

A photograph of a person's legs sitting on a ledge, with their feet hanging over a body of water. The background is a clear blue sky and water. The text 'STRATEGIC PLAN.' is overlaid in large white letters.

# STRATEGIC PLAN.

MOVING FORWARD: THE NEXT FIVE YEARS.





# WELCOME TO REWA'S STRATEGIC PLAN FOR THE FUTURE

Renewable Water Resources is well positioned to provide dependable wastewater services that are focused on protecting our precious water resources and enhancing our community's quality of life. Since 1925, ReWa continues to build on its experience to navigate the challenges of providing high quality, affordable and reliable wastewater services in a dynamic environment. Vigilant planning paired with informed decision making, an innovative mindset and a clear Vision for the future enables ReWa to resourcefully navigate these challenges.

ReWa's Strategic Plan is built on our Mission, Vision and Core Values and provides a roadmap for excellence, defining how we respond to new opportunities, challenges and evolving priorities. The Plan outlines the specific goals and objectives we will pursue to guide us from where we are today to where we want to be within the next five years. Furthermore, it incorporates the principles of a sustainable water utility that are focused on improving products and services thereby increasing community support, ensuring financial viability, enhancing infrastructure resiliency and establishing a strong and viable utility long into the future. The dedication and passion of our staff will ensure that we stay focused along the path of upholding our commitment to protecting and enhancing the quality of life in our community.

We are proud to share this strategic plan and introduce the roadmap that will guide ReWa for the next five years as we commit to fostering excellence within our organization and the community.

— Graham W. Rich, Chief Executive Officer

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MOVING FORWARD: THE NEXT FIVE YEARS.





# STRATEGIC DIRECTION

ReWa continues to build on the strategic initiatives that were identified during the development of our Mission and Vision. In-depth focus groups and conversations with stakeholders from a variety of functional areas have enabled us to intelligently enter the future - a future that's dedicated to safeguarding our water environment and providing talented, passionate people to continue to lead the way for ReWa.

## MISSION

Enhancing our community's quality of life by transforming wastewater into renewable resources through responsible and innovative solutions.

## VISION

Through the passion of our workforce, ReWa will be a community partner and an industry leader dedicated to safeguarding our water environment for future generations.

## CORE VALUES

Accountability  
Dedication

Integrity and Trust  
Professionalism

Safety  
Unity



# EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTES

The ten attributes of effectively managed water and wastewater utilities describe the desired outcomes that apply to all water and wastewater utilities. These attributes provide a platform that outlines a balanced approach to achieving performance excellence.

ReWa utilizes these attributes to set priorities for improvement based on strategic objectives and the present and future wastewater needs of our service area. Over time, achieving excellence in each one of these attributes will enable ReWa to achieve its Vision of being a community partner and an industry leader that safeguards our water environment for future generations.

 Product Quality

 Employee Development

 Financial Viability

 Operational Optimization

 Infrastructure Stability

 Customer Satisfaction

 Stakeholder Understanding

 Operational Resiliency

 Community Sustainability

 Water Resource Adequacy



# GOAL 1 |

Invest in our employees to achieve an engaged and sustainable workforce.



Strategic Objectives	Department(s)	2019 Initiatives and Projects
Develop employees through the ReWa Apprenticeship Program.	Human Resources and Business Continuity Services	<ul style="list-style-type: none"> <li>Finalize the ReWa Apprenticeship Program that will be available to employees by the end of 2019.</li> </ul>
Support a sustainable workforce through the ReWa Succession Plan.	Human Resources	<ul style="list-style-type: none"> <li>Develop the ReWa Succession Plan with support from Clemson University. Complete plan outline by the end of 2019.</li> </ul>
Support the engagement of employees by restructuring office locations on ReWa's campus so that access to staff is improved.	Water Resource Recovery Facility; Engineering; Business Continuity Services	<ul style="list-style-type: none"> <li>Develop a facility plan of the ReWa campus by Q3 2019 and secure funding in the Capital Improvement Plan Budget.</li> <li>The restructuring plan will take 3-5 years to implement.</li> </ul>
Support employee development by providing training and travel opportunities to employees.	All Departments	<ul style="list-style-type: none"> <li>Identify specific training opportunities for employees in the 2019 Operating Budget.</li> <li>Identify a list of utilities/organizations for visits by ReWa employees in 2019.</li> <li>Finalize the ReWa Travel and Training Policy by Q1 2019.</li> </ul>
Support employee development and engagement by enhancing employee understanding of their role and its contribution to ReWa.	Human Resources and Business Continuity Services	<ul style="list-style-type: none"> <li>Establish metrics for ReWa by Q1 2019 that are accessible to ReWa employees.</li> <li>Communicate progress on the ReWa Strategic Plan during quarterly employee and Board meetings.</li> </ul>
Support employee development through a mentor program.	Human Resources	<ul style="list-style-type: none"> <li>Develop the ReWa Mentor Program for implementation by Q4 2019.</li> </ul>
Support employee development through the Tuition Reimbursement Program.	Human Resources	<ul style="list-style-type: none"> <li>Update the Tuition Reimbursement Program and Policy.</li> <li>Develop a communication plan for ReWa employees by Q2 2019.</li> </ul>
Support employee wellbeing and engagement through ReWa's Wellness Program.	Human Resources and Public Relations	<ul style="list-style-type: none"> <li>Identify and plan ReWa wellness events for 2019.</li> <li>Pursue a LiveWell Greenville grant to financially support the ReWa Wellness Program.</li> </ul>
Support employee development through a supervisor/leadership training program.	Human Resources	<ul style="list-style-type: none"> <li>Begin supervisor/leadership training for identified employees by Q4 2018.</li> <li>Begin core training for all employees by Q4 2019 with full program implementation by 2020.</li> </ul>
Support employee development and engagement through the Women's Leadership Training.	Human Resources	<ul style="list-style-type: none"> <li>The first class of women from ReWa completed their training in Q3 2018.</li> <li>The second session of the Women's Leadership Training began in early 2019 with a goal of the third session to be complete in early 2020.</li> </ul>
Support a sustainable workforce through implementing a compensation study.	Human Resources	<ul style="list-style-type: none"> <li>The compensation study was completed in 2017.</li> <li>The first phase of the compensation study was implemented in 2018.</li> <li>Funding for the final phase of the compensation study was secured in the FY2019 budget and the final phase of the compensation study will be implemented by Q4 2019.</li> </ul>



# GOAL 2



## Manage our assets in a fiscally responsible manner to assure infrastructure reliability.

Strategic Objectives	Department(s)	2019 Initiatives and Projects
Ensure horizontal infrastructure reliability.	Engineering	<ul style="list-style-type: none"> <li>• Hired a GIS Analyst Q4 2018 and a consultant to assess GIS and perform a Gap Analysis.</li> <li>• Complete GIS assessment by Q2 2019.</li> <li>• Validate the hydraulic model that supports ReWa's horizontal infrastructure for capacity reliability and system service levels.</li> <li>• Integrate Pipe Logic with CityWorks by Q2 2019.</li> </ul>
Ensure vertical infrastructure reliability.	Engineering; Maintenance; Water Resource Recovery Facility	<ul style="list-style-type: none"> <li>• Conduct an asset inventory and condition assessment of all vertical assets. Complete by Q4 2019.</li> <li>• Incorporate the asset inventory and condition assessments of all vertical assets into CityWorks.</li> </ul>
Ensure IT infrastructure reliability.	Information Technology	<ul style="list-style-type: none"> <li>• Develop IT Asset Management Strategy by Q4 2019.</li> </ul>
Implement ReWa's Asset Management across the organization to support infrastructure reliability and financial viability.	All Departments	<ul style="list-style-type: none"> <li>• Define ReWa's Asset Management Vision by Q2 2019</li> <li>• Validate ReWa's Asset Management Gap Analysis by Q2 2019.</li> <li>• Update and fully implement the use of CityWorks across the organization by Q4 2019.</li> <li>• Update the asset inventory in Great Plains and establish procedures for managing asset information in Great Plains by Q4 2019.</li> </ul>
Ensure fiscal responsibility across the organization by using a budget management software.	Finance	<ul style="list-style-type: none"> <li>• Implement BI360 budgeting software.</li> <li>• Ensure BI360 software is fully function for all departments by Q4 2019.</li> </ul>







# GOAL 3

## Increase community awareness and understanding of ReWa.

Strategic Objectives	Department(s)	2019 Initiatives and Projects
Engage and educate external customers through ReWa's website and social media outlets.	Public Relations and Information Technology	<ul style="list-style-type: none"> <li>Secure a consultant in Q2 2019 to update ReWa's website.</li> <li>Update ReWa's website by Q4 2019.</li> <li>Work with BRIGHT+CO to increase ReWa's social media posts and develop metrics to measure the effectiveness and reach of social media communications.</li> </ul>
Encourage ReWa employees to engage and educate external customers and the community.	All Departments	<ul style="list-style-type: none"> <li>Identify 2019 sponsorship opportunities within the community and encourage employee participation.</li> <li>Identify ReWa employees that are available to provide community presentations in 2019.</li> </ul>
Engage and educate students and others about careers at ReWa and within the water industry during 2019 school career days.	Public Relations and Human Resources	<ul style="list-style-type: none"> <li>Identify the dates in 2019 for planned school career days.</li> <li>Identify ReWa employees that are available to participate in school career days in 2019.</li> <li>Create career information materials during school career days.</li> </ul>
Engage and educate external customers on the ReWa Oyster Shell Recycling Program.	Public Relations and Water Resource Recovery Facility	<ul style="list-style-type: none"> <li>Complete the public access area for the ReWa/SCDNR Oyster Recycling Center by Q1 2019.</li> <li>Develop educational materials for the importance of recycling oyster shells and its relationship to water quality by Q1 2019.</li> <li>Promote the ReWa Oyster Recycling Program through social media, the ReWa website and the SCDNR Website by Q2 2019.</li> </ul>
Engage and educate public and staff through interactive displays in the laboratory building.	Public Relations	<ul style="list-style-type: none"> <li>Complete installation of the interactive displays in the new laboratory building by Q2 2019.</li> </ul>
Work with key stakeholders in the community to share information and expertise about water and environmental issues.	All Departments	<ul style="list-style-type: none"> <li>Engage in and support the work of the Reedy River Water Quality Group and Greenville County.</li> <li>Engage in and support the development of a watershed plan for North and South Saluda – led by Save Our Saluda.</li> </ul>
Enhance community education about the Reedy River and the efforts of ReWa to protect environment and water quality.	Public Relations and Water Resource Recovery Facility	<ul style="list-style-type: none"> <li>Create a public access area to the Swamp Rabbit Trail and a kayak launching area at the Mauldin Road WRRF by Q4 2019.</li> <li>Support the development of a model for the Reedy River through the Reedy River Water Quality Group in Q2 2019.</li> </ul>
Educate the public on the application of Water Resource Recovery (WRR) technology by becoming a national destination for WRR technology and application.	Public Relations and Water Resource Recovery Facility	<ul style="list-style-type: none"> <li>Further develop solar and methane capabilities at the ReWa WRRF by 2020.</li> <li>Identify new resource opportunities for biosolids through the Biosolids Master Plan by Q4 2019.</li> </ul>



# GOAL 4



## Maintain financial viability while balancing community needs and affordability.

Strategic Objectives	Department(s)	2019 Initiatives and Projects
Enhance ReWa's capital improvement planning process to support the wastewater needs of the community and promote ReWa's financial viability.	Engineering and Finance	<ul style="list-style-type: none"> <li>Engage consultants to further develop the CIP Prioritization Tool that was used in 2018 to support the 2019 CIP.</li> <li>Use the CIP Prioritization Tool to inform the financial rate model for the next 5 years.</li> <li>Incorporate planning and asset condition assessment data into the CIP prioritization tool by Q4 2019.</li> </ul>
Enhance ReWa's project management process for incorporating financial information and goals.	Engineering and Finance	<ul style="list-style-type: none"> <li>Work with consultants to develop programs and project management tools for the Engineering Department.</li> <li>Full implementation of the program and project management tools by Q4 2019.</li> </ul>
Utilize updated ReWa Sewer Use Regulation to protect the facilities and products of ReWa while enhancing service levels to industrial, commercial and other sewer customers.	Regulatory Services and Pretreatment	<ul style="list-style-type: none"> <li>A draft update of the ReWa Sewer Use Regulation was finalized in Q4 2018.</li> <li>Provide the draft update to the ReWa Board and SCDHEC, and notify the public in Q1 2019. Approve updated Sewer Use Regulation in Q1 2019.</li> <li>Implement changes to the ReWa Sewer Use Regulation by Q2 2019.</li> </ul>
Support service financial viability and affordability through rate, fee and service studies.	Finance	<ul style="list-style-type: none"> <li>A study of service rate costs is planned for 2019 with completion by Q4.</li> <li>Define the ReWa Affordability Program and establish program goals by Q1 2019.</li> </ul>
Expand wastewater services to retail customers in support of community planning and economic development.	Customer Service and Business Continuity Services	<ul style="list-style-type: none"> <li>Conduct a general assessment of resources required for retail customers by Q3 2019.</li> <li>Work with community stakeholders and Greenville County to identify areas of wastewater needs within ReWa's service areas.</li> </ul>







## GOAL 5

Enhance policies and practices to provide the highest quality products and services.

Strategic Objectives	Department(s)	2019 Initiatives and Projects
Enhance internal customer service and company-wide data management through IT support.	Information Technology	<ul style="list-style-type: none"> <li>• Develop a formal catalogue of IT services for ReWa by 2019.</li> <li>• Develop an IT Governance framework for ReWa by 2019.</li> <li>• Conduct the Business Impact Assessment for IT services by Q3 2019.</li> </ul>
Enhance ReWa's inventory and warehouse management.	Maintenance and Conveyance	<ul style="list-style-type: none"> <li>• Implement best practices for inventory and warehouse management and integrate into CityWorks by Q4 2019.</li> </ul>
Improve the efficiency and quality of ReWa's contracted services.	Purchasing and Engineering	<ul style="list-style-type: none"> <li>• Expand the indefinite delivery contract limits for engineering and construction projects by Q1 2019.</li> <li>• Streamline procurement practices by updating the ReWa Procurement Code and gaining approval of changes by Q1 2019.</li> </ul>
Ensure the quality of products and services provided by ReWa's WRRFs.	Engineering and Water Resource Recovery Facility	<ul style="list-style-type: none"> <li>• Develop three Facility Master Plans by Q4 2019.</li> <li>• Schedule two additional Facility Master Plans each year until plans are in place for all facilities.</li> </ul>
Provide the highest quality products and services by supporting continuous improvement, innovation and engagement across ReWa departments.	All Departments	<ul style="list-style-type: none"> <li>• Develop a template for all departments to communicate their role in supporting ReWa's Mission and Values.</li> <li>• Define how each department supports ReWa's Mission and Values.</li> </ul>



# RENEWABLE WATER RESOURCES KPIs\* AND METRICS

Division/Department	KPI/Metric	Frequency	Strategic Plan Goal	EUM Attribute
Administration & Finance	Residential Cost of Wastewater Service	Annually	Maintain financial viability while balancing community needs and affordability.	Community Sustainability
Administration & Finance	Wastewater Service Affordability	Annually	Maintain financial viability while balancing community needs and affordability.	Community Sustainability
Administration & Finance	Debt Ratio	Annually	Maintain financial viability while balancing community needs and affordability.	Financial Viability
Administration & Finance	Debt Service Coverage Ratio	Annually	Maintain financial viability while balancing community needs and affordability.	Financial Viability
Administration & Finance	Days of Cash on Hand	Annually	Maintain financial viability while balancing community needs and affordability.	Financial Viability
Administration & Finance	Days of Working Capital	Annually	Maintain financial viability while balancing community needs and affordability.	Financial Viability
Administration & Finance	System Renewal/Replacement (%) for Water Resource Recovery Facilities	Annually	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Infrastructure Stability
Administration & Finance	System Renewal/Replacement (%) for Pump Stations	Annually	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Infrastructure Stability
Administration & Finance	System Renewal/Replacement (%) for Collection System	Annually	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Infrastructure Stability
Biosolids	% Biosolids Beneficially Used	Monthly	Enhance policies and practices to provide the highest quality products and services.	Operational Optimization
Biosolids	Biosolids in Inventory versus Storage Capacity	Monthly	Enhance policies and practices to provide the highest quality products and services.	Operational Optimization
Biosolids	Biosolids Cost per Dry Ton	Quarterly	Enhance policies and practices to provide the highest quality products and services.	Operational Optimization
Business Continuity Services	Actual Flow versus Billed Flows	Quarterly	Maintain financial viability while balancing community needs and affordability.	Financial Viability
Business Continuity Services	OSHA Incident Rate	Monthly	Invest in our employees to achieve an engaged and sustainable workforce.	Operational Resiliency
Customer Service	Total Number of Accounts	Annually	Enhance policies and practices to provide the highest quality products and services.	Community Sustainability
Customer Service	Total Number of Customer Inquiries	Monthly	Enhance policies and practices to provide the highest quality products and services.	Customer Satisfaction
Engineering	System Growth: Approval versus Actual	Quarterly	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Community Sustainability
Engineering & Conveyance	Miles of Pipe Added to the System	Annually	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Infrastructure Stability
Engineering & Conveyance	Miles of Pipe in the System	Monthly	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Infrastructure Stability

\*KPI = Key Performance Indicator



# RENEWABLE WATER RESOURCES KPIs\* AND METRICS

Division/Department	KPI/Metric	Frequency	Strategic Plan Goal	EUM Attribute
Engineering & Conveyance	Total Pump Stations in the System	Monthly	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Infrastructure Stability
Engineering & Conveyance	Total Pump Stations Added to the System	Annually	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Infrastructure Stability
Engineering & Conveyance	Total Pump Stations Retired from the System	Annually	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Infrastructure Stability
Engineering & Conveyance	Miles of Pipe Lined	Annually	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Infrastructure Stability
Human Resources	% Employee Turnover	Monthly	Invest in our employees to achieve an engaged and sustainable workforce.	Operational Resiliency
Human Resources	% Staff Eligible for Retirement	Annually	Invest in our employees to achieve an engaged and sustainable workforce.	Operational Resiliency
Human Resources	# Training Hours per FTE	Quarterly	Invest in our employees to achieve an engaged and sustainable workforce.	Employee Development
Human Resources	Annual Labor Costs versus Total Benefits Costs	Annually	Invest in our employees to achieve an engaged and sustainable workforce.	Operational Resiliency
Laboratory	# Samples Analyzed for NPDES Compliance	Monthly	Enhance policies and practices to provide the highest quality products and services.	Product Quality
Laboratory	# Samples Analyzed for Process Control	Monthly	Enhance policies and practices to provide the highest quality products and services.	Product Quality
Laboratory	# Samples Analyzed for Pretreatment Program	Monthly	Enhance policies and practices to provide the highest quality products and services.	Product Quality
Laboratory	# Samples Analyzed in a Calendar Year	Monthly	Enhance policies and practices to provide the highest quality products and services.	Product Quality
Maintenance & Conveyance and Water Resource Recovery	Total Power Consumption	Annually	Maintain financial viability while balancing community needs and affordability.	Operational Optimization
Maintenance & Conveyance	Total Number of Manholes	Annually	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Infrastructure Stability
Maintenance & Conveyance	Total SSO Rate per 100 Miles of Pipe	Monthly	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Operational Optimization
Maintenance & Conveyance	Wet Weather SSO Rate per 100 Miles of Pipe	Monthly	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Operational Optimization
Maintenance & Conveyance	Dry Weather SSO Rate per 100 Miles of Pipe	Monthly	Manage our assets in a fiscally responsible manner to assure infrastructure reliability.	Operational Optimization
Maintenance & Conveyance	Electrical Costs per Million Gallons of Water Pumped	Monthly	Maintain financial viability while balancing community needs and affordability.	Operational Optimization
Maintenance & Conveyance	Vehicle Miles Driven	Monthly	Enhance policies and practices to provide the highest quality products and services.	Operational Optimization

\*KPI = Key Performance Indicator

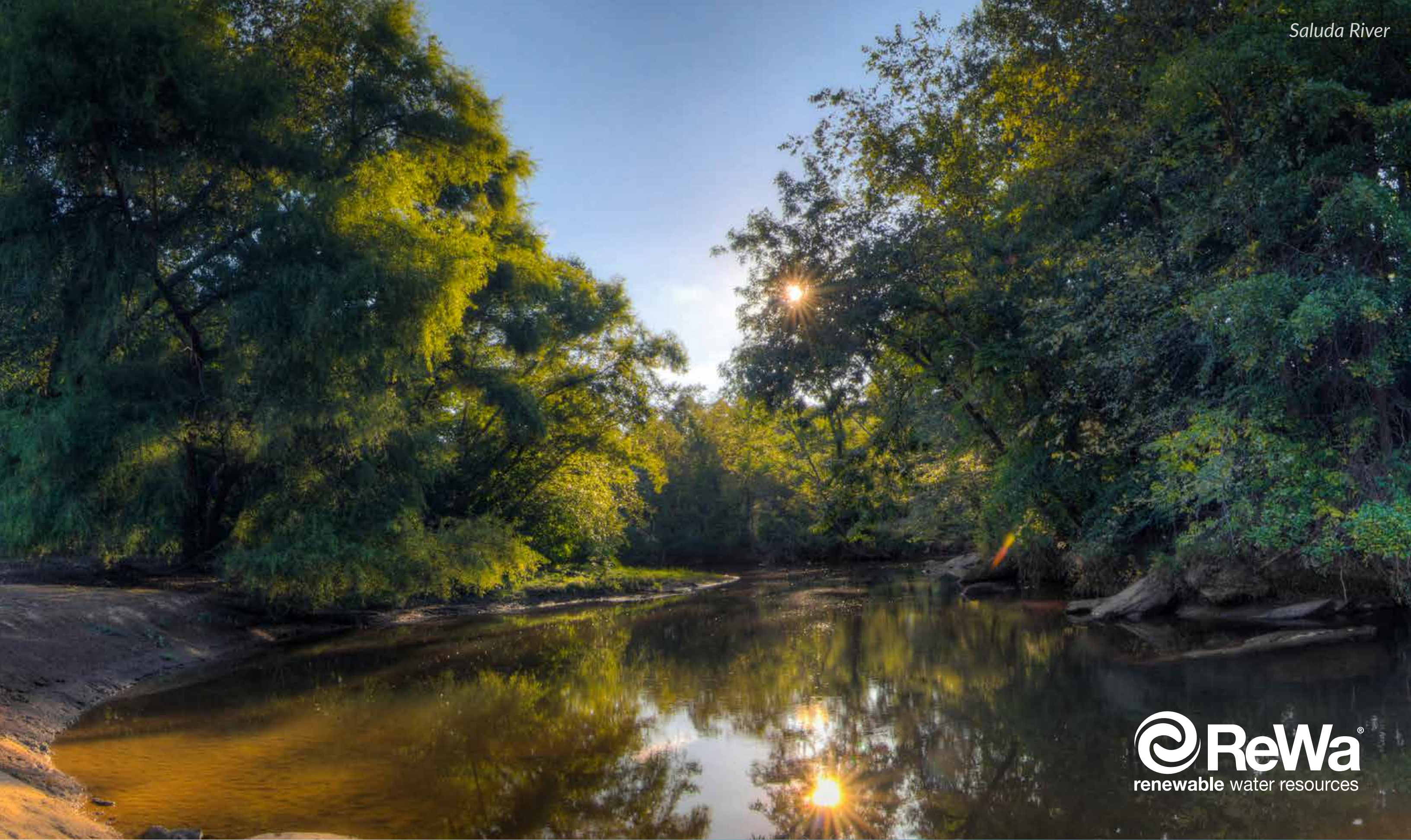


# RENEWABLE WATER RESOURCES KPIs\* AND METRICS

Division/Department	KPI/Metric	Frequency	Strategic Plan Goal	EUM Attribute
Public Relations/Communications	Stakeholder Outreach Index	Annually	Increase community awareness and understanding of ReWa.	Stakeholder Understanding
Water Resources Recovery	Total Green Power (kW) Produced	Monthly	Maintain financial viability while balancing community needs and affordability.	Community Sustainability
Water Resources Recovery	Total Power (kW) Purchased	Monthly	Maintain financial viability while balancing community needs and affordability.	Community Sustainability
Water Resources Recovery	Kilowatt-hours (kWh) per Million Gallons of Water Treated	Monthly	Enhance policies and practices to provide the highest quality products and services.	Operational Optimization
Water Resources Recovery	Chemical Cost per Million Gallons of Water Treated	Monthly	Enhance policies and practices to provide the highest quality products and services.	Operational Optimization
Water Resources Recovery	Annual Chemical Cost	Annually	Enhance policies and practices to provide the highest quality products and services.	Operational Optimization

\*KPI = Key Performance Indicator









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