

STRATEGIC PLAN | 2025-2030



UPPER OCCOQUAN SERVICE AUTHORITY

Regional Water Reclamation System, Centreville, VA



VISION To be globally recognized for protecting our region's water resources.
2050

MISSION We are a regional water recycling facility that protects public health and the environment as trusted stewards of our most precious resource—WATER.

Leading with Purpose: UOSA's Water Future

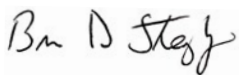
As we unveil the Upper Occoquan Service Authority's Strategic Plan for 2025–2030, we renew our steadfast commitment to protecting public health and the environment through exceptional water recycling. This plan is both a roadmap and a call to action—an aspirational guide that connects our daily work to our long-term goals. At a time when water scarcity and climate resilience are global challenges, our mission remains clear: to serve as trusted stewards of our region's most precious resource—**WATER**.

Our renewed vision, inspired by UOSA's Vision 2050, is to be globally recognized for protecting our region's water through **innovation, collaboration, and leadership**. To bring this vision to life, we identified six strategic focus areas shaped through reflection and teamwork: **Exceptional Water Quality, Employer of Choice, Financial Responsibility, Collaboration & Engagement, Sustainability, and Be a Voice**.

These six pillars reflect who we are—forward-thinking, responsible, and community-minded. They demonstrate our ongoing commitment to operational excellence, fiscal responsibility, and meaningful partnerships that strengthen trust and deliver value to those who rely on us. Together, they affirm that water recycling and resource recovery are the foundation of a sustainable, thriving future.

Guided by our core values—**Safety, Integrity, Innovation, Community, and Accountability**—we are building a resilient organization that meets today's challenges and anticipates tomorrow's needs. From aging infrastructure, emerging contaminants, and drought resilience to financial stewardship, workforce development, and public trust, we are preparing for the future—protecting the environment, supporting our employees, and serving our communities.

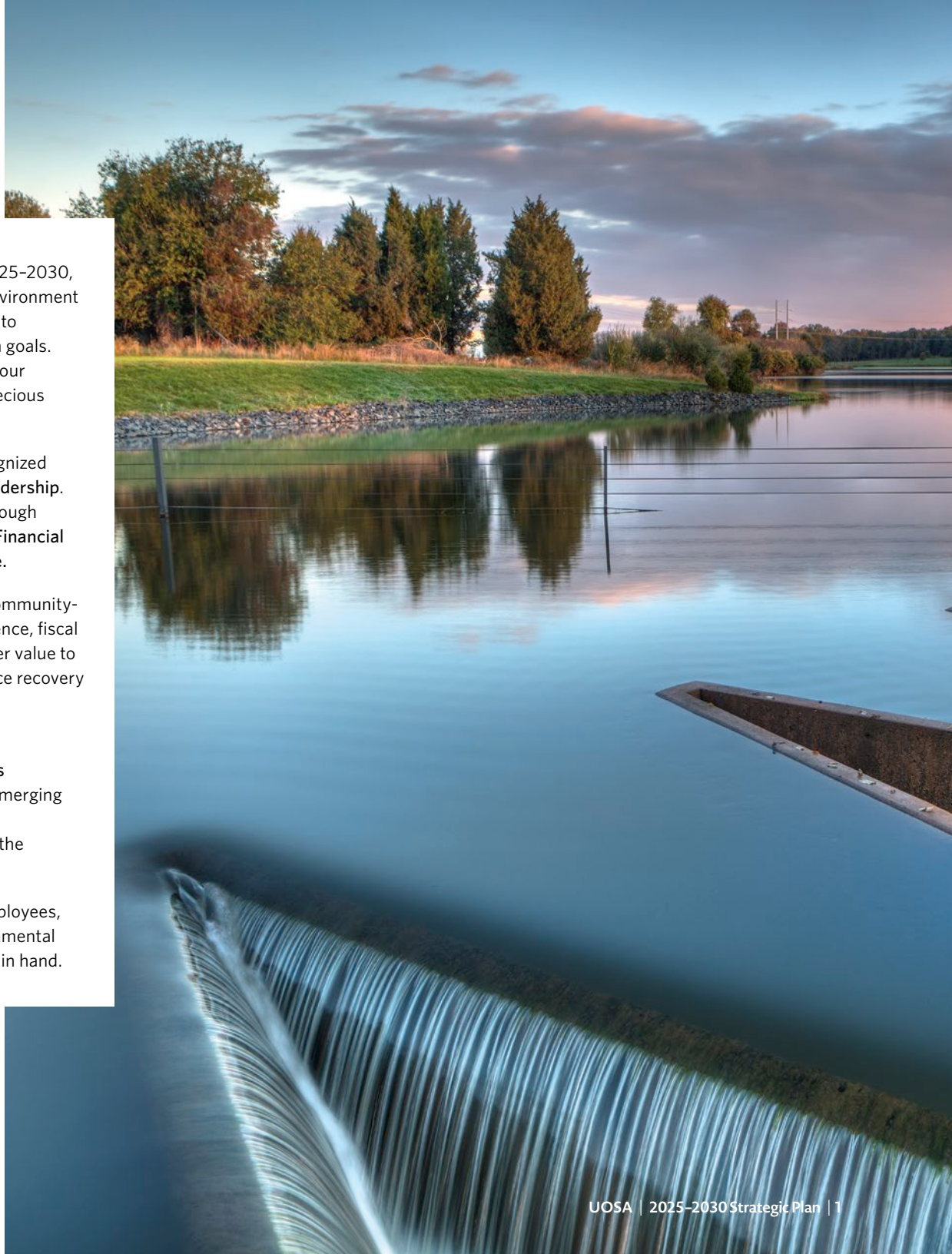
This Strategic Plan is our shared vision for progress. Together with our employees, partners, and customers, we're shaping a future where clean water, environmental stewardship, economic development, and public health protection go hand in hand.



Brian Steglitz,
Executive Director & CEO



Shahram Mohsenin,
Chairman of UOSA Board of Directors



STRATEGIC FOCUS AREAS

Exceptional Water
Quality

Employer of Choice

Financial
Responsibility

Collaboration &
Engagement

Sustainability

Be a Voice



As the first indirect potable reuse utility in the United States, UOSA has a long history of innovation and leadership. The aspirational vision set by the Board of Directors renews the UOSA's commitment to excellence and sets an ambitious path to the future."

- Brian Steglitz, Executive Director & CEO

CORE VALUES

Safety

Safety is everyone's responsibility.

Integrity

We act with integrity in every decision we make.

Innovation

We challenge the status quo.

Community

We value collaboration and partnerships.

Accountability

We take responsibility for our decisions, actions, and outcomes.

UOSA will strive to achieve the highest water quality standards for its effluent, consistent with its use for recreation, environmental protection, and as a drinking water supply for the region.

OBJECTIVES

- Ensure system reliability through effective resiliency planning
- Be proactive in addressing contaminants of concern and changing climate
- Explore opportunities to increase operational efficiency and reduce cost through process optimization and implementation of new technology

EXCEPTIONAL WATER QUALITY



UOSA's commitment to exceptional water quality is critical to providing the region with drought resiliency, a reliable and safe water supply, and recreational benefits—all objectives that support regional economic development and quality of life for Northern Virginia communities."

– Doug Hague, Chief Operating Officer



EMPLOYER OF CHOICE



A strong workplace is built by people who feel valued, heard, and empowered to grow. Our goal at UOSA is to cultivate a culture so powerful that our employees choose to stay, and others want to join us."

- Montee McGowan, Chief People Officer

Be a workplace that attracts and retains the best and brightest.

OBJECTIVES

- Building a best-in-class training program to ensure employees have the skills to succeed
- Promote a culture of learning, professional growth, and inclusivity where people can be at their best from day one
- Create a workplace culture where employees feel comfortable sharing their opinions, ideas, and concerns
- Provide competitive compensation and benefits to attract and retain the best and brightest

FINANCIAL RESPONSIBILITY

Ensure financial decisions align with community priorities, and investments provide measurable benefits that advance UOSA's long-term goals.

OBJECTIVES

- Make business decisions that provide value for UOSA's customers and stakeholders
- Develop and execute capital and maintenance plans that ensure system reliability
- Implement plans to ensure UOSA's long-term financial health
- Provide an affordable cost of service



Our Financial Team holds itself and UOSA to the highest standards to ensure the organization remains fiscally strong. By safeguarding assets and promoting fair, competitive procurement processes, UOSA provides cost-effective services to our customers."

- Kevin Wolfe, Chief Financial Officer



COLLABORATION & ENGAGEMENT

Strengthen partnerships with external stakeholders to support UOSA's goals and drive regional solutions.

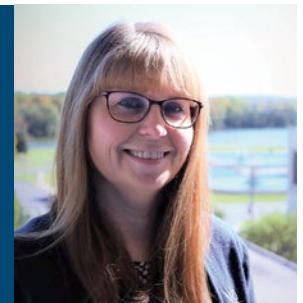
OBJECTIVES

- Partner with stakeholders to protect the Occoquan Reservoir and advance One Water solutions
- Work with regional stakeholders to advance legislation that benefits UOSA's customers
- Host and participate in training opportunities with peer utilities and agencies
- Engage with experts in the water space to expand UOSA's knowledge base and seek innovative solutions



In partnership with regional leaders, UOSA drives innovation and advocacy to protect the Occoquan Reservoir—championing One Water solutions, strengthening staff expertise, and ensuring a resilient, sustainable water future.”

– *Mishelle Noble-Blair, Director of Regulatory Affairs*





Sustainability is the cornerstone of our wastewater management strategy. By integrating energy-efficient technologies, recovering resources, and designing resilient infrastructure, we ensure every project and decision meets today's needs while protecting the environment for future generations."

- Erick Schlosser, Chief Technology Officer

As a global leader in water recycling, UOSA invests in solutions to protect the region and planet for future generations.

OBJECTIVES

- Incorporate sustainability measures into infrastructure projects and operational decisions
- Evaluate alternatives for reducing UOSA's carbon footprint when considering new technology or making operational decisions
- Beneficially reuse products of the wastewater treatment process

SUSTAINABILITY



BE A VOICE



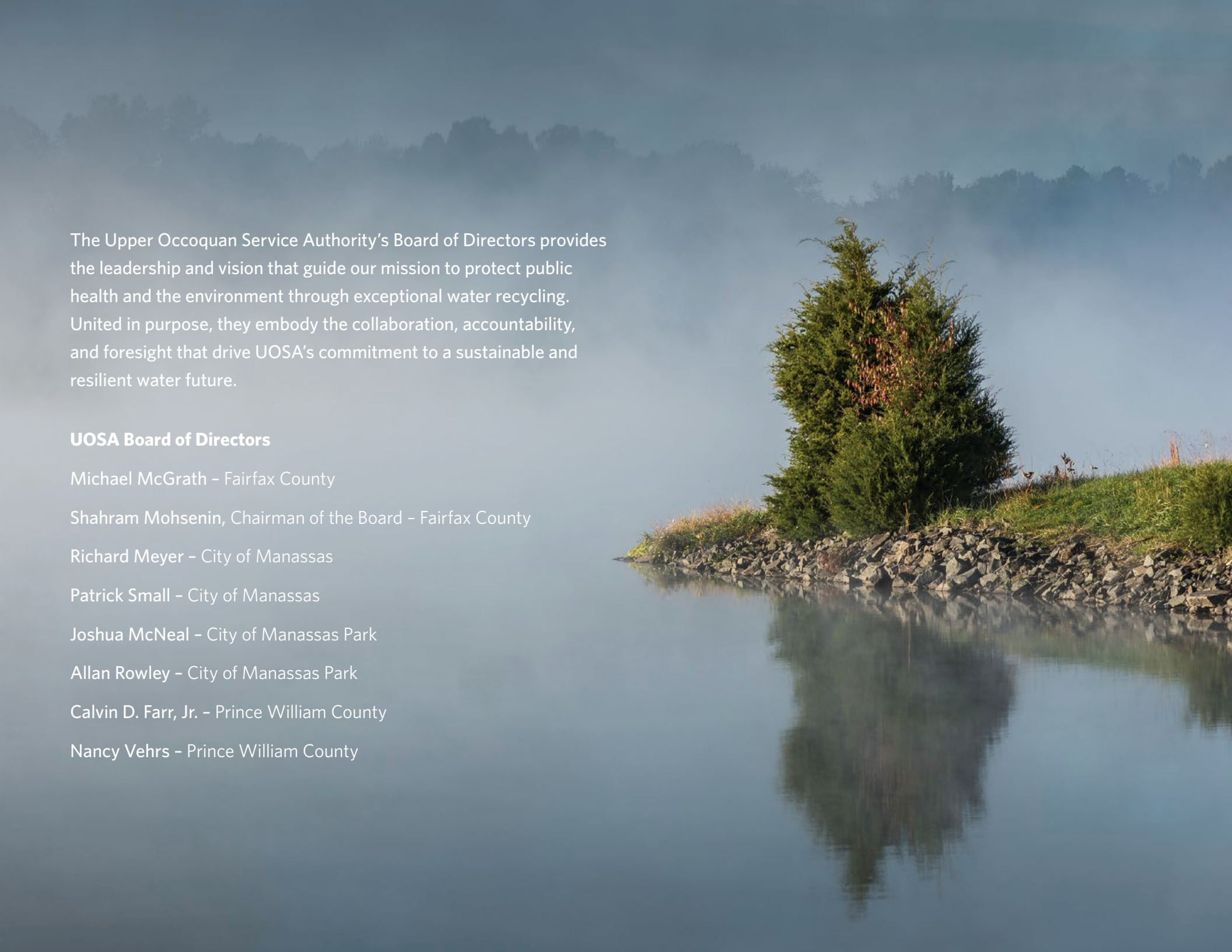
“To be a voice is to tell the story of how UOSA anchors our region's growth and safeguards its future. We are building a shared tomorrow, side by side with our community, where water sustains both life and opportunity.”

– Bebe Schaefer, Communications Specialist

Raise public awareness of the value of water recycling and resource recovery.

OBJECTIVES

- Communicate the value of water recycling to UOSA's visitors and customers
- Position UOSA as a trusted and visible regional authority on water recycling and resource recovery
- Raise awareness of UOSA's identity, impact, and regional value



The Upper Occoquan Service Authority's Board of Directors provides the leadership and vision that guide our mission to protect public health and the environment through exceptional water recycling. United in purpose, they embody the collaboration, accountability, and foresight that drive UOSA's commitment to a sustainable and resilient water future.

UOSA Board of Directors

Michael McGrath – Fairfax County

Shahram Mohsenin, Chairman of the Board – Fairfax County

Richard Meyer – City of Manassas

Patrick Small – City of Manassas

Joshua McNeal – City of Manassas Park

Allan Rowley – City of Manassas Park

Calvin D. Farr, Jr. – Prince William County

Nancy Vehrs – Prince William County

RECLAIM / REUSE / RECYCLE



UPPER OCCOQUAN SERVICE AUTHORITY

A LEADER IN WATER RECLAMATION AND REUSE

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