

STRATEGIC PLAN 2001 - 2006



County Council

Executive Summary

***Beaufort County,
South Carolina***

March 2001



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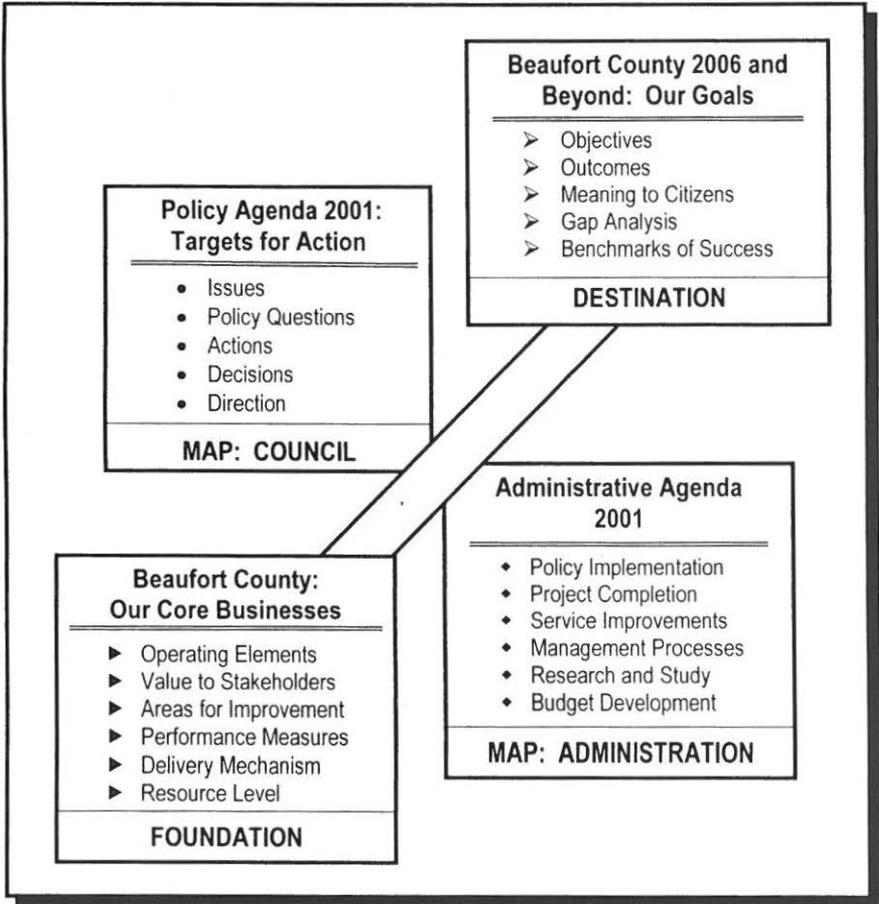
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Strategic Planning for Beaufort County



**Beaufort County 2006:
Our Goals**

Diversified Local Economy



Preservation of Natural Beauty and Waterways



Balanced, Orderly Growth



Affordable County Government



Effective Transportation and Road System



Housing Opportunities for All

Beaufort County Goals 2006: Definition

GOAL 1: DIVERSIFIED LOCAL ECONOMY

- Objective 1:** Expanded High Technology Businesses in County
- Objective 2:** New Job Opportunities for Our Residents – Higher Paying Jobs Available
- Objective 3:** Job Opportunities for Our Kids to Return Home
- Objective 4:** Adequate Roads and Infrastructure to Support Business Expansion
- Objective 5:** Keeping Our Military Bases
- Objective 6:** Develop and Improve Labor Force, Including Technical and Vocational Training

GOAL 2: PRESERVATION OF NATURAL BEAUTY AND WATERWAYS

- Objective 1:** Improved Quality of Our Waterways
- Objective 2:** Retaining Our Beautiful Views and Vistas: Water, Natural Areas
- Objective 3:** Preservation of Open, Green Spaces
- Objective 4:** Minimizing Environmental Impact of New Development
- Objective 5:** Protecting Our Environment, Natural Resources, Wildlife

Goals 2006: Definition (continued)

**GOAL 3:
BALANCED, ORDERLY GROWTH**

- Objective 1:** Balancing: Quality Development and Protection of Natural Resources
- Objective 2:** Growth Paying for Services and Infrastructure
- Objective 3:** Allowing Current Landowners to Develop Property – Preserving their Rights
- Objective 4:** Realistic and Usable Plans, Zoning and Development Regulations
- Objective 5:** All Governments Working Together on Future Development and Annexations

**GOAL 4:
AFFORDABLE COUNTY GOVERNMENT**

- Objective 1:** County Services Provided in Most Cost-Effective, Efficient Manner
- Objective 2:** Diversified Tax Base and Revenues
- Objective 3:** Our Residents Can Afford to Live Here in the Future
- Objective 4:** Adequate Reserves, Responsible Budgeting
- Objective 5:** Services with Adequate Resources
- Objective 6:** Pursuit of Alternative Revenues – Sales, Business License, User Fees
- Objective 7:** No Tax Increase

Goals 2006: Definition (continued)

**GOAL 5:
EFFECTIVE TRANSPORTATION AND ROAD SYSTEM**

- Objective 1:** Reduced Traffic Congestion, Greater Ease of Movement
- Objective 2:** Increased Use of Alternatives to Cars – Ferry Service, Public Transit
- Objective 3:** Safer Roads: Better Design, Fewer Accidents
- Objective 4:** Well-Maintained Roads, Fewer Dirt Roads, Fewer Potholes
- Objective 5:** Access to Services, to Work, to Leisure Opportunities
- Objective 6:** Access More Federal/State Dollars
- Objective 7:** State Fulfill Responsibilities

**GOAL 6:
HOUSING OPPORTUNITIES FOR ALL**

- Objective 1:** Increased Emphasis on Homeownership
- Objective 2:** Greater Diversity
- Objective 3:** Housing Opportunities for People who Work in Beaufort County
- Objective 4:** Increased Affordable Housing Units – More Choices for Low, Middle Income
- Objective 5:** Improved Quality of Housing Stock

**Beaufort County:
Core Businesses**

Keep Public Records

=====
Protect Public Health and Welfare

=====
Collect and Distribute Taxes

=====
Administer Court and Justice System

=====
Provide Law Enforcement

=====
Operate Jail and Detention Facility

=====
Manage Future Growth and Development

=====
Provide Emergency Management

=====
Manage Transportation System and Drainage System

=====
Provide Parks and Leisure Programs

Core Businesses: Definition

CORE BUSINESS 1: KEEP PUBLIC RECORDS

- | | |
|-----------------------------|--|
| Operating Element 1: | Maintain Public Records (Personal) – Birth, Death, Divorce, Adoption, etc. |
| Operating Element 2: | Record Deeds |
| Operating Element 3: | Maintain Court Records |
| Operating Element 4: | Manage Elections, Register Voters |
| Operating Element 5: | Assess Property Values and Manage Records |

► **Value to Citizens**

1. Assures Fair, Equitable Taxation with Opportunities to Verify Assessment
2. Confidence in Voting Record and Election
3. Accurate, Accessible Records
4. Protects Your Rights and Insures Public Privacy
5. Allows You to Sell, Buy and Transfer Property

**CORE BUSINESS 2:
PROTECT PUBLIC HEALTH AND WELFARE**

- | | |
|-----------------------------|---|
| Operating Element 1: | Operate "EMS" Services |
| Operating Element 2: | Provide Indigent Health Care: B.M.H. and Comprehensive Health |
| Operating Element 3: | Collect and Dispose Solid Waste, Provide Recycling Services |
| Operating Element 4: | Provide Mosquito Abatement |
| Operating Element 5: | Operate Animal Shelter |
| Operating Element 6: | Provide "Safety Net" Programs |
| Operating Element 7: | Fund Fire Districts |
| Operating Element 8: | Enforce Building, Nuisance and Health Codes |

► **Value to Citizens**

1. Timely Response to Medical Emergency, Fires with Well-Trained Personnel
2. Protection from Diseases Carried by Mosquitoes, from Waste
3. Basic Healthcare if You Cannot Afford It
4. Put the Trash Out, It is Gone – No Worry, Reliable Service
5. More Attractive, Safe Living Structures
6. Healthier Living Environment and Lifestyle

**CORE BUSINESS 3:
COLLECT AND DISTRIBUTE TAXES**

- | | |
|-----------------------------|------------------------------|
| Operating Element 1: | Appraise Property Values |
| Operating Element 2: | Collect Taxes |
| Operating Element 3: | Distribute Revenues |
| Operating Element 4: | Maintain Records |
| Operating Element 5: | Prepare Tax Billings |
| Operating Element 6: | Conduct Delinquent Tax Sales |

► **Value to Citizens**

1. Convenience in Paying Taxes – Quarterly Program
2. Assure Fair, Equitable Tax Process
3. Accurate Taxes, Accurate Tax Records
4. Funds County Services – Our Basic “Businesses” that Serve You

**CORE BUSINESS 4:
ADMINISTER COURT AND JUSTICE SYSTEM**

- | | |
|-----------------------------|---------------------------------------|
| Operating Element 1: | Prosecute Cases |
| Operating Element 2: | Operate Court System: Adult, Juvenile |
| Operating Element 3: | Make Judgements: Civil, Criminal |
| Operating Element 4: | Resolve Disputes |
| Operating Element 5: | Operate Family Court |
| Operating Element 6: | Operate Probate Court |
| Operating Element 7: | Provide Indigent Defense Services |
| Operating Element 8: | Provide Coroner Services |
| Operating Element 9: | Operate Drug Court |

► **Value to Citizens**

1. Forum for Non-Violent Dispute Resolution
2. Collection Actions Insures Income to Single Mothers and Children
3. Basic Protection – Criminals Off the Streets – You Can Feel Safe
4. If You Break the Law, You will be Prosecuted
5. If You Need Legal Services, it will be Provided

**CORE BUSINESS 5:
PROVIDE LAW ENFORCEMENT**

- | | |
|-----------------------------|---|
| Operating Element 1: | Patrol Roads |
| Operating Element 2: | Investigate Crimes, Prepare for Prosecution |
| Operating Element 3: | Provide Contract Service: Hilton Head Island |
| Operating Element 4: | Provide Public Education Programs on Safety – Citizen Responsibilities for Safety, Include D.A.R.E. |
| Operating Element 5: | Manage Traffic, Including Control Traffic at Schools |
| Operating Element 6: | Patrol Waterways for Safety |
| Operating Element 7: | Provide School Resources Office |
| Operating Element 8: | Administer Warrants |

► **Value to Citizens**

1. You Can Feel Safe – Any Place, Any Time, Any Location
2. Safer Streets, Less Road Rage, More Efficient Movement of Traffic
3. Public Education Safety Means Safer Community, Especially Our Kids
4. Reputation: If You Break the Law, You will be Arrested
5. Timely Response to a Call for Service

**CORE BUSINESS 6:
OPERATE JAIL AND DETENTION FACILITY**

- | | |
|-----------------------------|--|
| Operating Element 1: | Operate Jail |
| Operating Element 2: | Operate Correction Programs |
| Operating Element 3: | Assist Victims |
| Operating Element 4: | Provide Health and Medical Services to Inmates |

► Value to Citizens

1. Cheaper to Operate Jail than Send People to Other Jails – Transport and Housing Costs
2. Making Money on Housing Prisoners from Other Jurisdictions
3. Criminals Off the Streets – Safer Living Environment
4. Access to Family Members in Jail
5. Assistance to Victims – Counseling Services

**CORE BUSINESS 7:
MANAGE FUTURE GROWTH AND DEVELOPMENT**

- | | |
|-----------------------------|--|
| Operating Element 1: | Plan for Future Development and Land Uses |
| Operating Element 2: | Guide Land Use through Balanced Zoning |
| Operating Element 3: | Administer Development Standards and Regulations |
| Operating Element 4: | Operate Water and Sewer System |
| Operating Element 5: | Maintain GIS/Maps |

▶ **Value to Citizens**

1. Protects Quality of Life: Fishing, Boating, No Traffic Congestion, Ambiance of Area, Trees, Views
2. Protect Quality of Our Living Environment
3. Protection of Lifestyle and Community Character
4. Protects Your Investment: House, Business, Retirement

**CORE BUSINESS 8:
PROVIDE EMERGENCY MANAGEMENT**

- | | |
|-----------------------------|--|
| Operating Element 1: | Operate 9-1-1 Center (Communication Center) |
| Operating Element 2: | Handle Hazardous Materials through HazMat Team |
| Operating Element 3: | Plan for Natural Disasters |
| Operating Element 4: | Coordinate Activities in an Emergency |
| Operating Element 5: | Direct Post Disaster Recovery Efforts |

► **Value to Citizens**

1. Advance Warning of Disasters, Advance Planning – We are Prepared
2. Protects Your Property, Your Life
3. Better Coordination among Public Agencies
4. Quick Restoration of Services after Emergency or Disaster
5. Protects/Enhanced Property Values

**CORE BUSINESS 9:
MANAGE TRANSPORTATION SYSTEM
AND DRAINAGE SYSTEM**

Operating Element 1:	Coordinate on State Road Projects
Operating Element 2:	Design Road System
Operating Element 3:	Maintain County Roads
Operating Element 4:	Plan and Manage Stormwater
Operating Element 5:	Manage Airports
Operating Element 6:	Develop and Manage Mass Transit

► **Value to Citizens**

1. Cleaner Waterways
2. Access for Residents to Shopping, to Work, to Recreational Opportunities
3. Convenience for Tourists: Contribute to Local Economy, Reduce Tax Burden on Residents
4. Ease of Moving with Reduced Congestion
5. Protection from Flooding

**CORE BUSINESS 10:
PROVIDE PARKS AND LEISURE PROGRAMS**

- | | |
|-----------------------------|---|
| Operating Element 1: | Operate Library |
| Operating Element 2: | Plan, Develop and Maintain Parks: Active and Passive |
| Operating Element 3: | Operate Community Centers |
| Operating Element 4: | Provide Recreational and Athletic Programs – Countywide |
| Operating Element 5: | Build and Operate Swimming Pools |
| Operating Element 6: | Plan, Construct and Manage Boat Ramps |
| Operating Element 7: | Acquire and Manage Open Space Land – New Passive Parks |

► Value to Citizens

1. Places for Children and Family Activities
2. Access to Water
3. Protection of Greenspace for Passive Activities and Viewing
4. Access to Water
5. Eliminate Drowning

Policy Agenda 2001

TOP PRIORITY

Comprehensive Transportation Plan and Policy (Countywide)
Comprehensive Plan: Revision
Water and Sewer: Direction

HIGH PRIORITY

Performance Audit/Management Plan
Stormwater Utility: Direction
Zoning Development Standards Ordinance: Revision
USCB: Policy on Financial Support
Alternative Revenues: Policy and Action
Fire/EMS Consolidation

IN PROGRESS

Redistricting: Resolution

Administrative Agenda 2001

- 1. Burton Wells Park**
- 2. 170 Project: Monitoring**
- 3. Land Acquisition**
- 4. Recruitment/Selection Process Evaluation**
- 5. County Organization Structure**



County Council Members

Thomas C. Taylor
Chairman

Marvin H. Dukes, III
Vice Chairman

Frank Brafman
JE "Pete" Covington

Robert E. Cuttino, Jr.

Mark D. Generales

Herbert N. Glaze

William H. Ladson

Peter Lamb

William L. McBride

Wm. Weston J. Newton

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Beaufort County Council Goals

2001

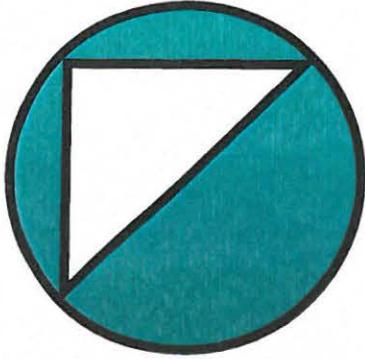
Top Priority

- ◆ The completion and adoption of a Countywide Comprehensive Transportation Plan and Policy that will aggressively address the countywide transportation needs of Beaufort County.
- ◆ Formulation, adoption and implementation of an action plan to review and revise Beaufort County's Comprehensive Plan, such revisions to be considered in consultation, and hopefully cooperation, with the municipalities.
- ◆ Initiate, undertake, and complete an analysis of whether the citizens of the County will be best served by Beaufort County assuming direction and control of the Beaufort/Jasper Water and Sewer Authority for the planning and delivery of water and sewer service to Beaufort County in the future.

High Priority

- ◆ Review and revision of the Zoning and Development Standards Ordinance in keeping with the County's continuing need to constantly review and revise its development ordinances.
 - ◆ Complete the performance audit/management plan with the intention of providing the citizens of this County with more efficient services.
 - ◆ Receive the stormwater utility plan proposal from the citizens committee, analyze same and implement an appropriate stormwater utility program to address the serious drainage and runoff problems that exist throughout the County.
 - ◆ Investigate and pursue appropriate alternative forms of revenue for the County, to include a review of existing fees and consideration of new user fees where appropriate.
 - ◆ Perform an analysis of potentially consolidating emergency medical services and fire districts to determine whether the citizens of the County would be well served by such consolidation and if the analysis is favorable, draft, adopt, and implement a program to begin such consolidation.
- ◆ Adopt a plan of action to encourage the opening of a four-year degree-granting branch of the University of South Carolina at New River.
 - ◆ In compliance with the United States Constitution and the laws of the great State of South Carolina, redistrict the County Council Districts in a fair and equitable manner according to the decennial census figures, existing case law and court precedent.





Lyle Sumek Associates, Inc.

STRATEGIC PLAN 2001 - 2006



**Beaufort County Council
Beaufort, South Carolina**

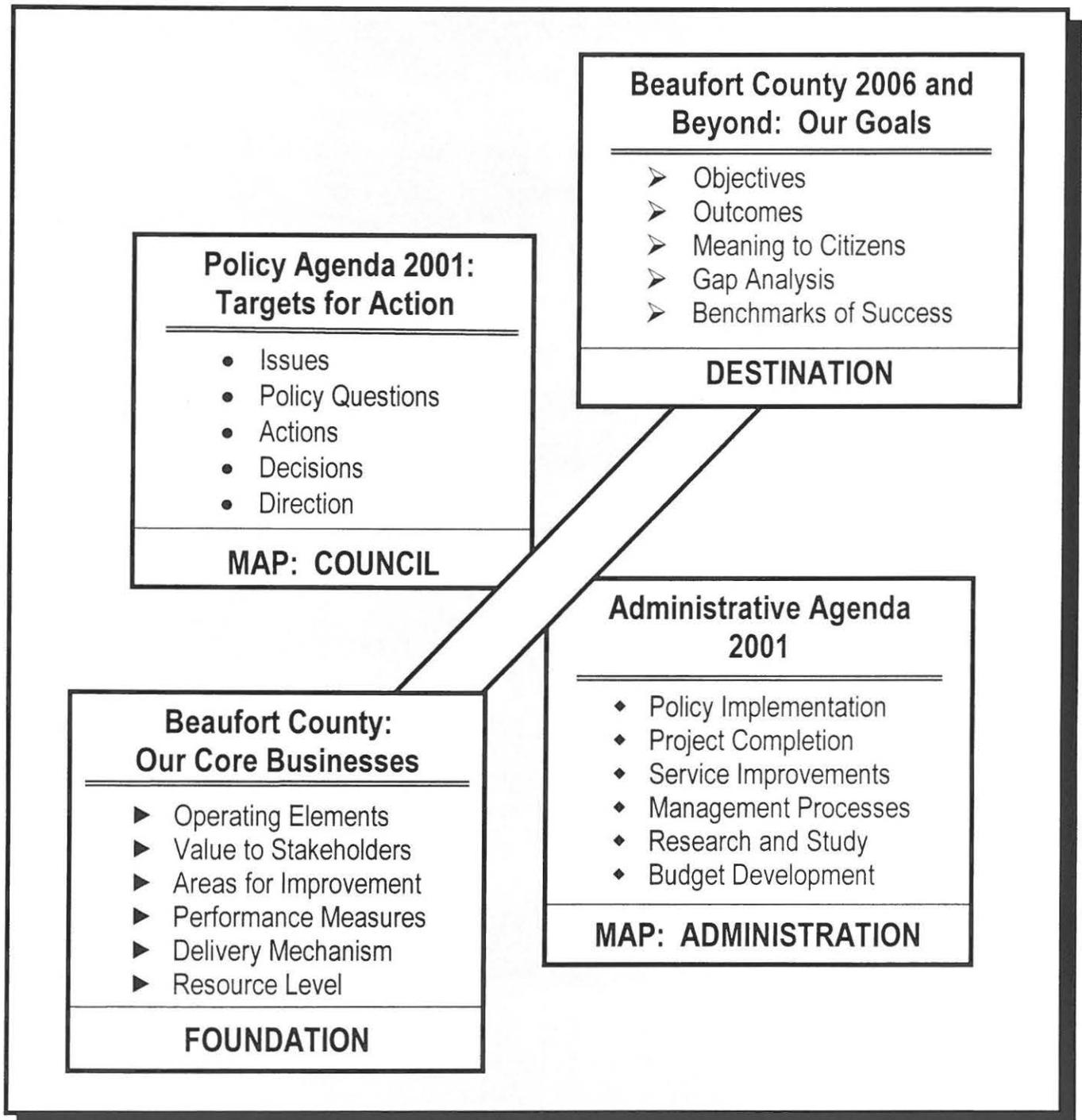
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Strategic Planning for Beaufort County

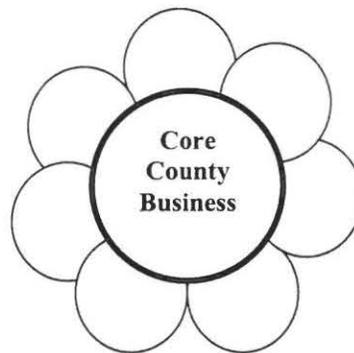


ELEMENT 1

**OUR MISSION -
Core Businesses of County Government**

The *Mission* defines the basic businesses of the County government – reason for existence and contribution to the community, and to the quality of life for our citizens. The mission begins with the core businesses of County government and then the businesses of each department are identified and developed. Different cities have some common businesses and some businesses that are unique to their County.

**Departmental
Businesses**



An effective **MISSION** must have:

County Contribution to Community – defines the County government’s role and contributes to a better quality of life for our citizens/stakeholders, and to the betterment of our community as a whole.

Basic Business Elements – establishes the basic businesses of the County government – our core services, programs and products.

Meaning to Citizens and Employees – describes to a citizen the services and programs that they can expect from the County and how their daily life might be impacted; describes to the employee what their “job” is.

Performance Measures – defines what business success means – criteria for judging success, evaluating impact of our services, programs and products, and for determining value to our citizens. [Value = Quality/Costs]

Continuous Improvement Process – is an ongoing process for evaluating performance and organizational processes and exploring new, innovative and more cost effective ways for providing services and implementing programs.

ELEMENT 2	OUR GOALS - Outcomes for Our Community
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The **Goals** define five-year outcomes for the County community – the destination point and direction for the County. The goals become a guidepost for policy development, policy decisions, management decisions and management/organization action.

An effective **GOAL** must have:

Specific Objectives – guidelines that define the goal to the community and to the organization and become a test for the organization and management – Are our actions (services and programs) helping to achieve this goal?

Meaning for Citizens – to a citizen in simple, understandable and concise terms that are relevant to their daily life – three or four basic messages.

Analysis of Gaps – a process for evaluating where the County is today in respect to a goal and objectives and what needs to be done to achieve this goal – identifying challenges and opportunities.

Benchmarks – criteria for measuring success in the community, focusing on the question – Are we (the County) achieving our desired outcomes?

Annual Performance Report – identifies major steps taken by the County Council and the County organization to achieve the goals and the impacts in the community – a report to our stakeholders.

ELEMENT 3	POLICY AGENDA - Targets for Council Action
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The *Policy Agenda* establishes a one-year work program for the County Council of the most important policy issues that need to be addressed short-term. The focus is on “How” the County organization conducts business, manages programs and services, and implements projects.

An effective **POLICY TARGET** must have:

Policy Questions – key questions where the County Council must determine overall direction, define the County’s role, set policy framework for programs, services, projects and processes – issues for study, analysis and policy deliberation.

Action Outlines – set forth the expectations of the County Council members and translate them into specific action steps that need to be taken during the next year by the Council to address the issues.

Policy Calendar – develop a realistic policy calendar for actions by the County Council and committees during the next year – helps Council focus energy on key policy issues shaping the County’s future.

Responsible Party(ies) – begins with who needs to be involved in addressing the target issues and who has “ultimate” responsibilities for following through to completion.

Progress Report – a process for monitoring activities to complete a target summarizing recent actions, completed steps and upcoming activities – monthly or quarterly reports to the County Council.

ELEMENT 4

**ORGANIZATION AGENDA -
Actions for Managers**

The *Organization Agenda* establishes a one-year work program for the County Management Team of the administrative and internal organization issues that need to be addressed short-term.

An effective **ADMINISTRATIVE TARGET** must have:

Administrative Questions – key organizational and managerial questions that Managers/Management Team determine the overall direction; define the roles and responsibilities of managers, supervisors and employees; set administrative policies.

Parameters/Guidelines – set forth basic, internal parameters for addressing the administrative question and might include resource level, expected outcomes for the organization, or underlying assumption (e.g., the scope of the issue, the size of the “ballpark”).

Process Plan – outlines the organizational process on how the target will be addressed within the organization, including a timeframe for closure or completion, who needs to be involved and how to appropriately involve managers and employees.

Responsible Teams/Manager – identifies interdepartmental teams or manager responsibilities, distinguishing support staff who complete research and analysis from the team or manager, who are responsible for making recommendations, finalizing proposal or making the decision.

Status Report – a process for reporting to Managers on progress and for getting further direction and guidelines.

Beaufort County 2006: Our Goals

Diversified Local Economy



Preservation of Natural Beauty and Waterways



Balanced, Orderly Growth



Affordable County Government



Effective Transportation and Road System



Housing Opportunities for All

Beaufort County Goals 2006: Definition

GOAL 1: DIVERSIFIED LOCAL ECONOMY

- | | |
|---------------------|--|
| Objective 1: | Expanded High Technology Businesses in County |
| Objective 2: | New Job Opportunities for Our Residents – Higher Paying Jobs Available |
| Objective 3: | Job Opportunities for Our Kids to Return Home |
| Objective 4: | Adequate Roads and Infrastructure to Support Business Expansion |
| Objective 5: | Keeping Our Military Bases |
| Objective 6: | Develop and Improve Labor Force, Including Technical and Vocational Training |

► **Gap Analysis: Challenges and Opportunities**

Short Term:

1. Comprehensive Transportation Plan (Countywide)
2. Comprehensive Plan: Business Placement
3. USCB and T.C.L.: Financial Support

Long Term:

1. Affordable Housing Policy
2. Zoning and Development Standards
3. High Technology Business Recruitment Strategy
4. Use of Air Station
5. Minority Business Program
6. Business and Marketing Plan for Each Airport
7. Social District at A.C.E. and Existing Schools: Expansion of Vocations
8. Local Preference Ordinance

Goals 2006: Definition (continued)

GOAL 2: PRESERVATION OF NATURAL BEAUTY AND WATERWAYS

- | | |
|---------------------|--|
| Objective 1: | Improved Quality of Our Waterways |
| Objective 2: | Retaining Our Beautiful Views and Vistas: Water, Natural Areas |
| Objective 3: | Preservation of Open, Green Spaces |
| Objective 4: | Minimizing Environmental Impact of New Development |
| Objective 5: | Protecting Our Environment, Natural Resources, Wildlife |

► **Gap Analysis: Challenges and Opportunities**

Short Term:

1. Stormwater Utility
2. Water and Sewer: Direction

Long Term:

1. Land Acquisition: Open Space
2. Comprehensive Plan
3. Zoning and Development Standards
4. Impact Fees: Acquisition of Open Space
5. Water Quality Testing
6. Inventory Engineering and Mechanical Ways
7. Real Estate Transfer Fee: For Open Space

Goals 2006: Definition (continued)

**GOAL 3:
BALANCED, ORDERLY GROWTH**

- Objective 1:** Balancing: Quality Development and Protection of Natural Resources
- Objective 2:** Growth Paying for Services and Infrastructure
- Objective 3:** Allowing Current Landowners to Develop Property – Preserving their Rights
- Objective 4:** Realistic and Usable Plans, Zoning and Development Regulations
- Objective 5:** All Governments Working Together on Future Development and Annexations

► **Gap Analysis: Challenges and Opportunities**

Short Term:

1. Zoning and Development Standards, Including Permitting Process

Long Term:

1. Comprehensive Transportation Plan
2. Comprehensive Plan
3. Annexations
4. Impact Fees
5. Affordable Housing Policy
6. Community Preservation District: CIP Funding, Alternative Funding Sources

Goals 2006: Definition (continued)

**GOAL 4:
AFFORDABLE COUNTY GOVERNMENT**

- Objective 1:** County Services Provided in Most Cost-Effective, Efficient Manner
- Objective 2:** Diversified Tax Base and Revenues
- Objective 3:** Our Residents Can Afford to Live Here in the Future
- Objective 4:** Adequate Reserves, Responsible Budgeting
- Objective 5:** Services with Adequate Resources
- Objective 6:** Pursuit of Alternative Revenues – Sales, Business License, User Fees
- Objective 7:** No Tax Increase

► **Gap Analysis: Challenges and Opportunities**

Short Term:

1. Performance Audit/Management Plan
2. Alternative Revenues
3. Fire/EMS Consolidation

Long Term:

1. Service Consolidation with Municipal
2. County Organization Structure
3. Recruitment/Selection Process
4. Spending Limit Ordinance
5. E-Government Expansion
6. Business License Fee and Schedules
7. Review All Fees
8. Sheriff Performance Audit

Goals 2006: Definition (continued)

**GOAL 5:
EFFECTIVE TRANSPORTATION AND ROAD SYSTEM**

- Objective 1:** Reduced Traffic Congestion, Greater Ease of Movement
- Objective 2:** Increased Use of Alternatives to Cars – Ferry Service, Public Transit
- Objective 3:** Safer Roads: Better Design, Fewer Accidents
- Objective 4:** Well-Maintained Roads, Fewer Dirt Roads, Fewer Potholes
- Objective 5:** Access to Services, to Work, to Leisure Opportunities
- Objective 6:** Access More Federal/State Dollars
- Objective 7:** State Fulfill Responsibilities

► **Gap Analysis: Challenges and Opportunities**

Short Term:

1. Comprehensive Transportation Plan
2. Comprehensive Plan

Long Term:

1. Zoning and Development Standards
2. Impact Fees
3. 170 Project
4. US 278 Traffic Flow
5. Bridges
6. Ferry Service
7. County Mass Transit
8. County Lobbyist
9. Better Relations with Legislative Delegation

Goals 2006: Definition (continued)

**GOAL 6:
HOUSING OPPORTUNITIES FOR ALL**

- Objective 1:** Increased Emphasis on Homeownership
- Objective 2:** Greater Diversity
- Objective 3:** Housing Opportunities for People who Work in Beaufort County
- Objective 4:** Increased Affordable Housing Units – More Choices for Low, Middle Income
- Objective 5:** Improved Quality of Housing Stock

- ▶ **Gap Analysis: Challenges and Opportunities**
 - Short Term:**
 1. Comprehensive Plan
 2. Zoning and Development Standards
 - Long Term:**
 1. Affordable Housing Policy
 2. Loan Assistance from County: Housing
 3. Property Tax (Part of “Affordability”)

Beaufort County: Our Core Businesses

Keep Public Records

Protect Public Health and Welfare

Collect and Distribute Taxes

Administer Court and Justice System

Provide Law Enforcement

Operate Jail and Detention Facility

Manage Future Growth and Development

Provide Emergency Management

Manage Transportation System and Drainage System

Provide Parks and Leisure Programs

Core Businesses: Definition

CORE BUSINESS 1: KEEP PUBLIC RECORDS

- | | |
|-----------------------------|--|
| Operating Element 1: | Maintain Public Records (Personal) – Birth, Death, Divorce, Adoption, etc. |
| Operating Element 2: | Record Deeds |
| Operating Element 3: | Maintain Court Records |
| Operating Element 4: | Manage Elections, Register Voters |
| Operating Element 5: | Assess Property Values and Manage Records |

► Value to Citizens

1. Assures Fair, Equitable Taxation with Opportunities to Verify Assessment
2. Confidence in Voting Record and Election
3. Accurate, Accessible Records
4. Protects Your Rights and Insures Public Privacy
5. Allows You to Sell, Buy and Transfer Property

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Core Business 1: Keep Public Records

► Areas for Improvement

Short Term:

1. Voter Registration Accuracy and Enforcement
2. Assessor, Auditor Treasurer, Registrar of Deeds: Public Information on Responsibilities
3. Security of Web Site, Data and Records
4. User Fee for Online Costs – Operating and Capital Expenses

Long Term:

1. Move Toward Paperless Elections
2. Statewide, Unified Record System
3. Increased Automation of Court Records
4. County Record: Paperless

CORE BUSINESS 2: PROTECT PUBLIC HEALTH AND WELFARE

- | | |
|-----------------------------|---|
| Operating Element 1: | Operate “EMS” Services |
| Operating Element 2: | Provide Indigent Health Care: B.M.H. and Comprehensive Health |
| Operating Element 3: | Collect and Dispose Solid Waste, Provide Recycling Services |
| Operating Element 4: | Provide Mosquito Abatement |
| Operating Element 5: | Operate Animal Shelter |
| Operating Element 6: | Provide “Safety Net” Programs |
| Operating Element 7: | Fund Fire Districts |
| Operating Element 8: | Enforce Building, Nuisance and Health Codes |

► **Value to Citizens**

1. Timely Response to Medical Emergency, Fires with Well-Trained Personnel
2. Protection from Diseases Carried by Mosquitoes, from Waste
3. Basic Healthcare if You Cannot Afford It
4. Put the Trash Out, It is Gone – No Worry, Reliable Service
5. More Attractive, Safe Living Structures
6. Healthier Living Environment and Lifestyle

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Core Business 2: Protect Public Health and Welfare

► Areas for Improvement

Short Term:

1. Fire District Consolidation
2. Fire-EMS Consolidation
3. Expanded Code Enforcement
4. Alternatives to Septics – Legislative Changes
5. Basic Potable Water Service to All County Residents

Long Term:

1. Building Codes: Update
2. Septic Tank: Program to Help People Improve their Tanks
3. Alternatives to Mosquito Spraying
4. Recycling Program: Expansion
5. Abandoned/Derelict Mobile Home Program (Countywide)
6. Minimum Housing Standard Code and Property Maintenance
7. Improved EMS Response Time
8. Sewer to All Residents
9. Enhanced Animal Control Services – South Beaufort County
10. Enforcement: Abatement of Unsafe Buildings
11. Hazard Mitigation Plan for County

CORE BUSINESS 3: COLLECT AND DISTRIBUTE TAXES

Operating Element 1:	Appraise Property Values
Operating Element 2:	Collect Taxes
Operating Element 3:	Distribute Revenues
Operating Element 4:	Maintain Records
Operating Element 5:	Prepare Tax Billings
Operating Element 6:	Conduct Delinquent Tax Sales

► **Value to Citizens**

1. Convenience in Paying Taxes – Quarterly Program
2. Assure Fair, Equitable Tax Process
3. Accurate Taxes, Accurate Tax Records
4. Funds County Services – Our Basic “Businesses” that Serve You

► **Areas for Improvement**

Short Term:

1. Taxing Procedures: Evaluation and Refinement (e.g., Notification of Change of Address, Tax Sale Information, Sale Only to Satisfy Tax Bill)
2. 15% Cap on Property Tax – Limited to Residential Properties
3. Sales Tax in Lieu of Property Tax
4. Safety Net for Delinquent Tax Program

Long Term:

1. Service Consolidation: Opportunities
2. Performance Audit: Completion
3. Timely Delivery of Reassessment Notices and Tax Bills
4. Service Efficiency: Evaluation
5. Reassessment: Public Information
6. Reappraisal Notice: Value of Land vs. Building

CORE BUSINESS 4: ADMINISTER COURT AND JUSTICE SYSTEM

Operating Element 1:	Prosecute Cases
Operating Element 2:	Operate Court System: Adult, Juvenile
Operating Element 3:	Make Judgements: Civil, Criminal
Operating Element 4:	Resolve Disputes
Operating Element 5:	Operate Family Court
Operating Element 6:	Operate Probate Court
Operating Element 7:	Provide Indigent Defense Services
Operating Element 8:	Provide Coroner Services
Operating Element 9:	Operate Drug Court

► **Value to Citizens**

1. Forum for Non-Violent Dispute Resolution
2. Collection Actions Insures Income to Single Mothers and Children
3. Basic Protection – Criminals Off the Streets – You Can Feel Safe
4. If You Break the Law, You will be Prosecuted
5. If You Need Legal Services, it will be Provided

► **Areas for Improvement**

Short Term:

1. Use of State Prisoners from Jasper County for Roadway Litter Clean Up
2. Criminal Court: More Terms

Long Term:

1. Drug Court: Expansion
2. Solicitor's Office: Increased State Funding
3. Prosecutors: Compensation and Retention
4. Probate Court: More Accessible South of Broad

CORE BUSINESS 5: PROVIDE LAW ENFORCEMENT

- | | |
|-----------------------------|---|
| Operating Element 1: | Patrol Roads |
| Operating Element 2: | Investigate Crimes, Prepare for Prosecution |
| Operating Element 3: | Provide Contract Service: Hilton Head Island |
| Operating Element 4: | Provide Public Education Programs on Safety – Citizen Responsibilities for Safety, Include D.A.R.E. |
| Operating Element 5: | Manage Traffic, Including Control Traffic at Schools |
| Operating Element 6: | Patrol Waterways for Safety |
| Operating Element 7: | Provide School Resources Office |
| Operating Element 8: | Administer Warrants |

► **Value to Citizens**

1. You Can Feel Safe – Any Place, Any Time, Any Location
2. Safer Streets, Less Road Rage, More Efficient Movement of Traffic
3. Public Education Safety Means Safer Community, Especially Our Kids
4. Reputation: If You Break the Law, You will be Arrested
5. Timely Response to a Call for Service

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Core Business 5: Provide Law Enforcement

► Areas for Improvement

Short Term:

1. Better Managing Traffic Management during Times of Construction/
Schools
2. Coordination: Sheriff, Police Department, Other Law Enforcement
Agencies, Private Security
3. Personal Property Tax Enforcement

Long Term:

1. Family Involvement in Children's Lives
2. Tow Truck during Rush Hour Program, Including Traffic Coordinator
3. Enhanced Training for Sheriff's Deputies
4. Sheriff-County Relationship

**CORE BUSINESS 6:
OPERATE JAIL AND DETENTION FACILITY**

- | | |
|-----------------------------|--|
| Operating Element 1: | Operate Jail |
| Operating Element 2: | Operate Correction Programs |
| Operating Element 3: | Assist Victims |
| Operating Element 4: | Provide Health and Medical Services to Inmates |

▶ **Value to Citizens**

1. Cheaper to Operate Jail than Send People to Other Jails – Transport and Housing Costs
2. Making Money on Housing Prisoners from Other Jurisdictions
3. Criminals Off the Streets – Safer Living Environment
4. Access to Family Members in Jail
5. Assistance to Victims – Counseling Services

▶ **Areas for Improvement**

1. Work Release Program
2. Jail: Long-Range Planning (Approval/Action)

CORE BUSINESS 7: MANAGE FUTURE GROWTH AND DEVELOPMENT

- | | |
|-----------------------------|--|
| Operating Element 1: | Plan for Future Development and Land Uses |
| Operating Element 2: | Guide Land Use through Balanced Zoning |
| Operating Element 3: | Administer Development Standards and Regulations |
| Operating Element 4: | Operate Water and Sewer System |
| Operating Element 5: | Maintain GIS/Maps |

► **Value to Citizens**

1. Protects Quality of Life: Fishing, Boating, No Traffic Congestion, Ambiance of Area, Trees, Views
2. Protect Quality of Our Living Environment
3. Protection of Lifestyle and Community Character
4. Protects Your Investment: House, Business, Retirement

► **Areas for Improvement**

Short Term:

1. Comprehensive Plan: Review and Revision
2. ZDSO: Common with Municipalities
3. BTWSA: Review Oversight/Control to County, Referendum
4. Annexations
5. P.U.D. Ordinance
6. Realistic Enforcement

Long Term:

1. Conservation Easements
2. Permitting Process: Streamlining, Customer Service
3. Waterway Protection: Buffers, Surface
4. T.D.R./P.D.R. Programs
5. Designing for Public Safety – Lighting, Cell Boxes
6. Sewer Extension to Rural Areas
7. Shell Point and Corners Community C.P. Plans
8. 170 Corridor Study
9. Elimination: DRT Unanimous Vote

CORE BUSINESS 8: PROVIDE EMERGENCY MANAGEMENT

- | | |
|-----------------------------|--|
| Operating Element 1: | Operate 9-1-1 Center (Communication Center) |
| Operating Element 2: | Handle Hazardous Materials through HazMat Team |
| Operating Element 3: | Plan for Natural Disasters |
| Operating Element 4: | Coordinate Activities in an Emergency |
| Operating Element 5: | Direct Post Disaster Recovery Efforts |

▶ **Value to Citizens**

1. Advance Warning of Disasters, Advance Planning – We are Prepared
2. Protects Your Property, Your Life
3. Better Coordination among Public Agencies
4. Quick Restoration of Services after Emergency or Disaster
5. Protects/Enhanced Property Values

▶ **Areas for Improvement**

Short Term:

1. Evacuation Coordination with State
2. Upgrade Communication with Public

Long Term:

1. Consolidation of County and Hilton Head 9-1-1 Communication Center
2. Emergency Response Team for Traffic Emergency
3. Use Public Access Channel for Live County Radio Updates in an
Emergency
4. Debris Removal after Disasters: Responsibility

**CORE BUSINESS 9:
MANAGE TRANSPORTATION SYSTEM
AND DRAINAGE SYSTEM**

- | | |
|-----------------------------|-----------------------------------|
| Operating Element 1: | Coordinate on State Road Projects |
| Operating Element 2: | Design Road System |
| Operating Element 3: | Maintain County Roads |
| Operating Element 4: | Plan and Manage Stormwater |
| Operating Element 5: | Manage Airports |
| Operating Element 6: | Develop and Manage Mass Transit |

► **Value to Citizens**

1. Cleaner Waterways
2. Access for Residents to Shopping, to Work, to Recreational Opportunities
3. Convenience for Tourists: Contribute to Local Economy, Reduce Tax Burden on Residents
4. Ease of Moving with Reduced Congestion
5. Protection from Flooding

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**Core Business 9:
Manage Transportation System and Drainage System**

► **Areas for Improvement**

Short Term:

1. Stormwater Utility: Direction
2. Additional Bridges:
3. US 278: Reversible Lanes/Additional Lanes
4. Alternative Route to US 278

Long Term:

1. Mass Transit Service: Direction
2. Impact Fees
3. Ferry Service
4. Waterway/Shell Fishing: Protection Program
5. Dirt Road Program
6. Air Station: Joint Utilization
7. 170 Project to 46
8. Privatization: Lady's Island Hangers
9. Additional Exits from I-95
10. Air Service (Jets): Expansion

**CORE BUSINESS 10:
PROVIDE PARKS AND LEISURE PROGRAMS**

Operating Element 1:	Operate Library
Operating Element 2:	Plan, Develop and Maintain Parks: Active and Passive
Operating Element 3:	Operate Community Centers
Operating Element 4:	Provide Recreational and Athletic Programs – Countywide
Operating Element 5:	Build and Operate Swimming Pools
Operating Element 6:	Plan, Construct and Manage Boat Ramps
Operating Element 7:	Acquire and Manage Open Space Land – New Passive Parks

► **Value to Citizens**

1. Places for Children and Family Activities
2. Access to Water
3. Protection of Greenspace for Passive Activities and Viewing
4. Access to Water
5. Eliminate Drowning

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Core Business 10: Provide Parks and Leisure Programs

► Areas for Improvement

Short Term:

1. Better Coordination with Schools – Joint Facilities Use
2. Library Services: Expansion – Hours, Collection
3. Boat Ramps: Expanded Uses for Picnic 5, Crabbing, Shrimping, Including Restrooms and Non-motorized Boats
4. Burton Wells Park: Completion
5. Background Checks on Coaches

Long Term:

1. Expanded Programs for Youth – Tutoring, After School Care
2. Old Hilton Head Library: Renovation
3. Community Centers – Safe Haven for Kids
4. Pools
5. Swimming Lessons (Countywide)
6. Public Beach: North County
7. Expanded Citizen Involvement in Recreation
8. Internet Offering: Expansion
9. Scholarship Program: Expansion
10. Increased Handicapped Accessible
11. New Bluffton Library: Construction

Policy Agenda 2001

TOP PRIORITY

Comprehensive Transportation Plan and Policy (Countywide)
Comprehensive Plan: Revision
Water and Sewer: Direction

HIGH PRIORITY

Performance Audit/Management Plan
Stormwater Utility: Direction
Zoning Development Standards Ordinance: Revision
USCB: Policy on Financial Support
Alternative Revenues: Policy and Action
Fire/EMS Consolidation

IN PROGRESS

Redistricting: Resolution

Policy Agenda – Targets 2001: Action Outlines

TOP PRIORITY

1. Comprehensive Transportation Plan and Policy (Countywide)

▶ Action Outline

1. Complete Consultant Study/Plan
2. Adopt Plan
3. Decisions:
 - Action Steps
 - Projects
 - Funding
4. Address Re-entry of City of Beaufort, City of Port Royal – Road Impact Fee
5. Reinstate Road Impact Fees for Northern County

2. Comprehensive Plan: Revision

▶ Action Outline

1. Work with Municipalities – Part of Process
2. Develop Process for Review, Including Citizen Involvement
3. Initiate Revision Process

TOP PRIORITY

3. Water and Sewer: Direction

▶ **Action Outline**

1. Develop Overall Direction and Strategy
2. Work with Jasper County
3. Develop a Proposal for Referendum

HIGH PRIORITY

4. Performance Audit/Management Plan

▶ Action Outline

1. Select Firm Phase II Performance Audit
2. Complete Performance Audit (09/01)
3. Obtain Departmental Participation
4. Decision: Action Step
5. Consider County Organization Structure
6. Address Human Resource Issues

5. Stormwater Utility: Direction

▶ Action Outline

1. Review Council – Report
2. Decisions:
 - Implementation
 - Funding
 - Project Project

6. Zoning Development Standards Ordinance: Revision

▶ Action Outline

1. Review Changes
2. Decision: Individual Revision

HIGH PRIORITY

7. USCB: Policy on Financial Support

▶ Action Outline

1. Commitment to 4-Year Institution
2. Review Request
3. Decision: County's Participation
4. Explore Use of Growth, Potential T.I.F.

8. Alternative Revenues: Policy and Actions

▶ Action Outline

1. Review Fees Structure
2. Investigate Real Estate Transfer Fee – Preparation for Legislative Session
3. Explore Property Tax Allotment
4. Prepare for a Local Option Sales Tax – Specific Proposal (Transportation)
5. Review Business Fee

9. Fire/EMS Consolidation

▶ Action Outline

1. Research Fire-EMS Integration
2. Research Fire District Consideration
3. Evaluate Options
4. Decisions:
 - Direction
 - Action Steps

IN PROGRESS

10. Redistricting: Resolution

Administrative Agenda 2001

- 1. Burton Wells Park**
- 2. 170 Project: Monitoring**
- 3. Land Acquisition**
- 4. Recruitment/Selection Process Evaluation**
- 5. County Organization Structure**