A strategic plan (SP) is merely as good as its implementation, and only the most committed, innovative team can provide successful, sustained implementation.

BJWSA’s Strategic Focus Plan, Crystal Clear, centers around five target themes that address the Authority’s opportunities to achieve best practices through 2022 and become a leading Utility of the Future. Using the results from meticulous SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses done by all departments, the SP Core Group (senior leadership and management staff) and the Board, the 5 strategic themes were established and major goals identified for each theme. Each goal has an established timeline for completion and a listing of the types of resources needed to ensure success.

Teams representing a cross-section of departments are set for each goal and are responsible for completing the goals within the timeline. A Strategic Plan Committee (SPC) led by our Director of Business Services will oversee implementation and report progress to the leadership team and the Board. The SPC will work with the leadership team to ensure adequate resources are being committed and will recommend changes to the plan as opportunities arise.

The success of Crystal Clear is entirely dependent upon the Authority-wide commitment to our mission, vision and values. With support from the Board and our many stakeholders, BJWSA will remain a world-class utility.

Front-line goals address both internal and external customers, and focus on the educational responsibility of the Authority to communicate effectively to all stakeholders and our need to receive feedback regarding our performance. Providing accurate, timely and reliable information through a variety of platforms delivers exceptional customer satisfaction and engagement.

An improved asset management plan allows BJWSA to properly analyze and oversee its vast capital and environmental resources in order to plan more effectively for their maintenance and replacement. Financial resources will be programmed to ensure a steady rate base to sustain these resources for use by future generations. This effort will require the organization to move toward a broader and more beneficial use of predictive maintenance practices.
CRystal Clear 2022

**MISSION**
Inspire trust and enhance public health.

**VISION**
Our high-performing, innovative workforce shares a commitment to serving our community and protecting our Lowcountry environment.

**VALUES**
Ethics, Transparency, Teamwork, Excellence

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**Workforce Investment**

- Human Resources
  - 7. Maintain competitive salary structure
  - 8. Increase assessment for new hires
  - 9. Provide targeted technical training
  - 10. Expand utility-specific programs

**Preparation for Change**

- Treatment Operations
  - 11. Develop succession plan
  - 12. Prepare for new regulations and laws
  - 13. Expand mobile workforce
  - 14. Provide clear organizational communication

**Organizational Excellence**

- Information Technology
  - 15. Complete PCI Compliance
  - 16. Achieve departmental cross appreciation
  - 17. Achieve Best Places to Work in SC
  - 18. Enhance mobile workforce
  - 19. Maintain strong leadership team

In an industry that relies on highly skilled and specialized labor, it is imperative that training be ongoing and effective. Having an aging workforce moving into retirement coupled with the current rapid advancements in technology, strategies must be in place to maintain a high standard of skilled specialists for each facet of the Authority.

With workforce investment in mind, internal plans for change involve the development of a robust succession plan. Externally, changes to regulations and advancements in treatment technologies will provide major opportunities and challenges for the Authority. BJWSA will focus on expanding communications opportunities by advancing and expanding our mobile workforce to all aspects of our field services.

BJWSA seeks to achieve overall organizational excellence through a variety of emerging security and workforce-related venues. The Authority will procure two aims by achieving compliance standards set by Payment Card Industry (PCI) and through participation in the South Carolina Chamber of Commerce’s Best Places to Work in SC program. The goal of “cross appreciation” relates to the established job-shadowing program and to a determined effort to foster awareness in each department on its relationships to and reliance on other departments.
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Vice-Chair: Michael L. Bell
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David Lott           Dr. William Singleton

General Manager Ed Saxon, PE

Strategic Focus Committee
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Vice-chair: Accounting Supervisor Beth Lowther, PMP

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Customer Care Manager Linda Tillery
Communications Manager Pamela Flasch

Asset Management
Director of Engineering Brian Chemsak
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Workforce Investment
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Preparation for Change
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Organizational Excellence
Director of Information Technology Kenneth Frazier

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Deputy General Manager Finance & Administration Sarah Linkimer
Deputy General Manager Operations & Technical Services Jeff Boss

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