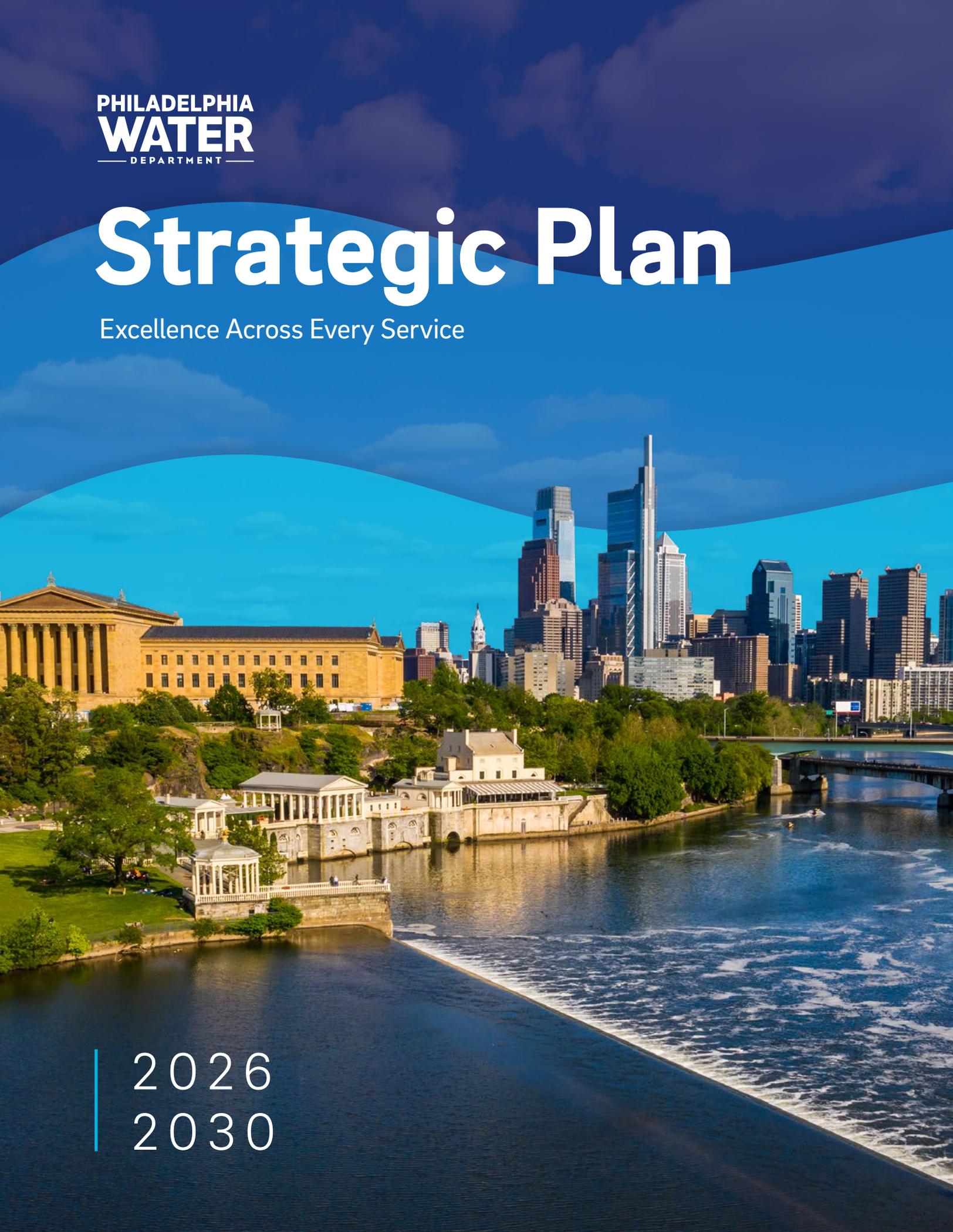


Strategic Plan

Excellence Across Every Service

2026
2030



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Facilitated by :



Building Philadelphia's Water Future

For more than 200 years, the Philadelphia Water Department (PWD) has ensured our city has the essential water services it needs to thrive.

It wouldn't be possible without the dedicated employees who are passionate about the work they do for their communities. Building on that passion as we look to the future, PWD is taking a holistic view of how we maintain and improve our system and services. In 2024, we began a strategic planning process to do just that.

Through the cooperative work of our employees who participated in carefully facilitated feedback opportunities and workshop activities, PWD developed this Strategic Plan for 2026-2030. This document is a comprehensive roadmap that outlines our vision, mission, values, and strategies for enhancing our services to the City of Philadelphia.

This plan will guide us as we address the current challenges of infrastructure resiliency, workforce development, and financial sustainability. The strategic pillars outlined in the plan are not aspirational—they are grounded in achievable steps. We have developed this strategic framework to make our operations more efficient, enhance customer service, and ensure long-term success. With this plan, we will continue working every day to deliver the safe, high-quality water services that our community relies on.



Thank you for your continued support and partnership in helping us deliver excellence and achieve a safer, cleaner, greener Philadelphia. Together, we can achieve great things.

Introduction

The Philadelphia Water Department (PWD) is one utility with three core services, six treatment plants, dozens of pump stations, and more than 2,000 employees, a long list of responsibilities.

To ensure that PWD is balancing competing needs, prioritizing effectively, and making the best use of resources, the organization embarked on a strategic planning process in the summer of 2024. The strategic framework outlined in this document serves as a roadmap for:

- Enhancing infrastructure, allocating resources effectively
- Supporting employees
- Managing long-term initiatives
- Establishing a system to track and evaluate progress over time to ensure the utility achieves its long-term goals

Process

At a high level, the development of the strategic plan included:

Stakeholder Engagement – Feedback was obtained at several points in the process from the Mayor and City Council, other City departments, external stakeholders, the PWD leadership team, supervisors and managers, and employees through activities including interviews, focus groups at nine facilities, open houses, and surveys. More than 650 individual stakeholders were engaged throughout the process.

Leadership Team Workshops – Members of the PWD leadership team collaborated to kick the project off, draft ideas for different elements of the strategic framework, define the plan’s strategic pillars, and develop the plan’s implementation approach.

HOW TO USE THIS PLAN

The Strategic Plan is a living document that was intentionally built with the input and collaboration of our employees. As such, we want our teams to use the plan to guide their day-to-day tasks, responsibilities, and goals. The plan will help staff prioritize their work and guide decision-making over the next five years.

Start by familiarizing yourself with the strategic framework. Identify how your individual role, unit, or division aligns with the goals and integrate the strategies into your daily tasks and decision-making processes. Track progress using the metrics provided in the plan, and adjust your approach as needed to stay on course. Collaboration is key—regularly communicate with team members to ensure alignment, share updates, and address challenges. To maximize impact and drive success, treat this plan as a dynamic tool, revisiting and refining it as circumstances evolve.

The strategic planning process allowed PWD leadership and staff to collaborate and provide feedback on where the department is today, where it would like to be in the future, and how to move the organization forward.

STRATEGIC PLAN TIMELINE

May 2024

- Project Kick-off
- Leadership team interviews

September 2024

Leadership Team Workshop to develop draft vision and strategic pillars

Employee validation sessions

All-employee survey

August 2024

- Employee focus groups at 1101 Market Street, 29th Street, and Fox Street

October 2024

Employee validation sessions and open house

Leadership Team Workshop to refine the vision and strategic pillars and draft strategies

Leadership Team Workshop to develop mission and values

January 2025

Leadership Team Workshop to understand current and planned work in each pillar area

February 2025

- Subject Matter Expert review to refine strategies and suggest metrics

March 2025

Strategic framework finalization

Strategic plan communication strategy development

May 2025

- Employee open houses to review the strategic framework

June 2025

Final Strategic Plan



Community Profile

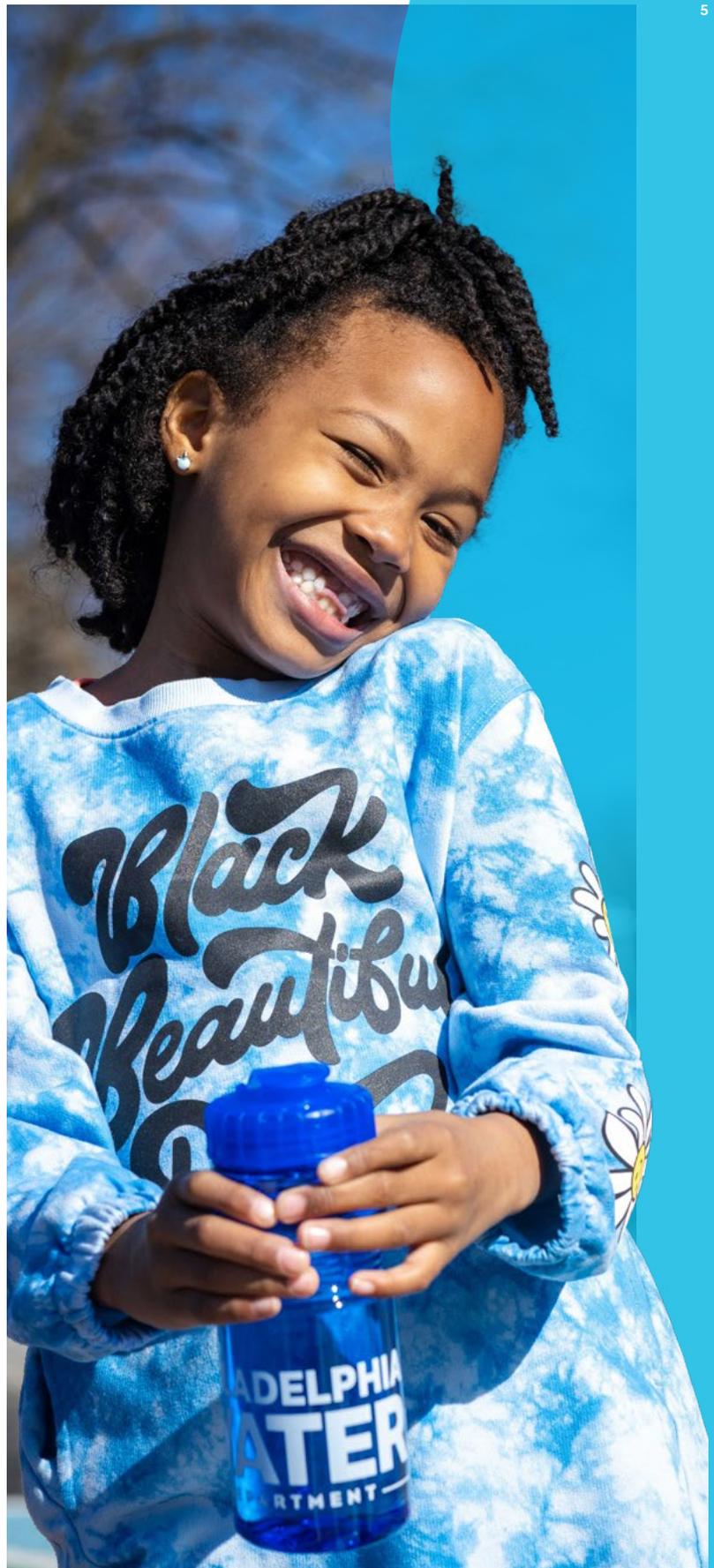
Philadelphia is the largest City in Pennsylvania and the sixth largest in the United States. It spans approximately 142 square miles and is home to more than 1.5 million residents. As a cultural and economic anchor in the Northeast, with a metro area population exceeding 6 million, the City's diverse economy is powered by sectors including education, healthcare, government, and technology.

Philadelphia is a city of profound historical significance, as it is the birthplace of the United States and the nation's first World Heritage City. It was here that the Declaration of Independence and the U.S. Constitution were drafted and signed at Independence Hall, which is now part of Independence National Historical Park, often called "the most historic square mile in America." Nearby, the Liberty Bell stands as a powerful symbol of freedom. History comes alive throughout the City, from the cobblestone alleys of Old City and Society Hill to renowned institutions such as the Museum of the American Revolution, the Weitzman National Museum of American Jewish History, the African American Museum in Philadelphia, and PWD's own Fairmount Water Works Interpretive Center.



Modern Philadelphia is known for its vibrant neighborhoods, rich arts and culinary scenes, and passionate sports culture. From Chestnut Hill to Squirrel Hill, Germantown to Chinatown, Norris Square to Logan Square, and East Oak Lane to West Passyunk, each neighborhood offers a distinct experience rooted in the City's multicultural identity. With more than 3,000 murals, Philadelphia is celebrated as the "Mural Capital of the World." Its culinary scene ranges from iconic cheesesteaks and pretzels to globally inspired cuisine. The City is proudly home to major professional sports teams including the Eagles (NFL), Phillies (MLB), 76ers (NBA), Flyers (NHL), and Union (MLS).

Philadelphia is advancing a bold, citywide initiative to become the cleanest and greenest big city in America, led by the newly created Clean and Green Cabinet. Major initiatives include the One Philly, A Unity City Citywide Cleaning Program, which has revitalized thousands of blocks and vacant lots, and the FDR Park Master Plan, which is transforming one of the City's largest parks with new trails, restored waterways, and public amenities. Philadelphia boasts one of the largest urban park systems in the country. Recent investments in infrastructure and commercial corridors have spurred revitalization along riverfronts and in neighborhoods citywide, making Philadelphia a dynamic blend of historic legacy and contemporary urban liveliness.



About Us

ESSENTIAL TO PHILADELPHIA

Established in 1801, PWD was among the first municipal water systems in the United States, formed to provide water for street cleaning, firefighting, and household use. While private water companies were common in other cities at the time, Philadelphia chose to establish a City-owned and financed utility, making it a national leader in municipal water provision.

Today, PWD, with a staff of more than 2,000 employees, provides integrated drinking water, wastewater, and stormwater services to residents and businesses across the City of Philadelphia. It also maintains one wholesale water contract and 10 wholesale wastewater contracts with neighboring jurisdictions. The department's service area spans 130 square miles and serves approximately 1.58 million people.

PWD sources approximately 58% of its drinking water from the Delaware River and 42% from the Schuylkill River, with no groundwater sources used. Water is treated at three main facilities: the Samuel S. Baxter Plant (Delaware River), and the Belmont and Queen Lane Plants (Schuylkill River). Together, these facilities have a rated treatment capacity of 546 million gallons per day (MGD), with a source water withdrawal capacity of up to 680 MGD. The system includes more than 3,100 miles of water mains and 950 million gallons of storage for treated and untreated water.

The City's wastewater infrastructure includes three Water Pollution Control Plants—Southwest, Southeast, and Northeast—with a combined design capacity of 522 MGD and a peak capacity exceeding one billion gallons per day. PWD also operates dozens of pump stations and manages approximately 3,700 miles of sewers, along with a privately operated centralized biosolids facility. These systems have significantly improved the water quality of the Delaware River watershed and enabled waterfront redevelopment for commercial, residential, and recreational use.



TREATMENT FACILITIES

Samuel S. Baxter Plant,
Belmont Plant, Queen Lane
Plant (Water Treatment)

Southwest Plant,
Southeast Plant, and
Northeast Plant
(Wastewater Treatment)

Together, these facilities have
capacity to treat

1,000+

Million Gallons per day of both
water and wastewater

2,000+ Employees ————— | **130** Square Miles of Service Area ——— | **1.58** Million People Served

1 Wholesale Water Contract ————— | **10** Wholesale Wastewater Contracts ————— | **6,800** Miles of Water Mains and Sewers

WATER REVITALIZATION PLAN

PWD's facilities are showing their age and require significant investments to maintain a sufficient, safe supply of water to Philadelphia. Without investment in the near term, PWD will likely experience more on the spot repairs, which can be costly and have a negative impact on city residents.

The Water Revitalization Plan is Philadelphia's multi-decade plan to upgrade and strengthen essential drinking water infrastructure. By strategically aligning several projects on this longer timeline, we can extend capital spending over decades in order to keep water rates affordable for our residents.



PWD's Operating Context

POPULATION

The City of Philadelphia's population increased in 2024 after four consecutive years of decline during and immediately after the COVID-19 pandemic. Additional regional growth is anticipated due to the City's location and transportation network, advanced manufacturing, and strong business ecosystem.

Philadelphia's largest economic sectors are education and health services, professional and business services, and retail and hospitality. The median household income has increased from \$47,500 in 2019 to more than \$60,302 in 2024 and is expected to continue to increase. More than 300,000 people, or approximately 20% of the City's population, live below the federal poverty line, which means that service affordability is a significant consideration for PWD. Philadelphia ranks at the bottom among large American cities in reading proficiency; according to recent federal data, roughly 22 percent of Philadelphians aged 16 and older lack basic literacy skills.



WORKFORCE SHIFTS

PWD's workforce includes more than 2,000 employees who operate across 10 facilities throughout the City of Philadelphia. The Department is working to implement additional programs and develop resources to support employee on-boarding, training, safety, communication, and growth opportunities.

Persistent challenges include high vacancy rates in some divisions, reflective of retirements, recruitment struggles, and shifts in workforce preferences, as well as the City's residency requirements, which have limited the Department's hiring potential. Ensuring competitive compensation and benefits, and looking for ways to highlight the Department's value proposition as an anchor institution will be important components of the Department's workforce strategies.



REGULATIONS AND ENVIRONMENTAL ISSUES

Like utilities across the United States, PWD faces future uncertainty resulting from rapid regulatory changes at the federal level, which have the potential to increase PWD's capital investments and operating costs and decrease service affordability. Climate change and severe weather events are leading to increased costs. PWD's capital budget is almost equal to its operating budget, due to recent large infrastructure investments, but sustainability and efficiency solutions may help PWD to control resource costs. Finally, at a local level, Mayor Parker is focused on making Philadelphia "Clean and Green," with plans that include an environmental justice lens for underserved and under-resourced communities.

CUSTOMER EXPECTATIONS

PWD customers expect professionalism from employees and contractors, quick resolutions to problems, self-service opportunities, and affordable and reliable services. The high expectations of PWD's customer base highlight the essential nature and value of the services provided by the utility. PWD anticipates increasing demands for providing accessible educational and informational materials for customers, as well as additional self-service options.

In 2024, PWD conducted a customer satisfaction survey, which received just over 8,000 responses. 79% of customers reported being satisfied or very satisfied with their experience as a customer of PWD.

“ Our Customers Wrote...

I lived in quite a few other cities in this country, and PWD, by far does a great job. Philly water tastes a lot better than any of those cities too.

I think the Philadelphia Water Department is an excellent example of an organization building for the future of Philadelphia.

FINANCIAL CONSIDERATIONS

As previously discussed, service affordability is a major consideration for PWD, and the utility has leveraged funding opportunities to offset rates. As a result, PWD has high participation in its customer assistance programs, including the Tiered Assistance Program (TAP), reaching nearly 60,000 customers at the end of 2024.

Costs are expected to rise due to a variety of factors, including regulatory requirements, supply chain challenges, increases in material costs, etc. Revenue from rates is needed to meet existing infrastructure and operational needs, but the ratemaking process is cumbersome and requires considerable organizational resources. PWD anticipates continuing to provide public outreach and education to share the context and need for resources to support the utility's infrastructure and operations.



TECHNOLOGY

PWD has several internally and externally focused technology initiatives, including work to update the Department's enterprise resource planning and GIS systems, optimize CityWorks, roll out a new electronic permitting system, support OnePhilly, and continue the organization's implementation of Advanced Metering Infrastructure (AMI).

Technology will also continue to help mitigate issues experienced in several areas, including workforce communications, water and wastewater treatment, and continuing to meet regulatory requirements. As these initiatives progress, PWD will need to prioritize data synchronization and quality control and consider how the Department uses its technology to achieve desired outcomes. The utility's focus on cybersecurity is likely to increase and expand, in coordination with efforts underway at the City level.

INCREASED RISK PROFILE

PWD has a high risk profile in the areas of aging infrastructure, climate change, external compliance requirements, cyber threats, and workforce safety, and has experienced a higher level of emergencies in the past few years (e.g., a major chemical spill, severe weather that has created flooding issues). More frequent and severe weather is expected to further impact water and wastewater operations. Crime, such as gun violence, has become an issue for field operations staff. PWD also experiences potential regulatory risks, specifically with ensuring continued consent order compliance.

PWD will continue regular planning exercises and desktop analyses on a variety of topics, and will consistently focus on translating its planning exercises to applied future responses. This may include a need for additional resources to manage emergency situations, the organization's response to climate change adaptation, and employee safety.

Several tools were used to assess PWD throughout the strategic planning process. The common themes identified in the engagement activities were used to develop the key focus areas of the strategic plan.

Aspirations

- ✦ To continue to provide high-quality great-tasting water and meet regulatory standards
- ✦ To build a culture that is honest, progressive, responsive, and able to meet customer needs
- ✦ To be a leader in sustainability and resilience
- ✦ To be a competitive employer that attracts and retains talent through robust compensation and benefits
- ✦ To be agile and responsive to problems when they arise

Organizational Strengths

- ✦ The personnel at PWD are responsive and resourceful, with strong technical expertise
- ✦ The public's positive perception of PWD as a utility known for high-quality drinking water and service
- ✦ Robust infrastructure and foresight in addressing what needs to be repaired and replaced
- ✦ Strong partnerships in the region and a history of collaborations with regulators

Issues to Address

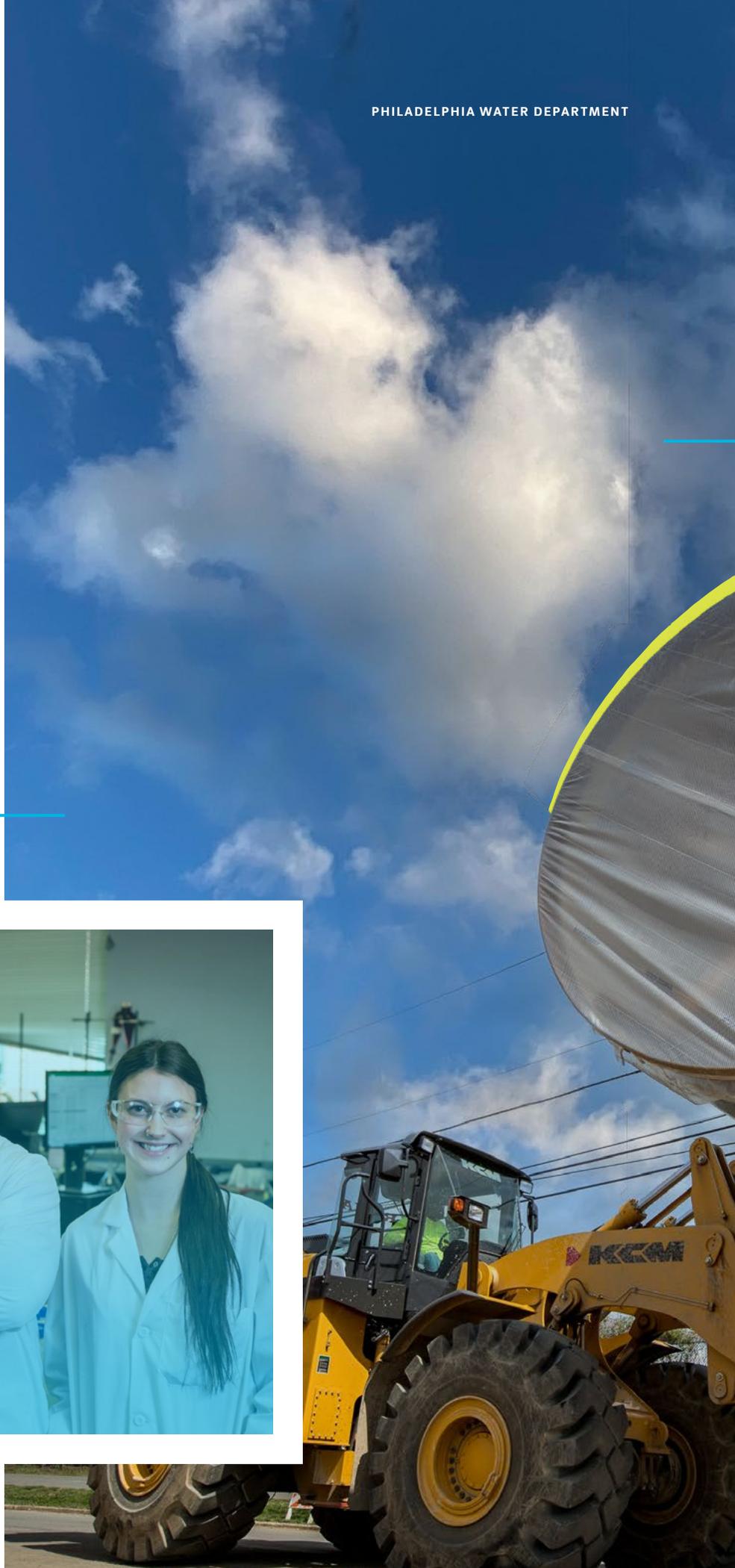
- ✦ Regulatory changes, future demands, and compliance
- ✦ Workforce challenges, such as burnout, retention, retirements, and knowledge transfer
- ✦ Revenue trending down, expenses trending up, and service affordability challenges
- ✦ Aging infrastructure, deferred maintenance, asset management



Strategic Direction

The Strategic Plan contains PWD's vision, mission, values, strategic pillars, and associated strategies and key actions.

The plan addresses current challenges and guides the continued success in operations and the management of resources and assets.





Our Employees Wrote...

Our designs and decisions have real impacts — on neighborhoods, on safety, and on public trust. Our values ensure we're not just building infrastructure but building confidence in the city we serve.



Our Vision

Ensuring that Philadelphia thrives by delivering essential clean water services, protecting the environment, and valuing our customers and employees.

Our Mission

We are a resilient utility committed to providing reliable, safe drinking water, wastewater, and stormwater services to our community while protecting our region's environment and supporting public health and safety.

Our Values

The Philadelphia Water Department is committed to meeting the needs of its community, through:

- ✓ **Safety**
- ✓ **Compassion**
- ✓ **Integrity**
- ✓ **Collaboration**
- ✓ **Excellence**

Values

Values speak to an organization's culture and help to guide day-to-day decision-making.

All employees had the opportunity to weigh in on the Department's values through the employee survey, and several shared how the values identified connect to their work.



SAFETY

Safety is a core value at PWD because it protects the people who make our work possible—our employees, our customers, and our communities. From field operations to our treatment facilities, we are committed to maintaining a culture where safety is prioritized in every decision and action at every level of the organization. By fostering safe practices and continuous improvement, we ensure not only the well-being of our team but also the reliable delivery of clean, safe water and services to those we serve.



COMPASSION

Compassion is a guiding value for PWD because we understand that behind every account is a person, a family, a neighbor. In a city where affordability is a challenge for many, we are committed to listening with empathy, offering support, and working with our customers to ensure access to essential water services. By leading with compassion, we build trust, strengthen our community, and uphold our mission to serve all with dignity and care.



INTEGRITY

Integrity is the foundation of our work — especially in times of challenge and change, as the utility industry currently faces. We know that trust is earned through transparency, accountability, and doing the right thing, even when it's hard. Infrastructure, workforce, and financial challenges will continue to test us, but we are committed to acting with honesty, owning our responsibilities, and delivering on our promises to the City of Philadelphia.



COLLABORATION

Collaboration is essential to our success as an anchor institution in Philadelphia. Meeting the complex needs of our communities requires strong partnerships - across teams, with local leaders, and alongside the people we serve. By working together, sharing knowledge, and building on each other's strengths, we're able to solve problems more effectively and deliver safe, reliable water and services to every customer, every day.

Our Employees Wrote...

PWD is a quilt comprised of many different units, each with its own individual responsibilities and objectives. While our individual tasks may be unique, our common goal of providing the best possible service is shared. When our teams work together, we share knowledge, align on goals, and leverage each other's strengths to achieve the best possible results both for individual residents and the city as a whole.

EXCELLENCE

Excellence drives us to deliver the highest quality service through innovation, dedication, and continuous improvement. PWD embraces new technologies, smarter systems, and creative solutions to meet evolving needs and challenges. By striving for excellence every day, we not only protect public health and the environment - we also ensure a stronger, more resilient future for the city we serve.



Strategic Pillars



VALUED WORKFORCE

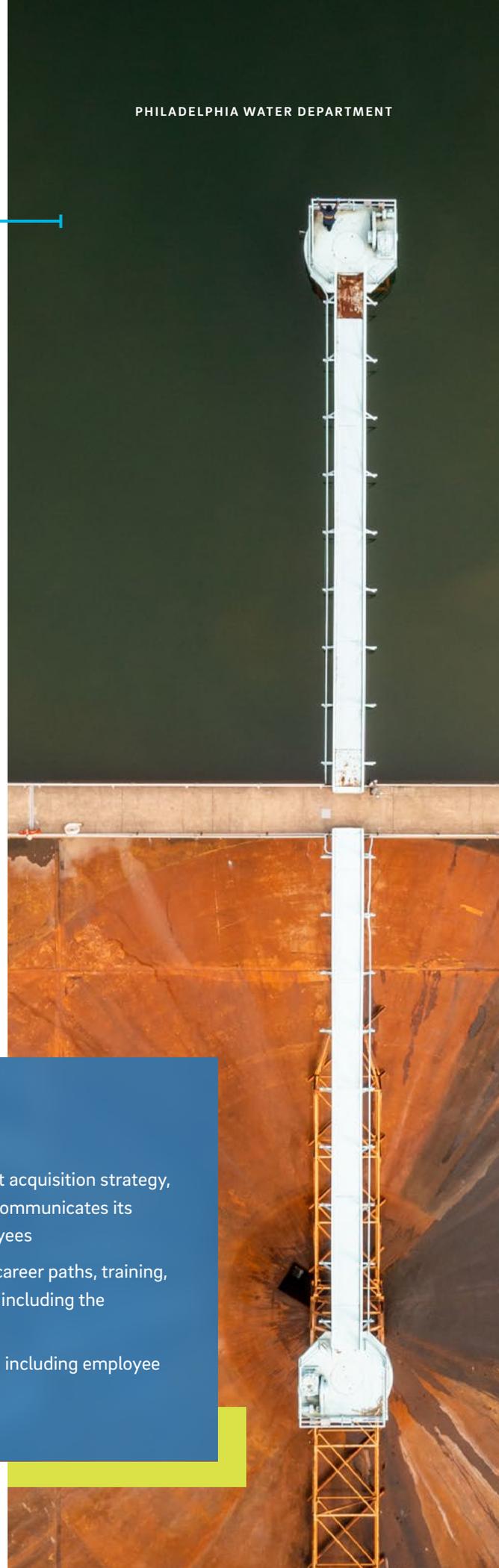
Demonstrating the value of employees by effectively recruiting, developing, recognizing, and retaining a skilled, diverse, and dedicated team.

Recognizing that progress in any Pillar Area relies on PWD's talented employees, the utility is already working to develop and expand programs and resources to support its Valued Workforce. With regard to talent acquisition, PWD already conducts on-campus recruiting at local high schools and colleges, offers co-ops and internships, hosts apprenticeship programs, and partners with specialty programs to recruit for skilled trades positions. Over the next several months, PWD will work to better communicate its benefits package, build awareness of the utility and the services that it provides to the City of Philadelphia, and work to simplify the process to post positions and fill vacancies.

PWD is dedicated to ensuring access to training and development opportunities throughout the utility. Currently, employees have access to classes and educational resources through SmarterU and other upskilling programs. For example, entry-level PWD Electronic Technicians participated in a six-month, hybrid program to advance their skills through a partnership with JEVS Human Services and Orleans Technical College. The utility is focused on expanding access to these resources throughout the next several years.

Strategies

- + Review and update PWD's talent acquisition strategy, including how the Department communicates its benefits to potential new employees
- + Evaluate and expand employee career paths, training, and development opportunities, including the upskilling program
- + Expand PWD's retention efforts, including employee recognition





CUSTOMER AND STAKEHOLDER CONFIDENCE

Building trust and understanding through effective and timely communications, transparent information sharing, inclusive engagement, and a culture of excellent customer service.

Customer and stakeholder confidence is essential for PWD to ensure public understanding and support, promote transparency, and demonstrate reliability in delivering safe, high-quality water services. PWD has a long history of success in this area. As demonstrated by its 2024 customer satisfaction survey, most customers agreed that PWD communicates well with them, particularly in providing helpful and relevant information. The majority of customers reported feeling that PWD cares about them, listens to them, and treats them fairly.

Currently, PWD provides a variety of training opportunities related to customer service and is working to expand both the topic areas and participation across the utility. Activities like open houses, the Water Bar, communications and engagement around rate cases, the Water Quality Report, stakeholder advisory groups, and many others help PWD to communicate the value of the utility's services and build public awareness and support.

Strategies

- + Create role-specific customer service training plans for public-facing employees
- + Develop and use communication strategies to increase community trust through transparency, awareness, and engagement
- + Use data and evidence to inform comprehensive branding and marketing goals

Our Employees Suggested...

Share information that helps new homeowners understand what their responsibilities are.



OPERATIONAL EXCELLENCE

Providing safe and efficient drinking water, wastewater, and stormwater services with minimal interruption while meeting or exceeding regulatory and accreditation requirements.

A continued focus on safety, security (both physical and cyber), and emergency management is critical for PWD to protect public health, ensure service continuity, and respond effectively to potential crises. Through rigorous planning and swift response strategies, the utility safeguards its operations against emergencies, such as natural disasters, contamination events, and system failures. At PWD, this preparation includes continuity of operations planning, regular safety meetings, access to appropriate personal protective equipment (PPE), and collaboration with the City to ensure a coordinated response to issues that arise.

Ensuring excellent operations also requires PWD to regularly review the way the organization works and continuously look for improvement opportunities. This includes knowledge capture and transfer activities, like reviewing and updating standard operating procedures, as well as making sure that employees are trained in new processes and workflows. Continuous improvement in this area also means partnering with external stakeholders, like our customers, to understand and meet their expectations for service delivery.

Strategies

- + Continue to prioritize safety by developing and implementing training, enforcement, and reporting standards
- + Develop, use, and regularly evaluate emergency response plans and associated training
- + Develop, document, and regularly review standard operating procedures Department-wide
- + Review and enhance PWD's cybersecurity posture
- + Simplify and enhance the PWD customer experience, in billing, and core services



Our Employees Suggested...

Look for nature-based solutions and install more sustainable green infrastructure throughout the city.



RESILIENT INFRASTRUCTURE

Prioritizing proactive comprehensive asset management, adaptive planning, and long-term infrastructure investment to meet the needs of future generations.

The water industry is changing rapidly – regulatory requirements, technological advances, and utility customer expectations all look different than even a few years ago. Investing in modernizing PWD's water, wastewater, and stormwater systems, proactive maintenance, and sustainable technologies allows the utility to enhance its ability to deliver safe and consistent water services in the face of aging infrastructure, operational challenges, and climate-related risks. As a core function of PWD, the utility is in the process of developing or implementing several infrastructure plans, including the Water Revitalization Plan, the Wastewater Master Plan Update, the Biosolids Master Plan, the Linear Asset Management Plan, and more.

PWD also dedicates resources to researching new solutions to complex challenges – whether it's looking for more efficient ways to meet PFAS regulations, modeling water quality in local streams, or ensuring the utility is able to adapt to climate impacts, PWD is focused on finding the best way forward.

Strategies

- ✦ Support research and innovation to find new and optimal solutions to meet existing and future challenges
- ✦ Update infrastructure planning initiatives and apply strategies to ensure that PWD assets meet the utility's future needs
- ✦ Enhance PWD's approach to asset renewal, replacement, expansion, and funding in support of a robust and comprehensive capital improvement program



FINANCIAL SUSTAINABILITY

Supporting efficient delivery of utility services, diversified resource streams, and long-term financial stability by balancing capital and operational needs with customer affordability.

For water, wastewater, and stormwater customers, service affordability is a key concern that needs to be balanced with ensuring sufficient resources for the organization to support infrastructure and operational needs. Increasing costs across the board, coupled with stringent regulatory requirements, have caused rates to increase over the last several years.

Internally, PWD is working to improve the budgeting process – to increase the accuracy of its financial forecasts, incorporate life-cycle costs within the planning process, and build understanding through training with different divisions. The utility is also expanding its leak detection program and streamlining its online billing payment processes to reduce waste and enhance revenue collections.

Strategies

- + Increase the diversity of funding sources
- + Improve and maintain financial management and customer information systems to ensure robust planning and reporting capabilities
- + Continue to align short-term needs with PWD's long-term financial plan
- + Optimize processes and increase revenue collection



ORGANIZATIONAL ALIGNMENT

Fostering a mission-driven environment by prioritizing collaborative learning, effective communication, and continuous process improvement.

PWD has more than 2,000 employees operating from a variety of different facilities – ensuring that everyone is moving in the same direction is complex! Nonetheless, aligning PWD’s organizational structure and promoting a shared understanding of its mission and core functions is vital for operational efficiency, strategic decision-making, and long-term success. A well-structured organization ensures clear roles, accountability, and collaboration, enabling the utility to effectively meet customer needs and adapt to evolving challenges.

This pillar addresses PWD’s need to improve internal communication and connection across the utility, improve collaboration within the Department and with the City of Philadelphia, and better use data to drive decision-making.

Strategies

- + Align PWD’s organizational structure and commit to a shared understanding of the utility’s mission and core functions
- + Increase PWD employee awareness of and access to Citywide, departmental, and cross-sectional teams, tools, and shared resources
- + Standardize and resource communication and information dissemination within PWD
- + Collaborate with other Departments within the City of Philadelphia to identify and simplify key processes and improve efficiency
- + Gather, evaluate, and continuously improve the use of data to inform PWD policies and strategy

Our Employees Suggested...

Build awareness by creating opportunities for employees to visit other operational units to see how they work.





VISION

Ensuring that Philadelphia thrives by delivering essential clean water services, protecting the environment, and valuing our customers and employees.

MISSION

We are a resilient utility, committed to providing reliable, safe drinking water, wastewater, and stormwater services to our community while protecting our region's environment and supporting public health and safety.

VALUES

The Philadelphia Water Department is committed to meeting the needs of its community, through:
Safety
Compassion
Integrity
Collaboration
Excellence

STRATEGIC PILLARS



Valued Workforce

Demonstrating the value of employees by effectively recruiting, developing, recognizing, and retaining a skilled, diverse, and dedicated team.



Customer and Stakeholder Confidence

Building trust and understanding through effective and timely communications, transparent information sharing, inclusive engagement, and a culture of excellent customer service.



Operational Excellence

Providing safe and efficient drinking water, wastewater, and stormwater services with minimal interruption while meeting or exceeding regulatory and accreditation requirements.



Resilient Infrastructure

Prioritizing proactive comprehensive asset management, adaptive planning, and long-term infrastructure investment to meet the needs of future generations.



Financial Sustainability

Supporting efficient delivery of utility services, diversified resource streams, and long-term financial stability by balancing capital and operational needs with customer affordability.



Organizational Alignment

Fostering a mission-driven environment by prioritizing collaborative learning, effective communication, and continuous process improvement.

STRATEGIES

1. Review and update PWD's talent acquisition strategy, including how the Department communicates its benefits to potential new employees
2. Evaluate and expand employee career paths, training, and development opportunities, including the upskilling program
3. Expand PWD's retention efforts, including employee recognition

4. Create role-specific customer service training plans for public-facing employees
5. Develop and implement communication strategies to increase community trust through transparency, awareness, and engagement
6. Leverage data and evidence to inform comprehensive branding and marketing goals

7. Continue to prioritize safety by developing and implementing training, enforcement, and reporting standards
8. Develop, implement, and regularly evaluate emergency response plans and associated training
9. Develop, document, and regularly review standard operating procedures Department-wide
10. Review and enhance PWD's cybersecurity posture
11. Streamline and enhance the PWD customer experience in billing and core services

12. Support research and innovation to find new and optimal solutions to meet existing and future challenges
13. Update infrastructure planning initiatives and implement strategies to ensure that PWD assets meet the utility's future needs
14. Enhance PWD's approach to asset renewal, replacement, expansion, and funding in support of a robust and comprehensive capital improvement program

15. Increase the diversity of funding sources
16. Improve and maintain financial management and customer information systems to ensure robust planning and reporting capabilities
17. Continue to align short-term needs with PWD's long-term financial plan
18. Optimize processes and increase revenue collection

19. Align PWD's organizational structure and commit to a shared understanding of the utility's mission and core functions
20. Increase PWD employee awareness of and access to Citywide, departmental, and cross-sectional teams, tools, and shared resources
21. Standardize and resource communication and information dissemination within PWD
22. Collaborate with other Departments within the City of Philadelphia to identify and streamline key processes and improve efficiency
23. Gather, evaluate, and continuously improve the use of data to inform PWD policies and strategy

Implementation

The strategic pillars and strategies contain activities and projects that will guide PWD toward achieving its goals and objectives.

The implementation process will incorporate subject matter expertise of staff and support small teams who are committed to the achievement of the strategic plan. The staff and teams will create detailed implementation plans that advance PWD toward achieving its goals. Each year, the subject matter experts and teams will report on progress, celebrate success, and update their workplans for the following 12 – 18 months.





For PWD to achieve our desired results, the strategic plan must be effectively applied. Intentional, ongoing focus on execution is essential to the success of the strategic plan.





PHILADELPHIA
WATER
— DEPARTMENT —

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