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.

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.

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.

**Themes and Goals**

**Customer Satisfaction & Engagement**

1. Develop central hosting services for information
2. Improve customer follow up
3. Build a robust call center
4. Increase public awareness and engagement

**Asset Management**

5. Develop comprehensive asset management plan
6. Integrate industry best practices for maintenance

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.
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

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. The creation of a mobile app will allow for better communication for both internal and external customers. Externally, changes to regulations and advancements in treatment technologies will provide major opportunities and challenges for the Authority.

BJWSA seeks to achieve overall organizational excellence through a variety of emerging security and workforce-related venues, to include communications by advancing and expanding our mobile workforce to all aspects of our field services. 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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