



— POSITION AVAILABLE —

GENERAL MANAGER

Apply by January 6, 2023

Beaufort-Jasper Water & Sewer Authority (BJWSA) is an award-winning utility providing water and wastewater services directly and indirectly to over 180,000 residents in Beaufort and Jasper Counties, in the southern-most part of South Carolina.

Located between the famed cities of Charleston and Savannah, the area offers something for everyone—from the small-town charm and southern hospitality of the famed South Carolina Lowcountry to the glitz of the internationally renowned and highly regarded resort community of Hilton Head Island.

Nature lovers are thrilled with the area's salt marshes, waterways, spectacular coastline, and incredible biodiversity. National parks, state parks, and protected areas are plentiful—almost 20 in number. A particular highlight is the Ernest Hollings ACE National Wildlife Refuge, which lies on Beaufort County's northern border. Bounded by the Ashepoo, Combahee, and Edisto rivers, the Refuge is the largest estuary of its kind on the East Coast. It covers a 350,000-acre area of cypress swamps, saltwater marshes, beaches, and woodlands. The Spanish



Moss Trail begins in Port Royal and offers beautiful water and marsh views as well as sightings of coastal wildlife. Fishermen will enjoy tossing their lines from a trestle bridge into the water.

Hunters will find the South Carolina Lowcountry to be paradise! Professional hunting lodges and plantations dot the land, hosting sportsmen in search of white-tail deer, ducks, quail, doves, wild boar, and turkeys. The area is also a popular year-round destination for fishermen. Inland are largemouth bass, bluegill, shellcracker, pickerel, and blue catfish. Offshore, marlin, king mackerel, snapper, and grouper are found.

The Hilton Head area boasts 12 miles of coastline with some of the most pristine beaches in South Carolina. Among these are Burkes Beach and Coligny Beach Park. For the more adventurous, motorboat, kayaks, canoes, jet skis, wave runner, and sailboat rentals are readily available. Indeed, the area simply abounds with opportunities to enjoy the water, whether through the thrill of a jet ski or a slow paddle up the river.

The region's natural beauty has been an inspiration to artists, and local art galleries are filled with original paintings, sculptures, photography, and pottery. Historic Downtown Bluffton hosts 15 art galleries while those on St. Helena Island feature Gullah artwork.

History lovers will not want to miss the many fascinating historic sites and museums in the area. Port Royal is one of the oldest settlements in the Americas. With a deep water harbor, the Spanish built a fort here in 1521, and a rich history followed. Jasper County offers the Frampton Plantation House and Museum, which showcases plantation life and Civil War battles. Hardeeville hosts the Argent Steam Engine Number 7, which carried timber from forest to mill in the early to mid-1900s. On Hunting Island in Beaufort County lies a 19th century lighthouse where you can climb to the top and learn about its use in navigation and Civil War history. Additionally, Fort Fremont on St. Helena Island is one of two surviving coastal fortifications in the United States that has remained intact from the Spanish American War era. Home of the Penn Center (the very first

school for freed slaves in the United States), St. Helena is the unofficial capital of the Gullah Culture.

Shoppers will find plenty of treasures throughout Beaufort and Jasper Counties. The cities of Bluffton and Beaufort offer laid-back shopping in their historic districts. Bluffton also has an outlet mall. On Hilton Head Island, its shops provide endless discoveries. Those who enjoy antiquing will be very busy here.

Throughout the area, you will find festivals celebrating food, history, heritage, culture, arts, animals, seasons, wine, and water. Every Memorial Day, the Gullah Festival celebrates the rich Gullah Geechee heritage of the Lowcountry's Sea Islands with arts, crafts, music, dancing, and cuisine. Port Royal hosts for seasonal street concerts as well as several fairs and festivals.

In addition, Ridgeland's annual Gopher Hill Festival is a local favorite offering food, family activities, and live entertainment. Film buffs will enjoy the Beaufort International Film Festival, which showcases the very best independent films from creators worldwide.

Performing arts include historical revues and re-enactments, Gullah-inspired productions, theater, and Beaufort Orchestra concerts. The University of South Carolina Beaufort's Performing Arts Center and the Main Stage Community Theater on Hilton Head Island both offer an evening of music and culture.

Residents enjoy many opportunities to participate in organized sports. Adults can participate in kickball, dodgeball, tennis, fitness classes, and scuba diving instruction. Children learn teamwork and sportsmanship in one of the County's many basketball, baseball, volleyball, cheerleading, and soccer teams. Local pools offer fitness classes and swimming lessons for all ages.

The area hosts over 50 public and private golf courses, making it a mecca for golfers of every ability. Many courses are exceptional, having been designed by renowned architects. Examples include

Sanctuary Golf Club at Cat Island, and Lady's Island Country Club.

For a change of pace, take a day trip to the nearby cities of Savannah, GA, or Charleston, SC. Less than an hour's drive from anywhere in Beaufort and Jasper Counties, Savannah boasts many exciting historical sites, art museums, shopping destinations, beaches, and nightlife. Less than two hours away is Charleston, a favorite stop for foodies and history lovers. Many enjoy its aquarium, magnificent beaches, and minor league baseball team, the Charleston RiverDogs. Both cities are famed for their southern charm and hospitality.

Travel farther away is a simple affair. Hilton Head Airport offers convenient access to air travel with flights to cities nationwide on American, Delta, and United Airlines. Further south, Savannah/Hilton Head International Airport received the 2022 Condé Nast Traveler Readers' Choice Award for best airport in the United States. Its eleven airlines (including American Airlines, Delta, Southwest, and United) provide many options for passengers, including 34 nonstop destinations throughout the country. Conversely, it is less than a five-hour drive to Charlotte, NC, Atlanta, GA, and Orlando, FL, with its famed parks at Disney World, Universal Studios, and Sea World.

The best part of Beaufort and Jasper Counties, though, are their residents. They have a strong sense of community, and neighbors help neighbors. They come together for festivals, community events, and community service. The residents have a strong sense of patriotism, which they demonstrate through their service to veterans. They value their quality of life and are willing to pay to protect it. For instance, in this year's November election, Beaufort County residents passed a 1% sales tax aimed at generating \$100 million to purchase and preserve land. These new lands will be added to the 50,000 acres already preserved.

Life in Jasper County tends to be a bit quieter and more relaxed than its busier neighbors. Though the people live farther away from each other, they know each other's names and stand ready to help each other. Residents wave to visitors from their cars and

greet them as they walk by. Families will not regret their decision to live amongst these friendly people.

The most common type of housing in Beaufort and Jasper Counties is the single family detached house. These range from large, historic antebellum residences to modest bungalows and ranch houses in family-friendly neighborhoods. The median sold home price in Beaufort County is \$533,000. However, this number is significantly skewed by the high cost of housing in the resort area of Hilton Head Island, where the median price is \$769,000. Families will find more affordable options in nearby towns, such as Bluffton, Beaufort, and Hardeeville. The median home price in the City of Beaufort is \$359,500, which is very affordable compared to the US median of \$428,700. Condominiums and garden style apartment buildings are also available. Since South Carolina has a state income tax, property taxes tend to be very low here, relative to the rest of the country.

Both counties offer two public school districts. Beaufort County School District is among the best in South Carolina and earned an A- rating on Niche.com (which praised it for its academics, diversity, clubs and activities). Jasper County School District received a C- rating but is improving. Beaufort and Jasper Counties are also home to several highly regarded charter and private schools.

The University of South Carolina-Beaufort Campus and the Technical College of the Lowcountry offer local opportunities for higher education in Beaufort County. Two other campuses of the University of South Carolina are nearby. The area near Savannah is home to many more institutions. These include Savannah State University, South University, Georgia Southern University-Armstrong, and Savannah College of Art and Design (SCAD). SCAD recently earned the top spot in Forbes' list of Best Colleges Shaping the Future of Fashion.

All in all, this opportunity is one you will not want to pass on. So, if you are an outstanding professional leader and manager with strong experience in utilities, please apply today. Opportunities like this one are rare.

Table I: Beaufort & Jasper Counties' Demographics

Distribution by Race		Distribution by Age	
White	67.0%	0 to 14	15.8%
Black	17.4%	15 to 24	11.9%
Asian	1.2%	25 to 44	21.7%
Native American	0.4%	45 to 65	24.4%
Pacific Islander	0.1%	65 to 84	23.9%
Two or More Races	13.9%	85 and Older	2.3%
Total	100%		
Hispanic Ethnicity	13.2%	Estimated Population: 215,908	

Educational Achievement (Over Age 25)	
High School or Higher	92.5%
Bachelor's Degree or Higher	39.3%

Other Statistics	
Median Age—Beaufort County	46.2
Median Age—U.S.	38.8
Median Household Income—Beaufort County	\$71,430
Median Household Income—U.S.	\$64,994
Poverty Rate	9.3%

Source: U.S. Census Bureau

HISTORY—BEAUFORT AND JASPER COUNTIES

The first Europeans arrived in the region in 1562. They were led by French explorer Jean Ribaut and established Port Royal. In 1711, the British charted the City of Beaufort.

During the Revolutionary War, the British occupied the Lowcountry. After the war, the area became an agricultural powerhouse. Rice, cotton, and indigo thrived while a relatively small number of plantation owners relied heavily on slave labor. As such, the slaves developed a shared history and identity that came to be known as the Gullah or Geechee culture. While

preserving a great deal of the linguistic and cultural heritage of Central and West African ethnic groups, the Gullah also incorporated new influences from the Lowcountry.

When the Civil War began in 1861, many slaves escaped to the North or were abandoned by their owners. On the Sea Islands, former slaves established their own communities. In 1863, the Union army established Mitchellville on Hilton Head Island as a village where Blacks could practice self-governance.

Over the next 90 years, the area slowly added residents and businesses. Then in 1956, Charles E. Fraser arrived with a vision of Hilton Head Island as a place where nature and development would be balanced so both could thrive. That drew an extremely diverse, accomplished, and creative group of community builders, which resulted in the internationally renowned communities occupying the Island.

HISTORY OF THE AUTHORITY

In the early 1950s, the area's water supply began to decline. Recognizing the potentially negative economic impact, the South Carolina Legislature created the Beaufort County Water Authority in 1954. Its mission was to identify, treat, and transport surface water to the County's residents, businesses, and military installations, focusing on the unincorporated areas of the county. Beginning in 1969, the Authority expanded into wastewater treatment. In 1983, it merged with the smaller Jasper County Water and Sewer Authority, thus creating the Beaufort-Jasper Water & Sewer Authority (BJWSA). Over time, the BJWSA has acquired the utility systems of Beaufort, Port Royal, Bluffton, and Hardeeville. It also wholesales water to the Town of Hilton Head Island.

DEMOGRAPHICS

Both Beaufort and Jasper Counties are growing rapidly. Between 2010 and 2020, the former experienced a 15.3% increase in population, while the latter grew by 16.2%. The area is a haven for retirees, as can be seen in the median age of area residents in comparison to the United States as a whole. See Table I.

Figure I: Beaufort-Jasper Water & Sewer Authority



Beaufort and Jasper Counties contain a total area of 1,622 square miles, of which 1,231 square miles are land and 391 square miles are water.

Notable cities and towns in the area include the City of Beaufort, Bluffton, Hardeeville, Hilton Head Island, Okatie, Port Royal, and Ridgeland.

REGIONAL COMMERCE

Beaufort County is one of the South's fastest-growing counties, primarily because of development south of the Broad River clustered along the US Highway 278 corridor. The northern parts of the County have also developed steadily, due in part to the strong military presence.

Jasper County has historically been among the poorest counties in South Carolina. That has been changing since 2000 as new development in the area has attracted more residents, expanded business opportunities, and established a wealthier tax base. The lumber industry has long been the foundation of Jasper County's economy. A new deep-water port is planned in Jasper County. It is expected to open in 2035 (or shortly thereafter) and will increase the area's manufacturing and warehousing activity.

Tourism is an important part of the area's economy. For example, travelers spent approximately \$1.4 billion in Beaufort County alone in 2021. Other major area industries include construction, education, healthcare, military, and retail. The Marine Corps Recruit Depot at Parris Island covers 8,100 acres and processes 17,000 recruits each year. Over 6,100 area residents work at the base or are employed in support of its activities.

BEAUFORT-JASPER WATER & SEWER AUTHORITY

Beaufort-Jasper Water & Sewer Authority (BJWSA) is a special purpose district that provides water and wastewater services to residents, businesses, and government installations in Beaufort and Jasper Counties, SC. It is governed by a Board of Directors consisting of eleven members. Local area governments in the two counties recommend potential board members to their

CLIMATE

Beaufort and Jasper Counties have humid, warm summers and relatively mild winters. July has an average high temperature of 90°F with lows in the mid-70s. January brings an average high temperature of 60°F with an average low of 42°F. The area gets an average of 48 inches of rain per year. By way of comparison, Florida gets an average of 54 inches while Virginia gets about 40 inches. Snow is extremely rare.

Hurricanes have not been common events in the area. Between 1850 and 2020, nine hurricanes have passed through the counties. The most recent of note was Hurricane Matthew in 2016 and cost \$55 million to clean up.

GEOGRAPHY

Beaufort and Jasper Counties are the two southernmost counties in the State of South Carolina. Beaufort County sits between Jasper County to the west and the Atlantic Ocean to the east. Jasper County borders the State of Georgia to the west. Together,



legislative delegations. The delegations, in turn, recommend candidates to the Governor who makes the appointment. Board members serve staggered terms of six years and can be reappointed. The most tenured current Board Member has served for over 20 years. Each member serves on one of three permanent subcommittees: Personnel Committee, Finance Committee, and Capital Projects Committee. The Board Chair, Vice-chair and Secretary/Treasurer are nominated by the Personnel Committee and voted on by the Board.

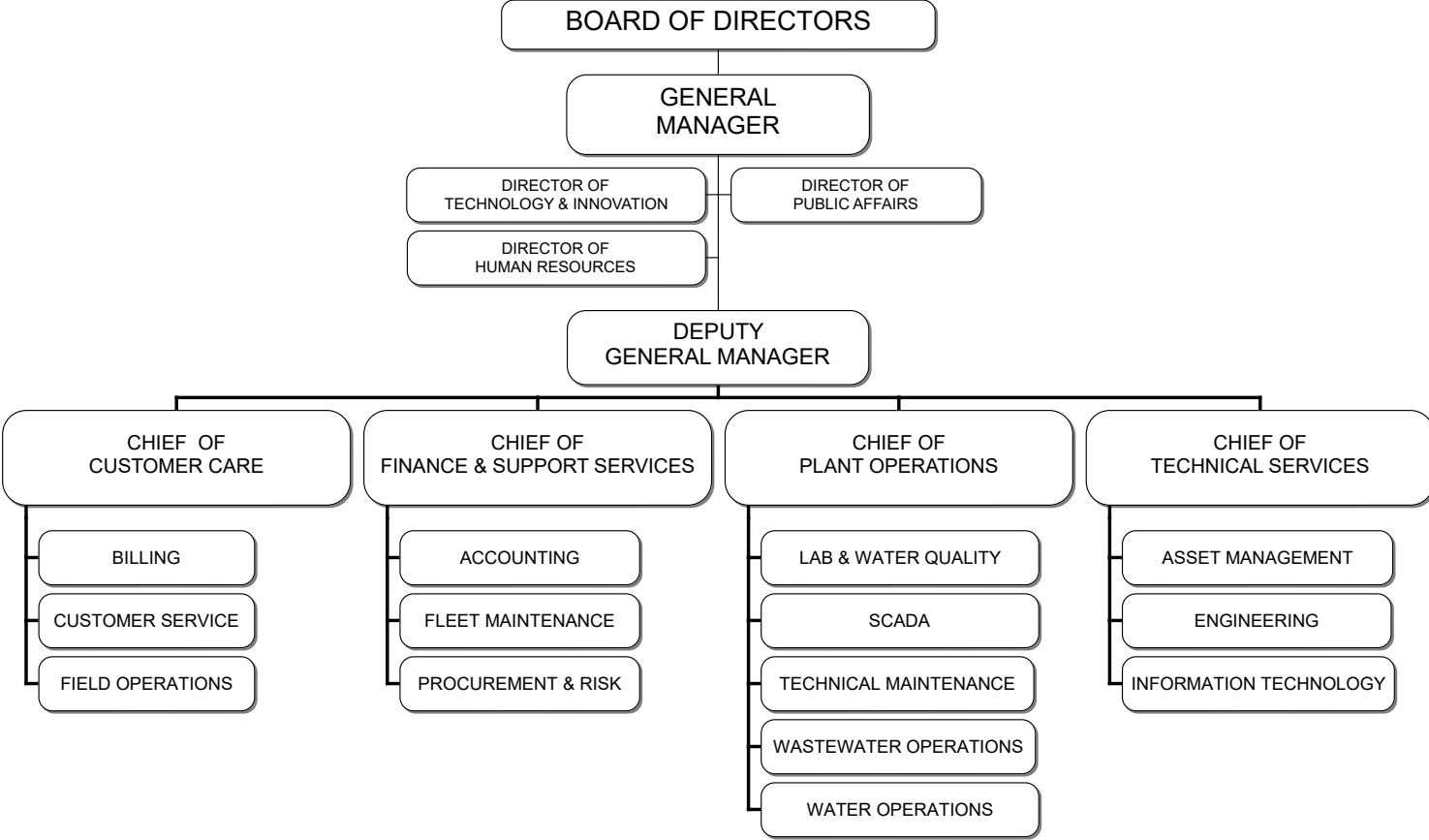
The Board is composed of very successful individuals who are dedicated public servants. They work well together and are collegial. While they can disagree on matters, they have agreed not to be disagreeable. They hold staff in high regard and respect the chain of command. They have three key employees. The first is the General Manager who oversees the organization's daily operations. The second is the Authority Attorney, who works for a local law firm and is on contract. The third is the Clerk to the General Manager.



The Authority's FY 2023 Expenditure Budget is \$77 million. The FY 2023 CIP Plan totals \$66M and FY23-25 3-Year CIP Plan totals \$169M. Overall, BJWSA has 196 employees, none of which are unionized. Chart 1 on on page 7 outlines the structure of the utility.

The Authority produces over 20 million gallons per day (mgd) of high-quality potable water which is sold to 65,337 retail accounts, as well as seven wholesale customers. The latter include military installations, public service districts, and private and municipal utilities. The wholesale customers resell and/or

Organizational Chart



NOTE: Divisions are presented alphabetically.

redistribute the water, resulting in total direct and indirect customers base in excess of 180,000.

Water is produced at the Chelsea Water Treatment Plant (capacity of 24 mgd) in Beaufort County and the Purrysburg WTP (capacity of 15 mgd) in Jasper County. Both facilities utilize the Savannah River as their source.

BJWSA maintains an 18-mile canal which carries water from the river to the treatment plants. During peak demand periods, the Authority supplements the water supply with ground water from the Floridan Aquifer. This ground water is also the primary source of drinking water for Point South and Palm Key in Jasper County. The Authority has 22 elevated storage tanks and two aquifer storage reservoirs that support the system.

The BJWSA's wastewater function serves 46,521 retail customers and two bulk/wholesale customers. The wastewater collection systems consist of gravity pipelines, lift stations, and force mains conveying wastewater to eight (8) treatment plants. The three largest wastewater treatment plants are Cherry Point Water Reclamation Facility (capacity 7.5 mgd), Port Royal Island Water Reclamation Facility (capacity 7.5 mgd), and the Hardeeville Wastewater Treatment Plant (capacity 2.7 mgd). The additional five plants' combined capacity is approximately 2.52 mgd. Other wastewater services include industrial pretreatment programs, water reclamation for irrigation, and sludge and septage disposal.

Approximately 8% of BJWSA's treated effluent is reused for irrigation. Another 50% is allocated to wetlands restoration in the Great Swamp, an area of lowland floodplain damaged by logging.

To meet the growing demand for water in southern Beaufort and Jasper Counties, the Authority has proposed a \$39.4 million expansion to the Purrysburg Water Treatment Plant. The expansion will double the plant's capacity from 15 million gallons per day to 30 million gallons, with considerations for an ultimate capacity of 45 million gallons per day. The project, which began construction in 2019, is being completed in phases.

The Authority proactively maintains its infrastructure. It has allocated \$8.3 million to expand the diameter of a 36" water main in southern Beaufort County, and \$7.5 million to prioritize galvanized line replacement ahead of the 2024 Lead & Copper Rule revisions deadline. BJWSA is also in the process of completing an \$8.5 million cellular meter replacement project, which will give customers daily data monitoring on their usage.

AWARDS

Beaufort-Jasper Water and Sewer Authority has received numerous awards for its commitment to excellence. Among others, in 2014 and 2019, the Association of Metropolitan Water Agencies (AMWA) honored the Authority with its Sustainability Award. The award recognizes water utilities with innovative and balanced efforts in their economic, social, and environmental endeavors. AMWA also awarded BJWSA with the Platinum Award for Competitiveness Achievement for efficiency, cost of operations, and quality of service. Nationwide, only nine utilities receive these awards each year.

Hardeeville Water Reclamation Facility expansion received the Institute for Sustainable Infrastructure Bronze Award for sustainable environmental, economic, and societal practices. This facility is the first Envision-verified project in South Carolina.

The National Association of Clean Water Agencies has awarded select BJWSA facilities with Peak Performance Awards each year since 2005 for outstanding compliance with National Pollutant Discharge Elimination System permit limits.

BJWSA received the National Environmental Achievement Award for Public Information & Education. This award recognized the Authority for its inventive method of educating the public during its Trick or Treatment event, a guided tour of its water reclamation facilities. BJWSA also received the 2022 National Environmental Achievement Award for Workforce Development in recognition of its inaugural internship program.

THE CHALLENGES AND OPPORTUNITIES

The Authority is extremely sound financially. It carries an AA+ bond rating and over a year's worth of operating reserves. It is not without its challenges, however.

The most significant challenge is growth. Both Beaufort and Jasper Counties have been discovered as very desirable places to live and are growing rapidly. Providing the necessary supporting infrastructure will be important. The growth also presents inter-governmental challenges. Developers, cities and counties may have unrealistic expectations for what the Utility can serve. Working well with others while protecting the Authority's interests will be important.

The other challenge is building a team and staff development. The staff members are very, very capable, but there will be a transition for both the staff and the new GM as they adapt to one another. We do not believe there will be any real issues, but transitions bring change. Along the same line, the GM will want to create a succession plan and one that makes the BJWSA's management more reflective of the community's demographics. Part of the plan will be a serious effort to mentor staff and prepare them for jobs at the next level.

THE IDEAL CANDIDATE

The Authority is looking first and foremost for a leader—someone who will quickly grasp the essential elements of the Utility and work as a partner to the Board to create a vision to carry the Authority forward into the future. The individual need not be an engineer but does need to have a sound understanding of and experience in leading Utility operations. The best candidate will be someone who has worked directly for a board and who understands board dynamics. The individual will be strong and confident – someone who is comfortable telling the Board diplomatically what it needs to hear, not what it wants to hear. The Board is not looking for a “Yes” person, but rather someone it can rely on to provide their best, honest, professional advice. At the same time, when the Board makes a decision, the individual will do his/her best to implement that direction.

The Authority has a very capable and long tenured staff. As a result, the selected candidate should not be a micromanager. Instead, he/she will focus on implementing the Board's direction. The GM will establish clearly defined goals for the staff, delegate the authority and responsibility needed to accomplish those goals, and then expect results. The individual will delegate, mentor, and inspire employees. Reasonable risk taking and creativity will be encouraged. The General Manager will realize that not every great idea will succeed and will not penalize those who try new approaches. He/she will be firm, fair, and demand accountability. The best candidate will be in the field as well as in the office and lead by example. He/she should plan to get to know all the employees.

The best candidate will focus on the big picture and think strategically. The individual will look over the horizon, anticipate issues, and resolve them before they become problems/emergencies. Outstanding customer service will be a priority, and the new GM will lead the way. The individual will understand that, as the CEO, he/she sets the tone and will create a culture of respect focused on getting to yes – that is, solving every customer's problem. If what the customer wants cannot be done, ideally an alternative will be suggested that allows them to reach their desired outcome. When a solution cannot be found, a good explanation of why will be provided. Further, decisions will be made expeditiously, recognizing that for many customers time is money.

The best candidate will have outstanding oral and written communication skills. He/she will also understand that listening skills are often more important than speaking. The individual will be equally comfortable working with the retired Fortune 500 executive as the day laborer. As a prominent face of the Utility, he/she will be at community events, meeting people, gauging the pulse of the community, and seeking ways to improve the Authority's performance. The individual will tell the Utility's story in a way that inspires the public's trust. The CEO will be open and approachable, as well as comfortable working with the media. The best candidate will have a sense of humor and recognize it can often diffuse tense situations.

The ideal candidate will understand that the Lowcountry has a “small town” feel with everyone knowing everyone. He/she will also recognize that competing interests exist in the political and development world. As such, the individual will know how to navigate local politics and do what is best for the Utility and its rate payers as a whole.

In terms of personality, the new GM will be bold, tenacious, high-energy, positive, proactive, and decisive. The individual will understand the importance of day-to-day operations. However, he/she will not let it divert his/her attention from the need to plan for the future and from accomplishing what needs to be done to ensure the organization’s long-term success. The individual will be an innovative and visionary (yet practical) thinker and a doer. He/she will be analytical, always seeking better ways to accomplish the Utility’s core businesses. Recognizing how openness encourages trust and how appearances are important, the GM will be as transparent as possible. The next General Manager will be calm in the storm, literally and figuratively. While constantly working to build consensus, he/she will be decisive. The individual make timely and sound decisions under pressure.

Skill with intergovernmental relations is necessary, given the CEO must deal with agencies at the local, state, regional and federal levels. He/she will be collaborative and able to effectively work across organizational lines to build consensus. The individual will understand that a group or coalition is more powerful than a single individual utility.

The ideal candidate will have a master’s degree in business administration, public administration, engineering, or a related field and 10-15 years’ experience (at least five which were at the senior management level) in water and/or wastewater utilities. In addition to operations, he/she will be knowledgeable of administration, finance, and capital projects.

Last, but by no means least, the board hopes the selected individual will be excited about living and working in the Lowcountry and stay as the General Manager for at least five to ten years.

COMPENSATION

The hiring salary range is \$225,000 to \$275,000 and the Board is willing to pay at the top of the range for the right candidate. Subsequent raises will be contingent on performance. Benefits are excellent. The General Manager will be part of the South Carolina State Retirement Plan.

RESIDENCY

The Authority expects its new General Manager to reside within the boundaries of the two counties.

HOW TO APPLY

E-mail your cover letter and resume to Recruit28@cb-asso.com by January 6th. Faxed and mailed resumes will not be considered. Questions should be directed to Stephen Sorrell at (513) 317-0678, or Colin Baenziger at (561) 707-3537.

CURRENT GENERAL MANAGER

The current General Manager is retiring after four years of service.

INTERNAL CANDIDATES

We do not anticipate any internal candidates.

CONFIDENTIALITY

No candidate’s name will be released without receiving prior permission from the candidate. In South Carolina, the process can be conducted with total confidentiality until the Utility selects three or fewer finalists.

THE PROCESS

Applications will be screened between January 5th and February 18th. Finalists will be selected on February 19th. A utility tour, reception and interviews will be held on February 23rd and 24th. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

Beaufort-Jasper Water & Sewer Authority is an Equal Opportunity Employer and strongly encourages women, minorities, and veterans to apply.

ADDITIONAL INFORMATION

For additional information about the area and the Authority, visit:

www.bjwsa.org

beaufortchamber.org

jaspersc.org

www.hiltonheadisland.org

southcarolinalowcountry.com

explorebeaufortsc.com

www.CultureHHI.org

