that impact budget and requisition needs • Provide input on cost and schedule for projects as part of more frequent budget updates for Finance 	<ul style="list-style-type: none"> • Participate in professional organizations to stay informed on industry trends, rule changes and opportunities • Solicit peer review participation to receive feedback on SOPs, system optimization and overall program and project performance vs benchmarks 	<ul style="list-style-type: none"> • Continue participation in National professional organizations and conferences as technical experts
Reporting	<ul style="list-style-type: none"> • Creation of procurement dashboards that enable cost transparency and foster asset management decision-making 	<ul style="list-style-type: none"> • Integrate procurement performance and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout of full asset management system company-wide integrating engineering project and service contract information

Mission

Manage and lead a comprehensive environmental, health, and safety program, providing a safe and environmentally conscious workplace for all PVWC staff, contractors, and visitors, committing ourselves in preventing accidents, protecting employees from injury, promoting their health and welfare and protecting our environment.

Vision

Develop and mentor a cohesive team of qualified professionals to work with operations, engineering, and contractors, striving to make PVWC a best-in-class utility for environmental, health and safety.

Goals

- Adhere to all NJDEP, NJDOH, OSHA/PEOSH, and Dept of Labor requirements for all PVWC facilities covering staff and contractors
- Inspect and audit all facets of PVWC facilities, equipment, processes and construction sites to ensure EHS compliance and minimum standards of safety are being upheld
- Liaise with the joint insurance fund (JIF) and ensure all requirements for inspections and reporting are met
- Lead the asbestos, indoor air quality and right-to-know programs in accordance with State and Federal requirements
- Act as the Responsible Official for the air pollution program certifying all facilities are operating within permit specifications and renewing permits as needed
- Manage and lead the discharge prevention, containment, and countermeasures (DPCC) and discharge, clean-up and removal (DCR) programs to ensure safe handling and storage of hazardous chemicals
- Manage and lead the hazardous material and extraordinary hazardous material programs, including RCRA and TCPA (ozone), reducing our risks and working with all regulatory agencies to improve our procedures and plans
- Maintain and update emergency response plans for all PVWC facilities in accordance with State requirements



GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Work with staff and consultant resources as needed to develop, organize and/or update existing SOPs for each Department 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Assess current EH&S tracking and notification systems for incidents, injuries and environmental compliance • Evaluate industry standard approaches to EH&S issues and scale practical application to PVWC • Assess current EHS compliance requirements and evaluate if PVWC is categorized properly and compliance requirements are appropriate • Collaboratively assess staff and contractor work activities with each Department and identify gaps in EH&S requirements • Address, or escalate as needed, high priority gaps that to be mitigated immediately 	<ul style="list-style-type: none"> • Pursue compliance relief as appropriate based on thorough data analysis and risk assessments as appropriate • Evaluate design standards from EH&S perspective and identify areas for improvement based on industry standards and PVCWC needs 	<ul style="list-style-type: none"> • Evolve as an industry leader in safety and environmental compliance with effective compliance, and incident prevention through awareness and design
Supervision and Teamwork	<ul style="list-style-type: none"> • Ensure EHS Dept. staff are continuously improving their knowledge base through MEL JIF based and outside training opportunities • EHS Director to commence MSI Leadership Academy Program (Registered 12.9.22) • Develop performance metrics to measure individual and group performance of EH&S as a whole and incorporate into performance evaluations • National Incident Management System (NIMS) training 	<ul style="list-style-type: none"> • Supervisor management training • Identify career paths for EH&S titles • Increase the skillsets of EH&S staff through training and job experience • Ensure EH&S Dept has a value-added presence in all Company operations 	<ul style="list-style-type: none"> • Work towards pushing PVWC into a new paradigm – shifting attitudes and past behaviors and attaining proactive EHS compliance
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Participate in regular meetings with other departments, staff and Agencies (e.g. NJDEP, JIF) • Lead training for Departments • Foster working relationships with regulatory staff • Coordinate and liaise with the Joint Insurance Fund on safety training and risk management 	<ul style="list-style-type: none"> • Optimize risk management plans and emergency response plans in collaboration with the JIF • Collaborate with ODHR on lost time, and workers compensation costs to identify trends and opportunities to mitigate 	<ul style="list-style-type: none"> • Coach and mentor EHS staff with goal of vertical progression within dept, reaching Safety Coordinator status for both employees.
Reporting	<ul style="list-style-type: none"> • Develop dashboards to visualize EH&S data with other Departments and the Executive Director 	<ul style="list-style-type: none"> • Integrate EH&S performance, consumption and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Cloud-based management system for safety inspections, environmental compliance, and incident management tracking and reporting

Mission

Efficiently manage financial transactions, billing and investments and provide data, information, analysis, knowledge, and methods to assist data-driven decision making and improve PVWC efficiency, effectiveness and financial outlook.

Vision

Collaboratively act as stewards of PVWC financial resources and serve and support staff, management, board members, and others who have a vested interest in the financial activity and health of the organization through transparency, compliance and timely responses to inquiries.

Goals

- Accuracy of billing and financial accounts
- Timeliness of customer billing and financial recordkeeping
- Development of a world-class, highly motivated team of financial and billing professionals who feel valued and are able to positively contribute toward the larger goals PVWC
- Creation of financial dashboards that enable cost transparency and foster asset management decision-making
- Support development of an asset management system company-wide



GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Work with staff and consultant resources as needed to develop, organize and/or update existing SOPs for billing, accounting and budgeting procedures 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Assess current billing system and optimize timeliness of customer billing and financial recordkeeping • Assess HTE and optimize functionality of links to existing budget constraints and accessing requisition data/trending • Support development of business case process to prioritize capital needs and new expense requests • Evaluate business strategies with other water systems 	<ul style="list-style-type: none"> • Develop more robust budgeting methods and platforms • Streamline budgeting process to produce budgets for Board approval before new year begins and forecast rates • Compile and assess legacy capital data for major projects to support new asset management program • Evaluate business strategies with other water systems 	<ul style="list-style-type: none"> • Assess business cases for phased investment in state of good repair in from various departments based on prioritized risk assessments and replacement cycles. • Evaluate business strategies with other water systems
Supervision and Teamwork	<ul style="list-style-type: none"> • Develop performance metrics to measure individual and group performance of Finance as a whole and incorporate into performance evaluations • Development of a world-class, highly motivated team of financial and billing professionals who feel valued and can positively contribute toward the larger goals PVWC 	<ul style="list-style-type: none"> • Supervisor management training • Identify career paths for Finance civil service titles • Increase the skillsets of Finance staff through training and job experience 	<ul style="list-style-type: none"> • Continue skills development through training and experience • Continue recruiting and succession planning
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Participate in regular meetings with other departments to stay informed regarding key operational initiatives and projects that impact budget and requisition needs • Initiate more frequent budget updates with each department 	<ul style="list-style-type: none"> • Participate in professional organizations to stay informed on industry trends, rule changes and opportunities • Solicit peer review participation to receive feedback on SOPs, system optimization and overall financial performance vs benchmarks 	<ul style="list-style-type: none"> • Continue participation in National professional organizations and conferences as technical experts
Reporting	<ul style="list-style-type: none"> • Creation of financial dashboards that enable cost transparency and foster asset management decision-making 	<ul style="list-style-type: none"> • Integrate Finance performance and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout of full asset management system company-wide integrating financial information

Mission

Lead and manage the entire procurement process, in compliance with State regulations and PVWC policies, to ensure that each department, and the Commission as a whole, is well equipped to fulfill their respective missions.

Vision

Develop and mentor a cohesive team of procurement professionals to foster inter-departmental collaboration and knowledge-sharing and ensure the needs of the Commission are met with high ethical standards and quality products.

Goals

- Develop a rigorous, data-driven performance evaluation process to drive accountability for contractors, consultants, and providers of goods and services
- Compile contract metrics for scope, cost and schedule to monitor work execution
- Recognize good performance, improve fair performance and facilitate intervention on challenged performance
- Create SOPs to guide all staff in the procurement process from start to finish and cross train procurement staff
- Streamline the requisition process by having lead staff designated from each department and trending costs
- Assume responsibility for the creation of the monthly addenda for the procurement-related items for the Special Projects Committee and initiation of RFPs, RFQs and bids
- Foster and encourage a positive daily work environment for our team



GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Create SOPs to guide all staff in the procurement process from start to finish and cross train procurement staff. • Develop Resource Manual for Procurement Team 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Compile contract metrics for scope, cost and schedule to monitor work execution • Streamline the requisition process by having lead staff designated from each department and trending costs. • Assess applicability of electronic bidding platforms and recommend adoption as appropriate 	<ul style="list-style-type: none"> • Develop a rigorous, data-driven performance evaluation process to drive accountability for contractors, consultants, and providers of goods and services • Recognize good contract performance and identify best practices • Improve fair contract performance and facilitate intervention on challenged performance including identification of lessons learned to avoid problems in the future. 	<ul style="list-style-type: none"> • Shorten the length time for vendor payment. • Expand utilization of Co-Ops, as appropriate • Promote green Initiatives and reduce the amount of waste.
Supervision and Teamwork	<ul style="list-style-type: none"> • Meet with Team on a regular basis to ensure needs are being met and that goals are being achieved by staff/supervisor • Foster and encourage a positive daily work environment for our team • Facilitate Training for team – Staff/Supervisor • Develop performance metrics to measure individual and group performance of Purchasing as a whole and incorporate into performance evaluations • Hire Spec Writer to update and write bidding documents for procurement and support services contracts and on-call professional services contracts, manage cooperative pricing and State Contracts, manage interlocal and shared service agreements, write Board resolutions 	<ul style="list-style-type: none"> • Develop a finely tuned and trained team of procurement specialists for smooth operation and compliance with all DLGS regulations. • Team/staff should have proper titles assigned to them. • Continue to amend team responsibilities with outline of each staff member goals and achievements. 	<ul style="list-style-type: none"> • Continue skills development through training and experience • Continue recruiting and succession planning
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Participate in regular meetings with other departments to stay informed regarding key operational initiatives and projects that impact procurement and requisition needs • Ensure that each department is responsible for administrating their department’s Contracts. 	<ul style="list-style-type: none"> • Stay informed on industry trends, rule changes and opportunities by engaging with professional organizations • Solicit peer review participation to receive feedback on SOPs, system optimization and overall procurement performance vs benchmarks 	<ul style="list-style-type: none"> • Continue participation in National professional organizations and conferences as technical experts
Reporting	<ul style="list-style-type: none"> • Creation of procurement dashboards that enable cost transparency and foster asset management decision-making 	<ul style="list-style-type: none"> • Integrate procurement performance and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout of full asset management system company-wide integrating procurement information

Mission
Foster a positive company image and facilitate revenue collections through diligent communications and inter-departmental collaboration to effectively troubleshoot problems.

Vision
Develop and mentor a cohesive, persistent and professional team that takes ownership of issues, provides timely responses to our customers, and creates an environment of pride in ourselves, our colleagues, and our company.

- Goals**
- Increase customer satisfaction by providing a positive interaction at the customer touchpoint and problem-solving issues
 - Maintain, update and reinforce standard operating procedures (SOPs)
 - Implement a data-driven, continuous improvement program by evaluating work performance and efficiency and identifying training opportunities and other organizational and system improvements
 - Support PVWC communication and emergency response efforts by obtaining accurate customer contact information during each call, in order to properly utilize a reverse 911 system during emergencies
 - Optimize current system to manage service orders and be responsive to customers with findings and/or results
 - Provide proactive service to attempt to resolve customer issues in one call minimizing need for call-backs



GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Work with staff and consultant resources as needed to develop, organize and/or update existing SOPs for each Department 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Facilitate using Anserve once a week(30 minutes) during regular business hours to allow staff meetings on real-time trending complaints, successful interactions and areas which need improvement. • Proactively call delinquent accounts regarding shutoffs during catch-up phase • Improve customer experience to allow for better engagement and issues resolution (face-to-face apmnts; live chats) 	<ul style="list-style-type: none"> • Incorporate survey at the end of each call to document customer feedback • Random check-ins with customers to discuss satisfaction and issues • Create customer “Hall of Fame” on website documenting positive feedback • Enhance customer engagement through the website (e.g. chatbots) • Evaluate existing Touchpoint system to potentially expand functionality • Evaluate adding information on Block and Lots to accounts 	<ul style="list-style-type: none"> • Evaluate new call center technology to increase engagement, query issues and improve overall customer experience • Integrate customer service calls with service orders in Distribution to give advance notice of service tech arrival
Supervision and Teamwork	<ul style="list-style-type: none"> • Develop performance metrics to measure individual and group performance of Customer Service as a whole and incorporate into performance evaluations • Incorporate training to provide interpersonal skills development to deal with difficult situations. • Create PVWC brand advocates and enhance responsiveness through education, tours of facilities and situational awareness 	<ul style="list-style-type: none"> • Identify career paths for Customer Service titles particularly bi-lingual skills • Develop frequently asked questions and dedicated knowledge base to post on website • Live display of wait times, call durations and call volume on website 	<ul style="list-style-type: none"> • Continue skills development through training and experience as call center technology may evolve • Continue recruiting, training and succession planning to meet skills demand
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Participate in regular meetings with other departments to stay informed regarding key operational initiatives and projects that impact customers • Convert issues and solutions to scripts for staff to have available to effectively communicate with the public 	<ul style="list-style-type: none"> • Identify patterns of difficult queries and assess alternatives to streamline response in collaboration with other Departments • Engage with professional organizations regarding customer service issues and technologies • S]upport quarterly meetings with cities 	<ul style="list-style-type: none"> • Continue engagement with professional organizations and collaboration with other departments and cities
Reporting	<ul style="list-style-type: none"> • Develop dashboards to visualize Customer Service data (e.g. response times, complaint trends, recurring issues) with other Departments and the Executive Director 	<ul style="list-style-type: none"> • Integrate Customer Service performance and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout and reporting integration of customer service data dashboards with other departments data

Mission

Collaboratively develop PVWC as a modern water utility providing high levels of service by attracting, developing and retaining talent throughout the organization. Create an environment that enables our colleagues to develop to their fullest potential. Our leaders commit to make the environment suitable for growth and our employees commit to take appropriate risks, seizing the initiative to experience personal and professional growth.

Vision

Promote and recruit the best-qualified people, recognize and encourage learning, innovation and continuous improvement in everything we do. We will encourage collaboration and cooperation to harness the benefits of diversity in thinking, experience and ideas. It is our belief that everyone has a right to be heard, regardless of seniority or background.

Goals

- Develop core values for the organization with management and staff
- Assess current organizational skills vs. functional needs and identify gaps
- Develop a strategy to address organizational gaps consistent with core values and succession planning necessities.
- Drive accountability through proactive performance management
- Recognize high value work and identify areas requiring improvement
- Build and strengthen teams and individuals through frequent employee engagement and feedback
- Support all employees to reach their full potential and improve their well being



Organizational Development and Human Resources

GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Create SOPs to guide all staff in the ODHR process from start to finish and cross train procurement staff. 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Maximize the existing digital tools to help achieve goals (HRIS/Payroll). • Ensure that each Manager is conducting the Quarterly Performance Review of Team Members to provide them with the tools to be able to have thoughtful, constructive discussions with clearly defined expectations of outcomes • Use internal and external tools to provide training for Leadership Team as well as all other PVWC Colleagues • Continue to create employee engagement opportunities • Streamline development of position postings to recruit candidates for niche, and highly skilled positions to address succession planning gaps 	<ul style="list-style-type: none"> • Enhance the performance evaluations process and expectations that will provide a professionally challenging and rewarding environment with room for growth • Develop cross functional training programs within departments and across departments as applicable 	<ul style="list-style-type: none"> • Begin the assignment of stretch goals and metrics for staff based on strengths and weaknesses analysis • Work on continuous improvement plans for systems, practices, policies • Continue to work on the modernization of the organization and its people
Supervision and Teamwork	<ul style="list-style-type: none"> • Meet with the ODHR Team on a regular basis to ensure needs are being met and that goals are being achieved • Foster and encourage a positive daily work environment for our team. • Facilitate Training for team – Staff/Supervisor • Develop performance metrics to measure individual and group performance of ODHR as a whole and incorporate into performance evaluations • Continue to enhance ODHR as a valuable service to all PVWC colleagues • Cross functionally train ODHR staff 	<ul style="list-style-type: none"> • Continued coaching and mentoring • Set up official in-house or external trainings • Become Members of Professional Organization • Collaborate and support each department to identify career paths for all applicable civil service titles • Increase the skillsets of all staff by providing training opportunities and mentoring • Provide opportunities for staff to obtain certifications 	<ul style="list-style-type: none"> • Continued Performance Evaluations • Promotion of training goals for developing skills
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Participate in regular meetings with other departments to stay informed regarding key operational initiatives and projects that impact budget and requisition needs • Meet with department heads and conduct skills analysis based on job specifications and skill requirements for each • Continue to work with Executive Director and Department heads to hold each other accountable to the organization’s Core Values 	<ul style="list-style-type: none"> • Institute bi-annual calibration sessions with Department Heads and Executive Director to identify staff strengths and weaknesses and develop organizational plans • Work with NJ Civil Service in order to provide a platform for PVWC employees to grow through differentiated paths instead of a block of positions 	<ul style="list-style-type: none"> • Continue participation in National professional organizations and conferences as technical experts
Reporting	<ul style="list-style-type: none"> • Creation of ODHR dashboards that enable cost transparency and foster asset management decision-making 	<ul style="list-style-type: none"> • Integrate HR performance and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout of full asset management system company-wide integrating engineering project and service contract information

Mission

Build trust and enhance communications and relationships with customers, staff, community groups and governmental agencies to brand PVWC as a modern water utility with a team of highly-skilled professionals.

Vision

Establish a team of communications professionals that proactively work with the internal staff, the public, the media and government agencies to inform and educate them about the scope and value of services that PVWC provides for its customers.

Goals

- Develop and mentor a small team of highly motivated personnel to form a Public Affairs unit
- Identify training and resources needed to develop the skillsets for success
- Create a contact list of outreach targets such as media contacts; educational, childcare and medical organizations; and, public officials and health officers in the owner cities and other areas serviced by PVWC
- Establish a library of social media announcements for communicating information about public events, special projects, main breaks, and other activities
- Facilitate water-education series for schools, civic organizations, environmental groups etc.
- Facilitate periodic information sessions for public officials
- Develop creative and innovative ways for PVWC to engage with the public



Communications and Intergovernmental Coordination

GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Work with staff and consultant resources as needed to develop, organize and/or update existing SOPs for Distribution operations 	<ul style="list-style-type: none"> • Standardize SOPs with other Departments company-wide 	<ul style="list-style-type: none"> • Support buildout of central SOP system company-wide
System Optimization	<ul style="list-style-type: none"> • Develop and update contact lists on a quarterly basis, as media personnel, educational personnel, childcare staffs, medical organizations and elected positions are constantly changing • Develop proactive communication strategies involving the community, elected officials, news outlets, social media and mailings with a nexus to ongoing and planned technical work at the Commission • Build PVWCs brand around its mission, vision and core values to show the company value and cost-effectiveness in support of community well being, public health and safety and economic growth • Look at industry benchmarking opportunities (e.g. JD Powers) to compare to other industry leaders 	<ul style="list-style-type: none"> • Establish content and schedule informational/educational sessions with schools, civic organizations, environmental groups, fairs etc. • Message should always point to PVWC’s theme: Clean Water is Essential to Life • Routinely check what other water companies are doing or not doing to determine how PVWC can improve – also check what is going on in the news with other water companies. • Create PSA content/statements and maintain solid relationships with radio & media personnel (especially Spanish-speaking stations). 	<ul style="list-style-type: none"> • Create a library of material/information/messaging that is “plug and play” for major scenarios. • Periodically practice crisis communications. For example: boil water advisories, hurricanes, employee stealing water meters (recently happened at Trenton Water Works), plant losing power. • Support PVWC branding as industry leader and technical expert to support PVWC business opportunities with other water systems • Continue long-term with communities and elected official relationships
Supervision and Teamwork	<ul style="list-style-type: none"> • Develop performance metrics to measure individual and group performance of Maintenance as a whole and incorporate into performance evaluations • Media training, certificate programs in managerial training & time management, budgets, field purchase orders and requisitions training. • In-house training by Purchasing Department regarding FPO’s and requisitions. 	<ul style="list-style-type: none"> • Identify career paths for all applicable civil service titles • Increase the skillsets of all staff by providing cross-training opportunities and mentoring • Provide opportunities for staff to obtain certifications 	<ul style="list-style-type: none"> • Continued Performance Evaluations • Promotion of training goals for developing skills and succession planning
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Participate in regular meetings with other departments to stay informed regarding key operational initiatives and projects that impact budget and requisition needs • Quarterly meetings with Mayors and their staff are ongoing as of July 2022 • Follow up meetings on specific issues are established as needed based on the quarterly meetings 	<ul style="list-style-type: none"> • Participate in professional organizations to stay informed on industry trends, rule changes and opportunities • Solicit peer review participation to receive feedback on SOPs, system optimization and overall program and communication strategies vs other industry leaders 	<ul style="list-style-type: none"> • Continue participation in National professional organizations and conferences as experts
Reporting	<ul style="list-style-type: none"> • Creation of Communications dashboards that enable cost transparency and foster management decision-making 	<ul style="list-style-type: none"> • Integrate Communications performance and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout and reporting integration of Communications data dashboards with other departments data

Mission

Manage and lead PVWC's information technology department including enhancing functionality and security of facility-wide networks and communications, creation of SaaS platforms, standardization of SCADA systems for operations, evolution of GIS, and maintenance of computer hardware stock to keep pace with industry standards.

Vision

Develop and mentor a cohesive team of qualified professionals to build-out and modernize PVWC's existing IT systems to minimize external cybersecurity threats and assist in optimizing company-wide operations and communications.

Goals

- Address organizational gaps and develop succession plans that provide a stable and sustainable platform for IT operations
- Utilize existing performance data to optimize the effectiveness of day-to-day IT operations
- Develop dashboards for IT performance and trends to enhance operational efficiency and facilitate data-driven planning and strategic decision-making
- Identify state of good repair needs for existing IT infrastructure and systems based upon operational priorities and risks to compliance, health and safety, and reliability.
- Identify O&M requirements and gaps with existing IT resources as warranted for capital projects and document with engineering staff and consultants
- Standardize existing SCADA systems throughout PVWC treatment, pumping, storage and distribution operations
- Support operations with on-call services in response to emergencies and/or planned system outages as needed
- Implement, maintain and support internal platforms like Sharepoint to facilitate intra-organizational communications and foster a collaborative work environment
- Stay current on cybersecurity threats and develop policies for technology deployment and use (e.g. drones) to address evolving issues consistent with guidance from DHS and other Federal organizations
- Maintain and upgrade as needed internal telecommunication systems and devices



GOALS	6 – 12 Months	1 – 3 Years	3 – 5 Years
Standard Operating Procedures	<ul style="list-style-type: none"> • Work with staff and consultant resources as needed to develop, organize and/or update existing SOPs for Pumping and Power operations • Promote GIS as system of record, and decision / analytic support. • Standardization of Apple technology in mobile device space. • Outage response protocol gap analysis. 	<ul style="list-style-type: none"> • Initiate creation of an IT SOP library and standardize with other departments. • Establish regulatory compliant emergency response plan; validate at regular intervals. • Conceptualize the SOP driven GIS environment 	<ul style="list-style-type: none"> • Policy driven voice as data network traffic monitoring. • Consider encrypted radio communication. • Use of licensed frequencies for communications during emergencies
System Optimization	<ul style="list-style-type: none"> • Complete remote SCADA refresh and Plant SCADA consolidation. • Resolve the cellular signal issue at LFWTP • Migrate SCADA to Cisco centric architecture. • Identify and support initial IT in state of good repair investments through new business case process • Reverse 911 roll-out 	<ul style="list-style-type: none"> • Maintain Core infrastructure upgrade momentum; complete cellular router upgrade. • Initiate and complete the merging of voice and data networks. • Continue security assessments and mitigation strategies 	<ul style="list-style-type: none"> • Assess design considerations for a GIS driven emergency/disaster response center. • Investigate artificial intelligence technology use cases for LFWTP. • Consider digital twin technology adoption • Support phased investment in state of good repair on IT equipment, systems and infrastructure based on prioritized risk assessments and replacement cycles.
Supervision and Teamwork	<ul style="list-style-type: none"> • Develop performance metrics to measure individual and group performance of IT as a whole and incorporate into performance evaluations • Recruit/hire: GIS manager/specialist; Database admin.; SCADA Eng. + Instrumentation Tech. • Develop emergency response playbooks. 	<ul style="list-style-type: none"> • Start disaster recovery exercises using active threat scenarios. • Provide support, at each stage of maturity, for GIS governance, Data and Databases, Procedures, Workflow and Integration with enterprise platforms, GIS software, Infrastructure and training. 	<ul style="list-style-type: none"> • Creation / management of a talent pipeline through alignment with accredited area academic institutions
Inter-Departmental / Inter-Agency Coordination	<ul style="list-style-type: none"> • Complete architecting a Sharepoint environment. • Deploy Teams as the standard telepresence platform. • Initiate Document managing activities, complete vendor selection, initiate prerequisite discovery processes • Website redesign kickoff efforts 50% complete 	<ul style="list-style-type: none"> • Have functional Sharepoint framework running • Actively scanning classifying, cataloguing and indexing documents. • Initiate interdepartmental data governance considerations • Redesigned Website 70 to 80 percent complete. 	<ul style="list-style-type: none"> • Sharepoint site in production environment and fully capable of meeting PVWC internal communication needs. • Document management system functional with relevant controls; with/without data governance framework. • Website in production environment, start work on next refresh.
Reporting	<ul style="list-style-type: none"> • Develop dashboards to visualize IT data with other Departments and the Executive Director 	<ul style="list-style-type: none"> • Integrate IT performance, labor, risk and cost into management reports to facilitate decision making • Identify opportunities for improved efficiency and productivity 	<ul style="list-style-type: none"> • Support buildout of full asset management system company-wide