

Strategic Plan

During FY 15, the District developed a strategic plan as a tool to help assess our current condition and ensure we are taking the proper steps to achieve long-term goals. The process included gathering feedback from employees, management, and other stakeholders through team meetings and surveys.

With the assistance of facilitators, a Strengths, Weaknesses, Opportunities and Threats analysis (“SWOT”) was developed:



The information was then compiled into the original strategic plan. Each year, during the budget cycle, meetings are held between departments, division heads, and the Executive Director to discuss progress on the current goals and update the strategic plan with new benchmarks for the upcoming year.

The Plan focuses on 5 strategic areas:

- Fiscal Stability
- Strong Infrastructure
- Operational Effectiveness
- Community
- Workforce Development

Strategic Plan

Core Values

- Focus on serving the customer and community
- Protect the environment
- Promote innovation and continuous improvement
- Encourage open communication and teamwork
- Act with integrity
- Deliver exceptional results

Purpose

To provide a sanitary sewer system that ensures the health and safety of our stakeholders.

Vision

The District is comprised of dedicated and skilled employees who use best practices and innovative technology to provide quality and accessible services and a strong infrastructure at reasonable rates. It is a well-managed, efficiently run and fiscally stable organization that is transparent in the conduct of its business.

Commitments and Values



Public Partnerships: The District holds the public’s trust as one of its highest values. It is our responsibility to ensure that decisions are made in consideration of the entire Sewer District and the welfare of the surrounding community. The public’s understanding of why decisions are made is important and we strive to be available and responsive in dealing with issues of concern to our citizens. We also participate in and support area economic development. We welcome our citizen’s comments and concerns.

Environmental Quality: The District is an active participant in environmental protection. We are charged with the responsibility of providing for the environmentally sound management of the Sewer District’s wastewater. This is accomplished through high standards of operation, and a policy of meeting or exceeding all federal, state, and local regulations. We are committed to providing the Sewer District with safe wastewater treatment today and in the future.

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Commitments and Values, continued

Staff Excellence: The District is committed to maintaining and developing a highly professional and technically competent staff to provide creative and innovative solutions to wastewater management issues. A staff with a balance of experience, diversity, initiative, and a willingness to evaluate risks is the key to our ability to serve.

Plan Initiatives:

Fiscal Stability

The District has the financial capacity to meet short and long-term needs.

- Fund operations without significant rate fluctuations
 - Phase in rate increases incrementally
 - Plan and phase in operational increase
 - Explore alternate revenue streams
- Maintain fiscal health
 - Meet or exceed key financial benchmarks
- Be good stewards of stakeholders' resources
 - Maintain strong internal controls
 - Regularly inform Commissioners on operations
 - Prepare quality financial reports
 - Operate within budget

Strong Infrastructure

The District is able to rehabilitate, maintain, and expand its transportation, collection, and treatment systems to safeguard the environment.

- Reliability
 - Build inventory of spare parts
 - Minimize outages and improve redundancy
 - Complete all required preventive maintenance
- No regulatory violations
 - Identify and modernize lab equipment and techniques
 - Submit DMR to DHEC monthly
 - Ensure industry permit compliance
 - Continually monitor flows to pump stations and plant
- Minimize sanitary sewer overflows
 - Continue grease initiative
 - Complete inflow and infiltration (I&I) study and initiate repairs
 - Inspect collection and conveyance system systematically
 - Rehabilitate the System's extreme and high risk assets

Operational Effectiveness

The District is able to operate more efficiently and effectively.

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Operational Effectiveness, continued

- Effectively use technology
 - Improve mobile usage
 - Support remote options
- Create and maintain 10-year capital plan
 - Complete corrective maintenance timely
 - Efficient use of CMMS
- Self-Reliance
 - Minimize use of outside contractors

Community

The community understands the need for their cooperation in maintaining the District's infrastructure and the District is committed to providing citizens with excellent customer service.

- Increase transparency and visibility
 - Employees participate in community activities
 - Promote facility and project tours
- Educate the public
 - Interact with community leaders
 - Increase FOG Awareness
 - Effectively use social media
- Provide outstanding customer service
 - Provide 24/7 assistance
 - Gather customer feedback
 - Expand right-of-entry program

Workforce Development

The District employs a skilled, capable workforce who strive to improve themselves.

- Well trained workforce
 - Host meaningful, job related trainings
 - Provide educational opportunities
 - Establish competent trainer program
- Provide safe working environment
 - Provide yearly safety training
 - Establish safety review program
- Promote open, timely, and informative communication
 - Increase companywide communication
 - Create and promote opportunities for employee feedback

Significant Multi-Year Strategies

Continue grease initiative:

Fats, Oils and Grease (FOG) is a leading cause of sewer blockages and significantly increases transportation and treatment costs. The District started a program in 2014 specifically designed to fight FOG and continues to build and enhance the program each year.

Link to strategic plan:

- Strong Infrastructure - minimize sanitary sewer overflows to less than 2 per 100 miles of lines

Previous milestones: Completed from 2014 – 2019

- Required grease trap best management practice (BMPs) & disposal logs
- Began community outreach: wrapped vehicles in FOG messaging & prepared school presentations
- Created a FOG Master engineering plan
- Installed “wet well wizards” in large pump stations to reduce FOG build up

Current year goals:

- Install a FOG receiving station at the Treatment Plant by fall of 2020: The station will allow for more efficient unloading of FOG loads at Plant, thereby increasing the amount of FOG that can be removed from pump stations.
- Develop a FOG advertising campaign by spring of 2021.

Rehabilitate the System’s largest gravity lines and force mains:

Many of the District’s largest transportation gravity lines and force mains are 40 to 50 years old and nearing or have reached their useful lives. Years of exposure to gases have made these lines fragile and increased the risk of failure. To address this need, the District began aggressively rehabilitating large gravity lines in 2009 and anticipates completing the final phase in 2020.

With the most at-risk gravity lines rehabilitated, the focus will shift to the largest force mains. The District has 5 large at-risk force mains that need rehabilitating and will rehab one each year beginning in FY 20.

Link to strategic plan:

- Strong Infrastructure - minimize sanitary sewer overflows to less than 2 per 100 miles of lines

Previous milestones: Completed from 2009 – 2020

- Completed all 10 phases of relining the District’s largest transportation lines.

Current year goals:

- Rehabilitate 3 of the System’s largest pump stations – Watkins, Brickyard and VC. Construction will stretch over 2 fiscal years. The goal is to complete work by the spring of 2022.

Future year goals:

- Rehabilitate the remaining 2 large pump stations and 5 largest force mains. The work is staggered throughout the 7-year capital plan with final completion targeted for 2025.