



James Island Public Service District

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*Dedicated to Public Service Excellence*

**Strategic Plan 2023-2027**





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# James Island Public Service District Commission



**Marilyn Clifford**  
Chair



**Kathy Woolsey**  
Vice Chair



**Meredith Poston**  
Secretary



**Inez BrownCrouch**  
Commissioner



**Brenda Grant**  
Commissioner



**Susan Milliken**  
Commissioner

# Statement from the Chair of the Commission

The James Island Public Service District (JIPSD) serves much of the James Island area in three critical ways:

- Fire Protection & Rescue Services
- Wastewater Collection Services
- Solid Waste Disposal Services

These three areas have a tremendous impact on the daily lives of our customers, though many people don't know who exactly the JIPSD is or what we do. The main reason many people don't know us is because the fire trucks come when they're called, the toilet flushes when you press the handle, and the garbage gets picked up on time. This isn't by accident. It's because the JIPSD works hard every day to ensure that when you need fire protection, our highly rated fire department is there and emergencies are handled, that wastewater does not pollute our environment, garbage and storm debris is picked up quickly and professionally, and customers' questions are answered in a kind and knowledgeable manner. All of this is backed up by District Administration, Finance Department and Fleet Services Department who ensure services are being provided to all JIPSD customers.

There are seemingly a million moving parts to all of these functions. The daily operations are done by hardworking employees, managed by competent and professional administration, and overseen by a dedicated elected commission.

As the JIPSD looks to the future, it is necessary for us to think strategically about our organization and how it operates. This strategic plan was designed to do just that and do it by engaging senior management, the commission, and the public at large. This document is the culmination of these efforts and sets a path for the JIPSD to follow to improve the way it does business and put itself in the best possible position to serve the community.



**Marilyn Clifford**  
*Chair*

# About The James Island Public Service District

## History

The James Island Public Service District (JIPSD) is a special purpose district created by Act No. 498 of the General Assembly of the State of South Carolina, Regular Session of 1961, and subsequent Amendments, for the purpose of providing wastewater, solid waste, fire protection and rescue services, street lighting, street name signs on James Island.

The JIPSD provides these services to residents in the unincorporated areas of James Island as well as the residents of the Town of James Island, and some residents of the Cities of Charleston and Folly Beach. The JIPSD operates as a Special Purpose District form of government, with a District Manager, serving as Chief Executive Officer and a commission consisting of 7 elected officials who serve 4-year terms.

## Who We Serve

We provide Wastewater Services to approximately 13,000 customers on James Island.

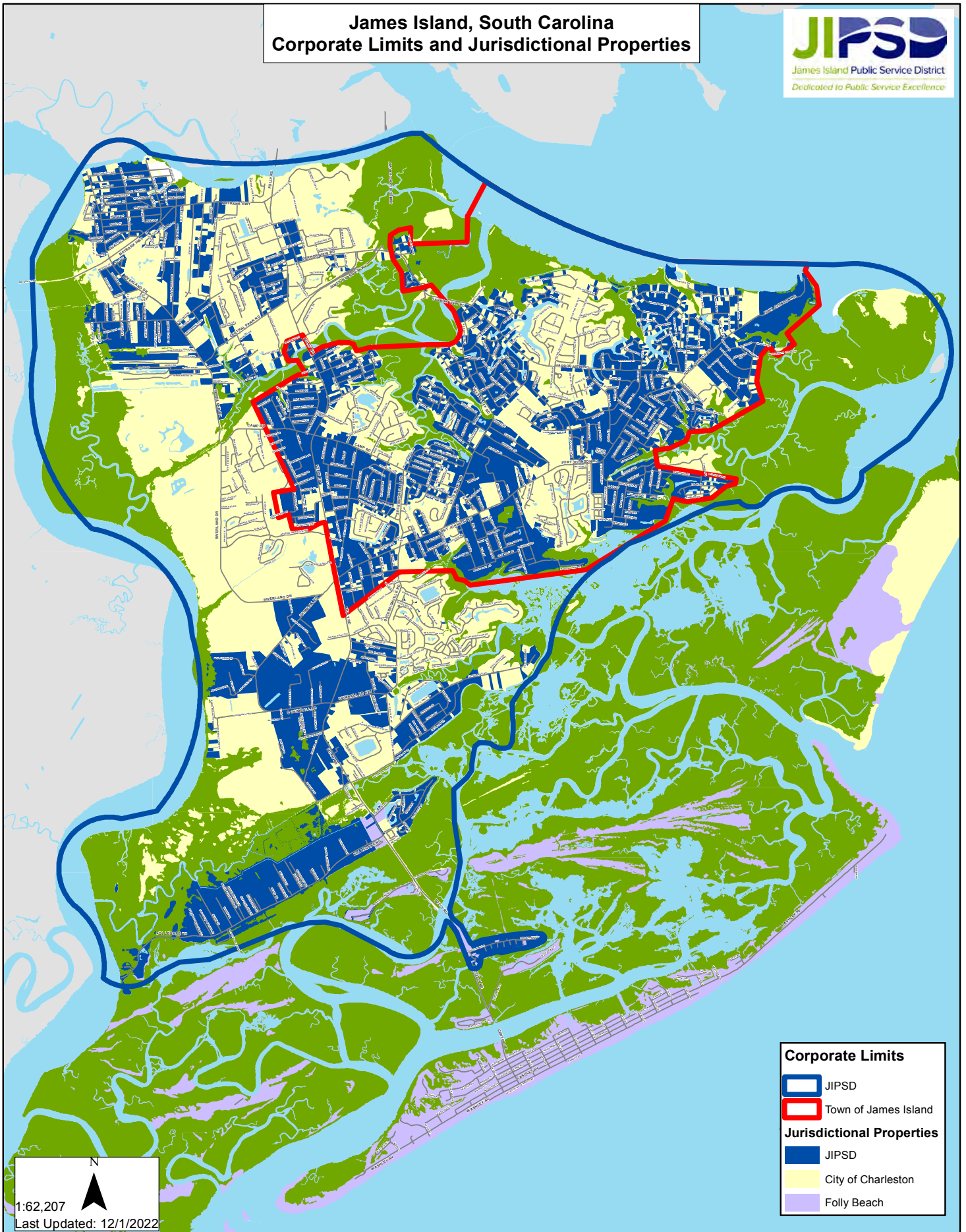
Through the Automatic Aid partnership with other entities, we provide Fire & Rescue Services to over 10,000 homes and businesses. Four James Island PSD fire stations serve the island's residents and those in surrounding Charleston Area communities.

We provide Solid Waste Services to over 8,600 properties on James Island.

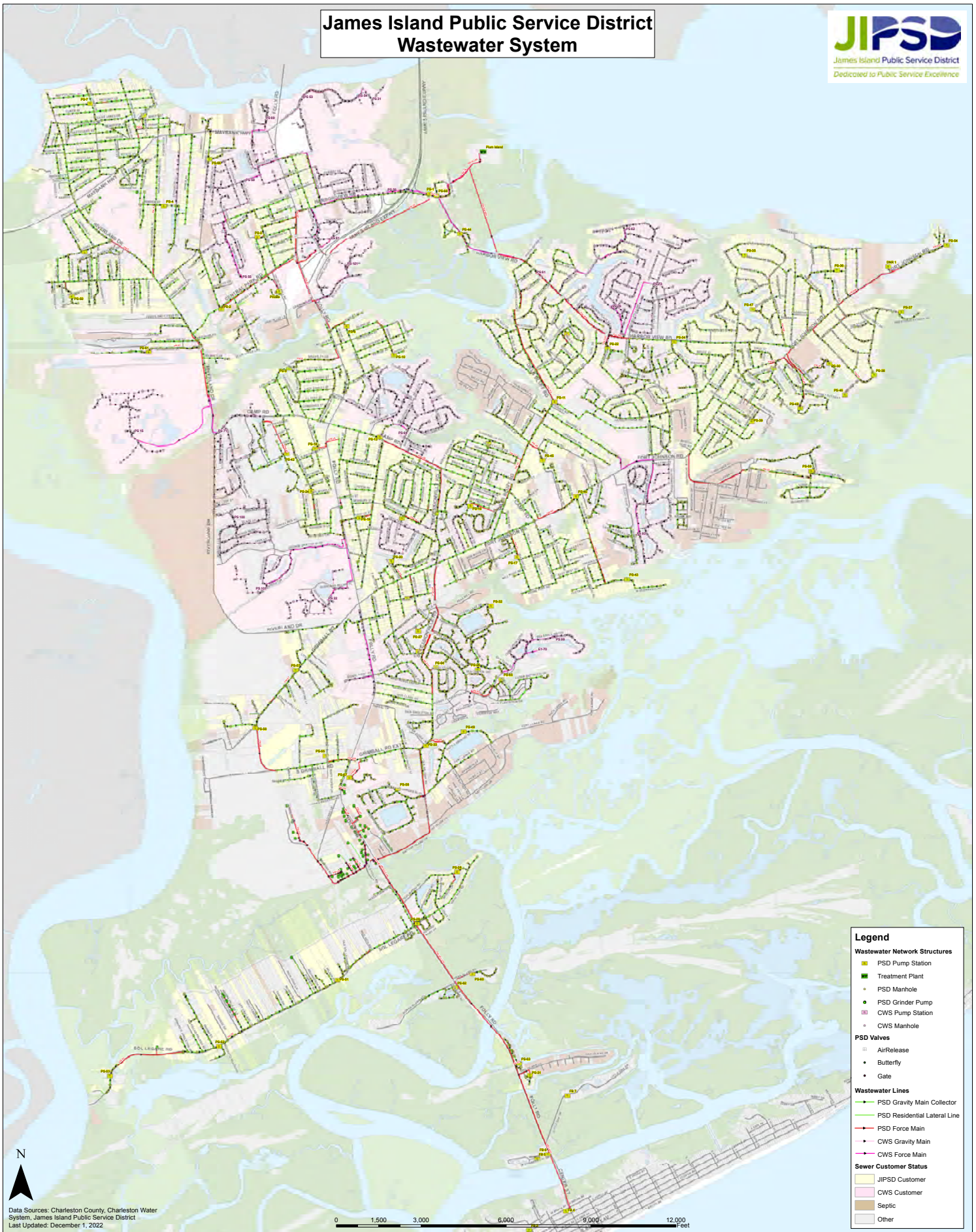




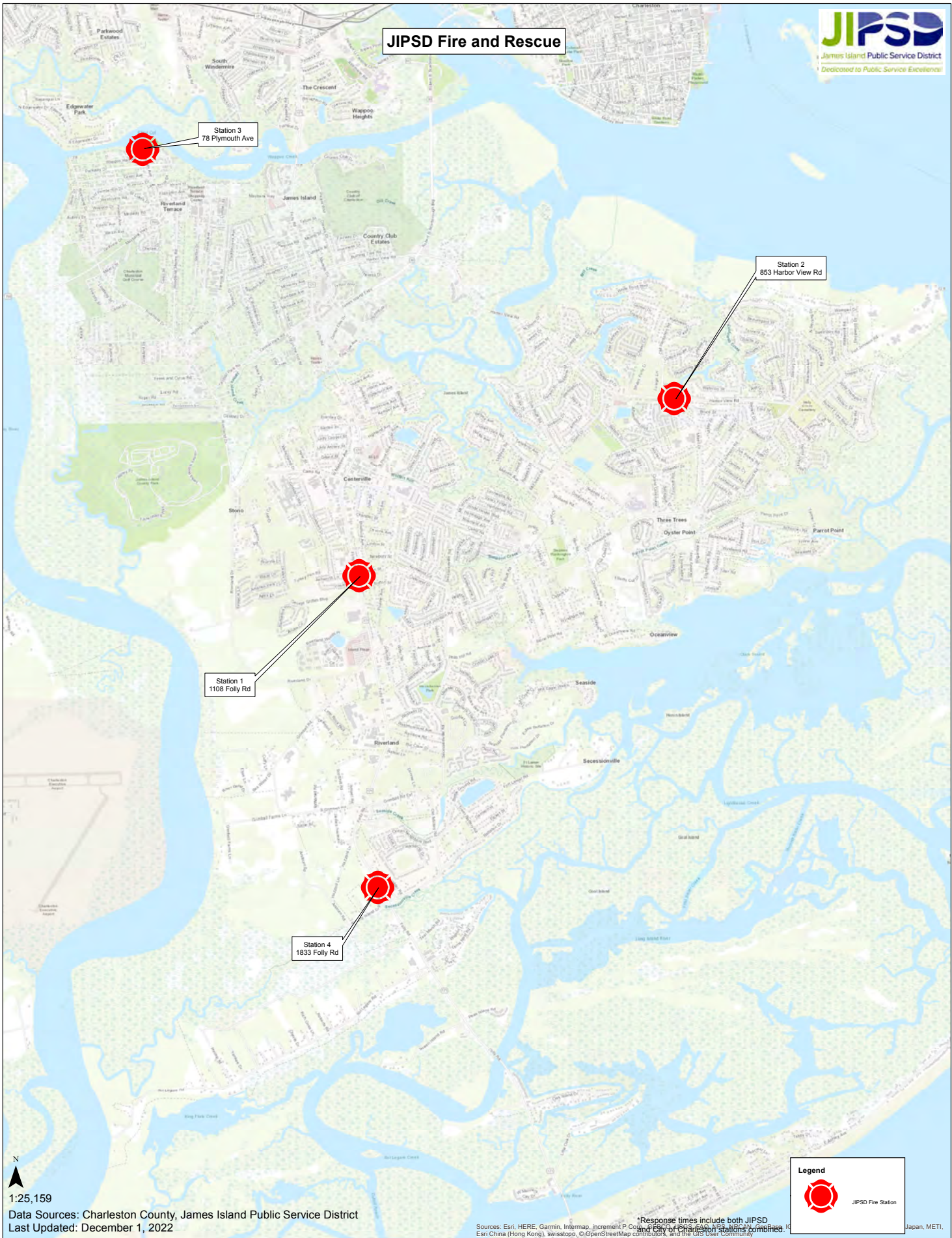
# James Island, South Carolina Corporate Limits and Jurisdictional Properties



# James Island Public Service District Wastewater System









# About The Strategic Planning Process

## Senior Staff Pre-Planning

In May of 2022, the senior staff of the JIPSD conducted an exercise led by the District Manager to discuss specific District needs and improvement projects critical to operations moving forward in light of aging District equipment, facilities and wastewater infrastructure on James Island. District senior staff listed and ranked projects identified as most critical for the District to be most effective in operations to best serve island residents. These projects were then categorized into one of four categories:

“High Impact/Within Staff Control”- Projects that could be implemented at the staff level and could be planned and executed within the normal budgeting process. These projects could have significant impact on operations.

“Low Impact/Within Staff Control”- Projects that could be implemented at the staff level and could be planned and executed within the normal budgeting process. These projects could have some impact on operations.

“High Impact/Not Within Staff Control”- Projects that could be implemented but would require additional commission action and/or additional funding. These projects could have significant impact on operations.

“Low Impact/Not Within Staff Control”- These projects would have a minimal impact on operations and require additional commission action and/or additional funding.

## Professional Facilitator

The commission issued a Request for Proposal for a professional facilitator to guide the strategic planning process. The commission selected Place + Main Advisors, LLC. Place + Main then worked with senior staff and the commission to implement the strategic planning process.

## Public Input Meeting

On August, 15, 2022, the commission held a public input meeting facilitated by Place + Main Advisors. This input session was in the form of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Participants listed items in each of the above categories, then used a weighted ranking system to identify the three most important items in each category. The results of this exercise can be found in the Appendix.



## Community Survey

Using the results of the public input session, an online survey was then created and distributed to the public. Efforts to have residents fill out the survey included social media posts, in-person fliers at JIPSD events, and fliers included in monthly bills. A total of 94 surveys were completed. A summary of the survey results are included in the Appendix.

## Commission Workshop

On October 17, 2022, the commission held a facilitated strategic planning workshop. This workshop included a review and revision of the JIPSD’s Vision and Mission statements and reviewed the organization’s Core Values. The workshop also reviewed draft goals that were created as a result of individual interviews with commissioners and the senior staff’s pre-planning.

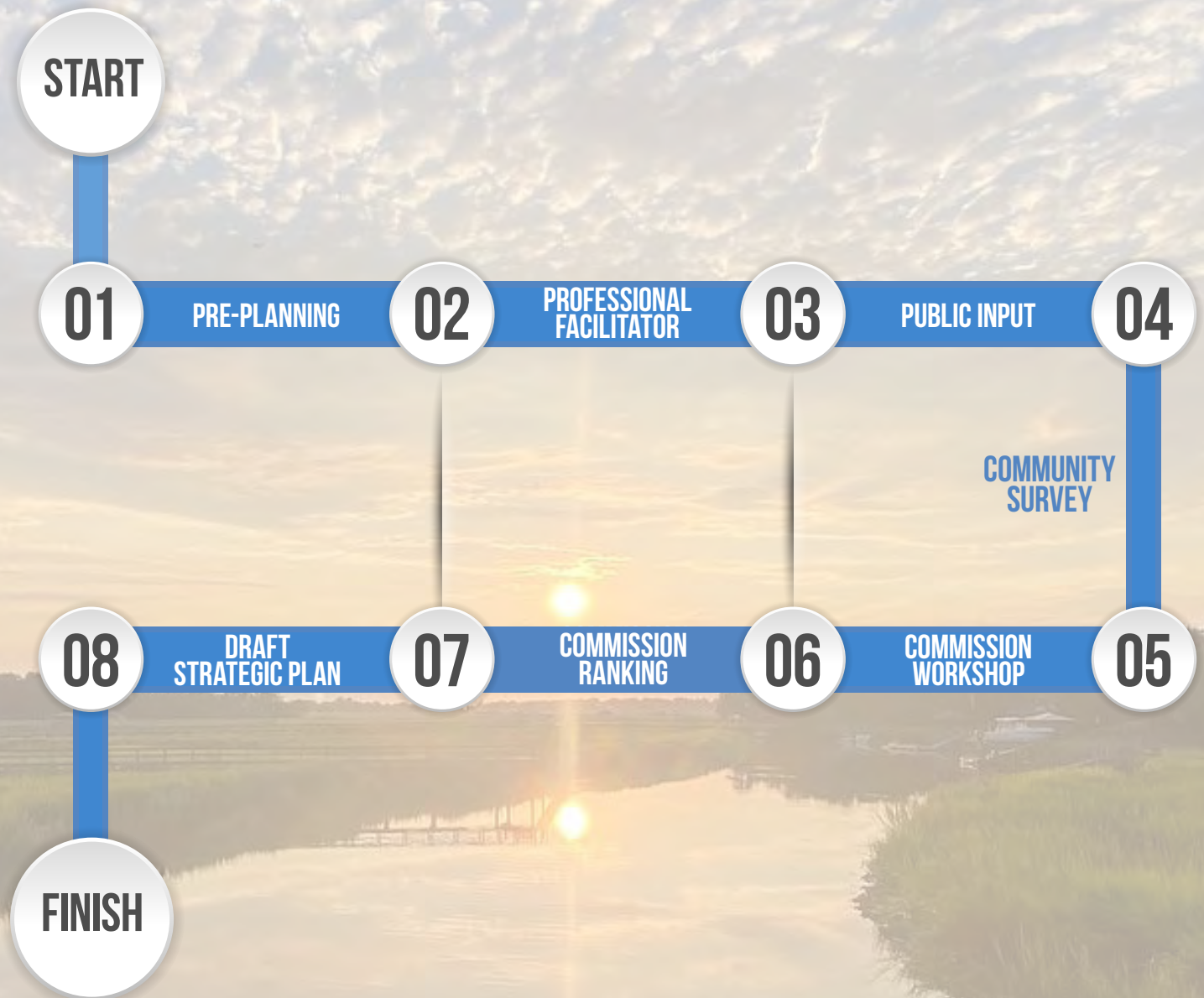
## Commission Ranking

Following the commission workshop in October, commissioners were sent a survey with the items both the senior staff and individual commissioners suggested. They were then asked to rank the relative importance of each item. The most important items will move into an Implementation Plan. These rankings are included in the Appendix.



# The Strategic Planning Process

## At-A-Glance







# VISION, MISSION STATEMENTS + CORE VALUES

## Vision

*By 2028, the James Island PSD will be recognized as a model special purpose district, providing excellent services through skillfully trained and well-resourced fire, solid waste, and wastewater service teams.*

## Mission

*To provide high-quality fire, solid waste, and wastewater services in a cost effective and professional manner.*

## CORE VALUES

Safety  
Teamwork  
Respect  
Integrity  
Dedication  
Excellence  
Service



# STRATEGIC GOALS

## Improve Communication

Proactive communication to the public about:

**Who we are-** Who the JIPSD is and the people who serve the community, both as employees and as elected officials.

**What we do-** How we serve the community for fire protection, wastewater collections, and solid waste disposal.

**How we do it-** Showing customers how their taxes and fees are being used responsibly and how they benefit from our work.

## Make Needed Capital Improvements

Invest in JIPSD facilities to replace or improve the physical spaces where our work takes place.

## Invest in Machinery & Equipment

Replace, upgrade, or implement the tools and systems needed to improve efficiency and the customer experience.

## Retain, Recruit, & Develop Talented Staff

Keep high quality, and recruit/develop new, talent to carry out the important work the JIPSD does.

## Improve Internal Operations

Identify areas for improvement in the day-to-day operations of the JIPSD.

## Improve Relationships with Partner Organizations

Recognizing the JIPSD does not exist in a vacuum, it is important to have solid professional relationships with surrounding governmental entities.





# ACKNOWLEDGEMENTS

The authors of this strategic plan gratefully acknowledge the numerous residents, Commission members, and staff that participated in the creation of this document. In particular, we thank District Manager Dave Schaeffer and Assistant District Manager Tamara White for their steadfast leadership and cooperation in organizing logistical support.

Additionally, we specifically thank the Commission and the Senior Staff of the JIPSD.

## **COMMISSION**

Commissioner Marilyn Clifford, Chair

Commissioner Kathy Woolsey, Vice Chair

Commissioner Meredith Poston, Secretary

Commissioner Inez BrownCrouch

Commissioner Brenda Grant

Commissioner Susan Milliken

## **Senior Staff**

Ed Kilcullen, Director of Finance

Joanne Tucker, Administration Manager

Charlsie Tarplay, Accounting Manager

Tom Glick, Fire Chief

Brad Smilely, Deputy Chief of Operations

Shawn Engelman, Deputy Fire Chief for Administration & JIPSD Safety

Joe Marcinkus, Director of Wastewater Services

Kevin LaVaughn, Assistance Director of Wastewater Services

Steve Aden, Director of Fleet Services

Walter Desmond, Director of Solid Waste Services







# ABOUT THE FACILITATOR

This strategic plan was facilitated by Joe Borgstrom, a principal at Place + Main Advisors, LLC. Place + Main Advisors, LLC was retained by the commission after an extensive bid process.

Place + Main Advisors is an East Lansing, Michigan based Limited Liability Company specializing in place driven economic development, destination storytelling, and strategic planning.

Joe Borgstrom is an accomplished professional in the fields of Downtown Redevelopment, Community and Economic Development, Main Street and Placemaking. His 20+ year career includes executive management, project financial structuring and evaluation, fund development, foreign direct investment recruitment, market research, program management, public speaking and consulting. He and his teams have used state and local incentives to leverage more than \$2.2 billion in private investment into communities.

Borgstrom's expertise is in the areas of strategic planning, retail market analysis, real estate redevelopment, real estate finance, business recruitment, incentives, placemaking, and economic development strategy. He has served clients in communities as small as 700 residents to more than 400,000.

In previous positions, Borgstrom oversaw the national award-winning Michigan Main Street program for the State of Michigan and was the President and CEO of the Shiawassee Regional Chamber of Commerce, which at the time was a recipient of the highly acclaimed Five Star Accreditation by the U.S. Chamber of Commerce.

He has been a featured keynote speaker at statewide downtown conferences in Wisconsin, Tennessee, North Carolina, Arkansas, Alabama, and Delaware, a multi-time presenter at the National Main Street Conference, and was a featured speaker at the White House Placemaking Summit.



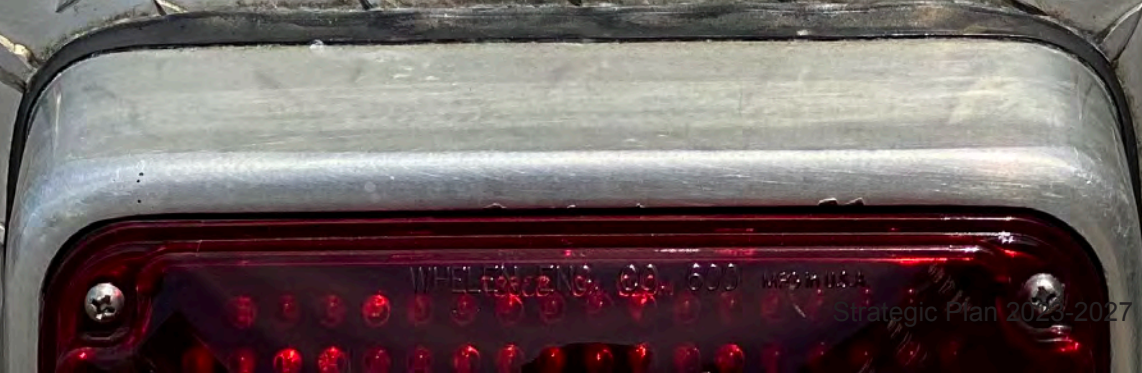


# Appendix- SWOT + Survey Results



James Island Public Service District

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# SWOT + Survey Results

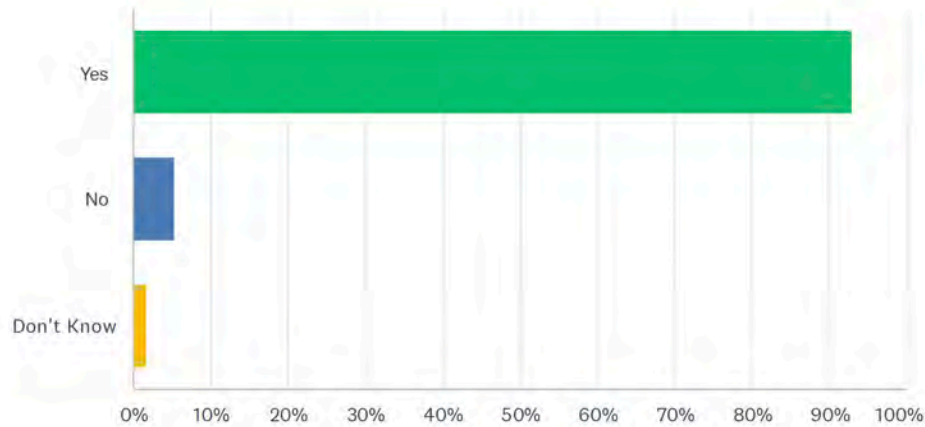
On August, 15, 2022, the commission held a public input meeting facilitated by Place + Main Advisors. This input session was in the form of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Participants listed items in each of the above categories, then used a weighted ranking system to identify the three most important items in each category. Participants were asked to rank their top three choices in each category. Each person's most important item were awarded three points, second choice was awarded two points and third choice was one point. Items receiving no votes are marked with "-".

Strengths	Points	Weaknesses	Points	Opportunities	Points	Threats	Points
Staff/ Employees	31	Annexation laws	22	Facilities Im- provements	24	Annexation	20
ISO Fire Safety Rating- 1 (Highest)	12	Employee turnover	19	Equipment Upgrades/ Automated Services	17	Labor Shortage/ Lack of CDL Licensed Drivers	15
Excellent Service	10	Aging/ Antiquated facilities	19	Recruitment/ Retention	13	Uncertain Landfill Future	15
Cooperative w/ Others	10	Aged infra- structure	15	New Grant Op- portunities	11	Tax Revenue	11
Pump station generators	9	Low country flooding	9	Health/Wellbe- ing of staff	8	Supply/ Vehicle Shortage/ Supply Chain Issues	10
Operational Leadership	9	Tax base	7	Partnerships with Other Entities	7	Hurricanes/ Natural Disaster	10
Steady tax base	9	Population explosion	5	Promotion/ Public Relations/Sto- rytelling	7	Labor Costs	8
Well practiced disaster response	8	Antiquated Information Technology	5	Staff Advance- ment	6	Regulations	6
Dedicated	5	Cyber/Web Presence	5	Incentive Pro- grams	6	Climate Change	4
Collaboration	3	Poor commu- nication	3	Education	4	Hacker/ Information Technology Threats	4
Updated Technology	3	Trees/Storm Damage/Envi- ronmental	-	New Debt Tools	3	Recession	4
Dependable/ Professional	3			Expand Sewer Service	3	Traffic	4
Consistent	3			Cross training	2	Aging Population	3
Community	-			More Sustainable/ Green	2	Insurance	2
Centralized/ Local	-			Recent One- Time Revenue Windfall	1	Pandemic	1
				Diversity	-	Overdevelop- ment	
						Population Growth	



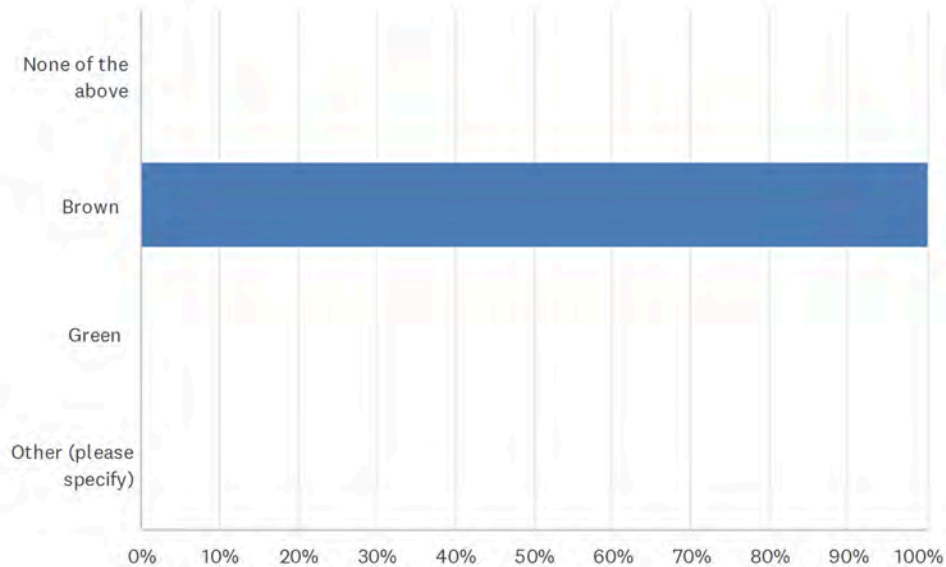
## Community Survey Results- JIPSD Customers

### Is your home located in the James Island Public Service District?



ANSWER CHOICES	RESPONSES	
Yes	92.86%	52
No	5.36%	3
Don't Know	1.79%	1
<b>TOTAL</b>		<b>56</b>

### What color is the garbage can you take to the curb?



ANSWER CHOICES	RESPONSES	
None of the above	0.00%	0
Brown	100.00%	56
Green	0.00%	0
Other (please specify)	0.00%	0
<b>TOTAL</b>		<b>56</b>

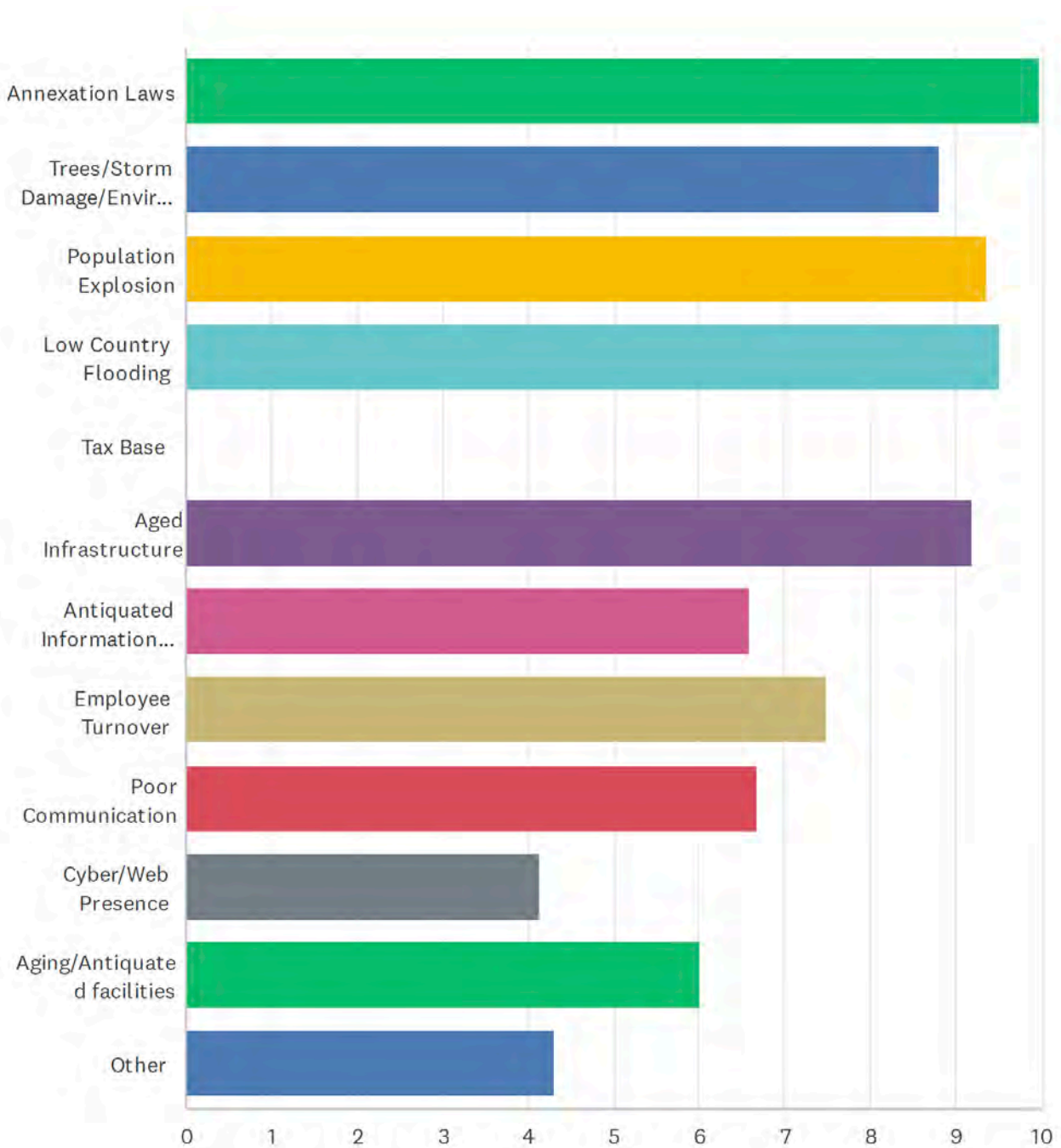


Listed below are James Island PSD's STRENGTHS that were identified in the August 2022 public meeting. Please rank your TOP 3, with '1' being the most important strength of fire response, wastewater, and solid waste disposal issues in the community.



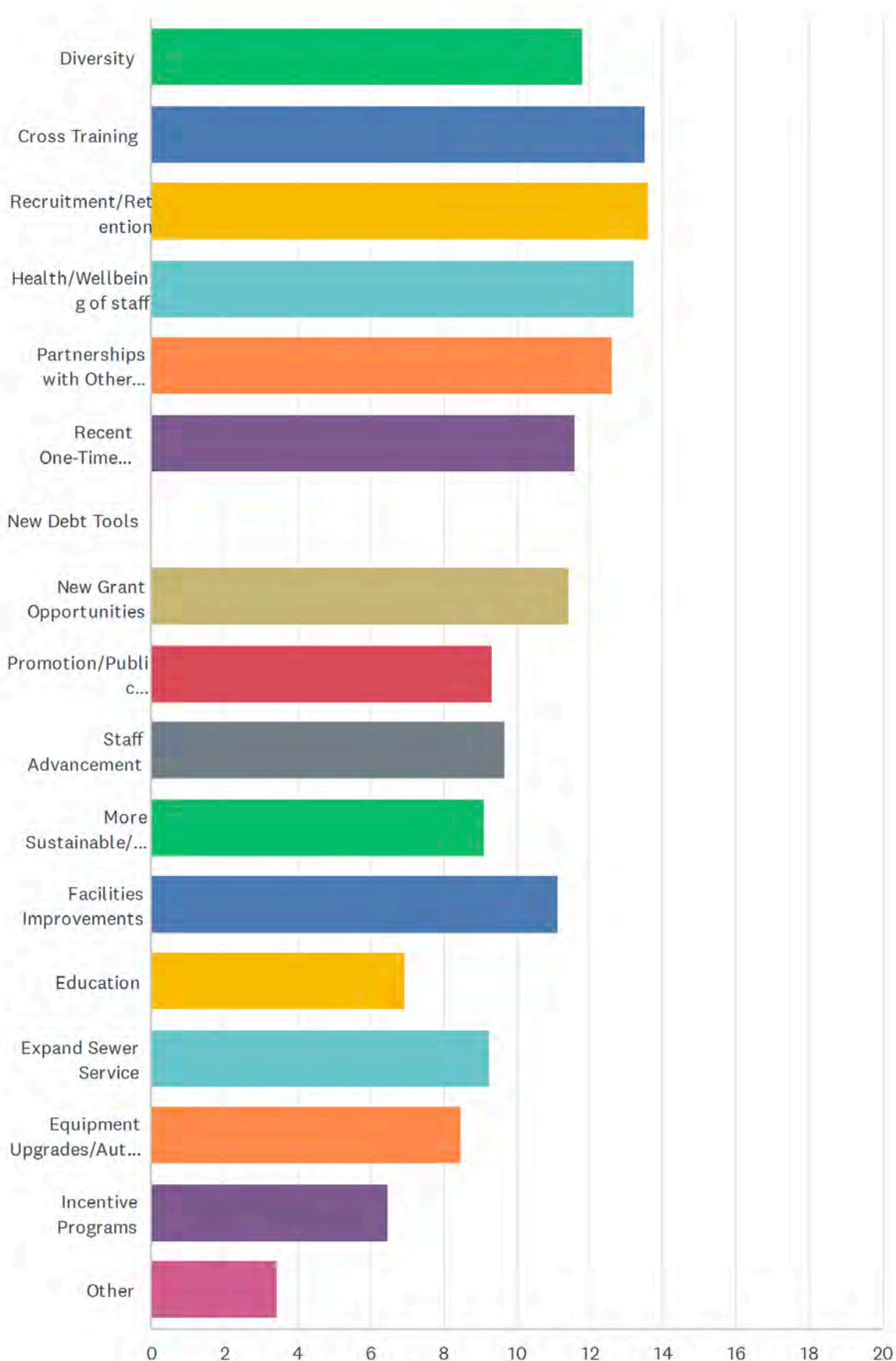


Listed below are James Island PSD's WEAKNESSES that were identified in the August 2022 public meeting. Please rank your TOP 3, with '1' being the most important weakness of fire response, wastewater, and solid waste disposal issues in the community.



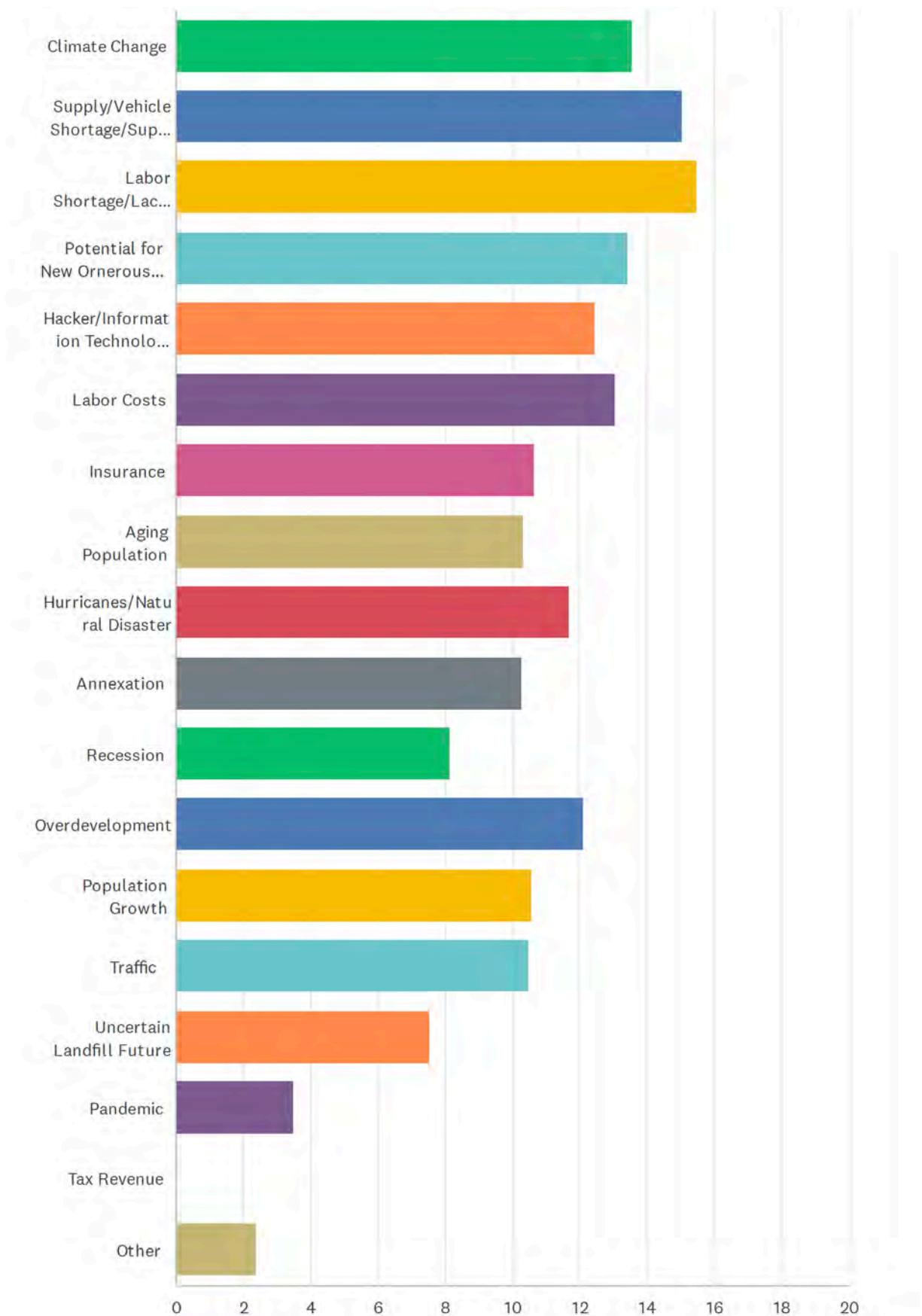


Listed below are James Island PSD's OPPORTUNITIES that were identified in the August 2022 public meeting. Please rank your TOP 3, with '1' being the most important weakness of fire response, wastewater, and solid waste disposal issues in the community.





Listed below are James Island PSD's THREATS that were identified in the August 2022 public meeting. Please rank your TOP 3, with '1' being the most important weakness of fire response, wastewater, and solid waste disposal issues in the community.





THIS PLAN CREATED BY:

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