

## 2 Strategic Plan Update

This Strategic Plan sets our strategic and goals for how we intend to meet our organization's Mission and Vision statements and overall business objectives. Our goals and strategies were developed with input and advice from our Commissioners and Senior Staff. The plan presents the objectives, sub-objectives, and strategic targets that support the goals, mission, and vision of the organization and describe the means and strategies we will employ to achieve them. In addition, it presents critical programs and approaches that guide our work across all the goals and through which we will accomplish our objectives.

At the Annual Retreat held on February 8 and 9, 2007, the Commissioners and staff discussed the major activities and issues MPW faces over the next several years. Some of these issues include:

1. Cooperative infrastructure planning with the Town and County
2. Meeting growth demands on MPW water and wastewater systems
3. Funding the Capital Improvements Plan
4. Wastewater service in the County
5. Recruiting and retaining qualified personnel
6. Meeting new regulations

How we prepare to address these and other issues is identified as follows. These strategies will be used to guide our staff's development of objectives and action items as part of the MPW Business Plan.

1. Coordinate Master Planning
  - a. Coordinate a Strategic Planning Session with Town and County Staff on how to deal with the Town of Awendaw and other unincorporated areas of northern Charleston County.
  - b. Conduct in house Facility Planning Sessions for Water and Wastewater facilities keeping in mind the Regional Planning needs for the Town and County
  - c. Business Planning to include action items to accomplish the planning coordination.
  - d. Work closely with the respective staffs on the Comprehensive Plan Update of the Town and County
  - e. Participate in the Area-wide Water Quality Management Plan development
2. Cooperate and Communicate with Town and County
  - a. Establish opportunities for MPW Public officials to interact with other local officials and nurture good relationships
  - b. Establish opportunities for MPW staff to interact with other local planning staffs and nurture good relationships
  - c. Propose a Service Area Agreement with Charleston County
3. Implement Asset Management
  - a. Implement the Asset Management Communications Plan
  - b. Evaluate accelerating renewal and replacement of water and wastewater lines in Old Mount Pleasant

4. Manage Growth Demands
  - a. Confirm the growth projections with the Town and County
  - b. Implement E&E part of CIP with an emphasis on developing Wastewater Capacity
  - c. Pursue a satellite location in northern part of service area
  - d. Maintain continuous discussion with Charleston Water System about future water supply to include possibly a new water plant
5. Meet Human Resources Needs
  - a. Recruit and retain Qualified Personnel
  - b. Implement the MPW Succession Plan
  - c. Fund personnel at adequate level to keep up with growth and skills that can handle new technology
  - d. Increase commission budget for education, offer incentive to employees, and acquire the level of education and training we need for our workers.
6. Provide Adequate Funding
  - a. Find money for completing Snowden
  - b. Modify the cost recovery policy to be sure we are fully funding R&R out of annual rates.
  - c. Develop a better methodology for determining impact fees.
7. Develop and Implement Communication Plan
  - a. Engage customers to determine wants and needs
  - b. Promote value of water and wastewater services
  - c. Provide improved communications with our internal and external customers
8. Complete Septic Tank Survey and Wastewater Service Master Plan
  - a. Determine the cost of providing wastewater service within town boundaries- begin by focusing on Shem Creek watershed first then evaluate other parts of wastewater planning area.
  - b. Conduct research into septic tank management and decentralized systems
9. Improve and Expand Customer Services
  - a. Fix the AMR problem
  - b. Establish a service line maintenance program
  - c. Septic tank maintenance
  - d. New services to areas of need
10. Emphasize Environmental Stewardship
  - a. Reduce energy and creation of greenhouse gases
  - b. Encourage the reuse of wastewater
  - c. Encourage water conservation

## **Strategic Implementation and Monitoring**

The process of strategic planning and organizational development to accommodate the strategies the organization has defined in order to be successful.

The implementation and evaluation phase is continuous in measuring performance and evaluating effectiveness of the strategic plan and organizational structure.

The goals of the organization are evaluated at our Annual Retreat, and the objectives and issues have been defined. Detailed strategies and action plans have been developed and are assigned to the departments.

As in the past, goals reports will be made quarterly to the Managing Team and General Manager. Additionally, the General Manager will prepare three quarterly reports and an end of the year report for the Commissioners.