



**NORTH CHARLESTON  
SEWER DISTRICT**



(843) 764-3072



[WWW.NCSD.SC.GOV](http://WWW.NCSD.SC.GOV)



7225 STALL ROAD  
NORTH CHARLSTON, SC 29406

# 2026 STRATEGIC PLAN





# About

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:

## Strengths

- Excellent Work Force
- Strong Financial Position
- Solid Permit Compliance

## Weaknesses

- Aging Technology
- New Technology Training
- Communication (internal/external)
- Consistent Policy Administration
- Public Awareness of Sewer System Constraints
- Aging Infrastructure

## Opportunities

- Enhance Communication
- Increase Understanding Among Internal Stakeholders
- Implement New Technology
- Enhance Public Awareness
- Implement GIS Management of Assets

## Threats

- Slowing/No Economic Growth
- Additional Regulations
- Leadership Succession
- Health Benefit Cost
- Hurricanes/Natural Disasters



## How We Got Here:

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.



**FISCAL STABILITY**



**STRONG  
INFRASTRUCTURE**

01.

02.

**5  
STRATEGIC  
AREAS**

05.

03.



**WORKFORCE  
DEVELOPMENT**



**COMMUNITY**

04.



**OPERATIONAL  
EFFECTIVENESS**



## 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**



**Staff  
Excellence**

**Environmental  
Quality**

**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 when addressing issues of concern to our citizens. We also participate in and support area economic development. We welcome our citizens' 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.

**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
  - 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



### **STRONG INFRASTRUCTURE**

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

- Reliability
  - Maintain inventory of spare parts
  - Minimize outages and improve redundancy
- No regulatory violations
  - Meet all state and federal regulations
  - Ensure industry permit compliance
- Minimize sanitary sewer overflows
  - Support and expand the FOG Program
  - Inspect the 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.

- Effectively use technology
  - Explore and develop programs for artificial intelligence
  - Increase remote monitoring and control capabilities
- Create and maintain 10-year capital plan
  - Effectively use CMMS to build and support the capital plan
  - Ensure all work is entered into the CMMS
- Self-Reliance
  - Use outside contractors for large or specialized projects
  - Plan, prepare, and supply for natural disasters



## 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
  - Start public awareness campaign
- Provide outstanding customer service
  - Provide 24/7 assistance
  - Gather customer feedback



## WORKFORCE DEVELOPMENT

The District employs a skilled, capable workforce that strives to improve themselves.

- WorkforceWell-trained
  - Host meaningful, job-related trainings
  - Provide educational opportunities
- Provide a safe working environment
  - Provide yearly safety training
- Promote open, timely, and informative communication
  - Increase companywide communication
  - Create and promote opportunities for employee feedback



# Significant Multi-Year Strategies



## Employee Engagement:

Employees should feel valued, connected, and proud of their work and this can be accomplished through listening and learning, recognition, and growth opportunities.



**Initiate Employee Spotlights**



**Hold 360 Degree Feedback Meetings**



**Establish Transformative Idea Program**



**Increase Teambuilding Activities**



**Plan Interdepartmental Meetings**



**Set-up Divisional Surveys**



**Revive Family Fun Day**



**Identify Critical Skill Training**



**Ensure Managers are Providing Quarterly Coaching**

# Significant Multi-Year Strategies



## Operational Effectiveness:

Identifying and implementing smarter, more efficient ways to work through less frustration, smarter tools, and stronger service.



**Ensure Managers are Providing Quarterly Coaching**



**Launch an Electronic Applicant Tracking System**



**Create a NCSD Specification Library**



**Establish Transformative Idea Program**



**Set-up Divisional Surveys**



**Develop Plant Specific Emergency Response Plan**



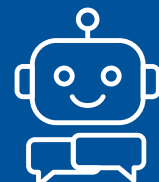
**Utilize LIMS & Integrate Remote Functionality**



**Maximize SCADA & Increase Remote Operations**



**Upgrade Common Areas**



**Integrate Artificial Intelligence**



# Safeguarding Today, Preserving Tomorrow

(843) 764-3072

[www.ncsd.sc.gov](http://www.ncsd.sc.gov)