

2010 Goals

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AGENDA PREVIEW

ANNUAL CALENDAR

2010

County Council



Beaufort County, South Carolina
March 2010



Lyle Sumek Associates, Inc.

MONTH

April

Council Actions

1. Green Print Update: Decision
2. Countywide Form Based Code
3. St. Helena Island's Library at Penn Center: Plan, Budget

Committee Actions

Topic	Committee
1. Mental Health and Disability Special Needs Program	Community Services
2. Financial Policy (Short Term)	Finance
3. Transfer of Development Rights	Natural Resources
4. Daufuskie Island Plan	Natural Resources

MONTH

May

Council Actions

1. Spec Building/Commerce Park
2. Mental Health and Disability Special Needs Program
3. Financial Policies (Short Term)

Committee Actions

Topic	Committee
1. Rural Critical Lands: Current Program and Future Direction	Natural Resources
2. County Campus Building Renovations	Finance
3. Financial Planning and Reporting	Finance
4. Transportation Model: Update	Public Facilities

MONTH

June

Council Actions

1. Rural Critical Lands: Current Program and Future Direction
2. County Campus Building Renovations
3. Financial Planning and Reporting
4. Transportation Model: Update
5. Compliance Officer for Small and Minority Owned Business Program
6. Daufuskie Island Plan

Committee Actions

- | | Topic | Committee |
|----|----------------------|-------------------|
| 1. | Water Quality Office | Natural Resources |

MONTH

July

Council Actions

1. Water Quality Office: Report and Direction

Committee Actions

- | Topic | Committee |
|---------------------------------------|-------------------|
| 1. Solid Waste Disposal and Recycling | Public Facilities |

MONTH

August

Council Actions

1. Solid Waste Disposal and Recycling

Committee Actions

- | Topic | Committee |
|---|-------------------|
| 1. Rural Critical Lands: Current Program and Future Direction | Natural Resources |
| 2. Financial Planning and Reporting | Finance |

MONTH

September

Council Actions

1. Rural Critical Lands: Green Print

Committee Actions

Topic

Committee

MONTH

October

Council Actions

1. Financial and Strategic Planning Workshop (1st Quarter)

Committee Actions

	Topic	Committee
1.	Spec Building/Commerce Park	Public Safety
2.	Transfer of Development Rights	Natural Resources

MONTH

November

Council Actions

1. Spec Building/Commerce Park
2. Transfer of Development Rights

Committee Actions

Topic	Committee
1. Airport Master Plan for Hilton Head Island	Public Facilities
2. Countywide Form Based Code	Natural Resources
3. BMP Manual: Update	Natural Resources
4. Financial Policies (Long Term)	Finance

MONTH

December

Council Actions

1. Airport Master Plan for Hilton Head Island
2. Countywide Form Based Code
3. BMP Manual: Update
4. Financial Policies (Long Term)

Committee Actions

Topic

Committee

MONTH

2011

Transportation Model

- | | | |
|----|------------------|------|
| 1. | Committee Review | 1/11 |
| 2. | Council Decision | 2/11 |

ACTION OUTLINES 2010

County Council



***Beaufort County, South Carolina
March 2010***



Lyle Sumek Associates, Inc.

**Beaufort County
Policy Agenda
Action Outlines 2010**

TOP PRIORITY

**Airport Master Plan for Hilton Head Island
Rural Critical Lands: Current Program, Future Direction
Water Quality Office
Countywide Form Based Code
County Services Review and Prioritization**

HIGH PRIORITY

**BMP Manual: Update
Spec Building/Commerce Park
Alternative County Revenues/Fees Update
Mental Health and Disability Special Needs Program
Solid Waste Disposal and Recycling**

Beaufort County Policy Agenda Action Outlines 2010

**TARGET AIRPORT MASTER PLAN FOR HILTON
HEAD ISLAND**

PRIORITY

Policy – Top

Key Issues

- Plan: Adoption
- County’s Role
- Future Direction

Actions

- | <u>Actions</u> | <u>Time</u> |
|--------------------------------------|-------------|
| 1. Council Respond as Required | 3/10-9/10 |
| 2. Complete Master Plan with Options | 10/10 |
| 3. Committee Review | 11/10 |
| 4. Council: Decision | 12/10 |

Responsibility: Public Facilities Committee

**TARGET RURAL CRITICAL LANDS: CURRENT
PROGRAM, FUTURE DIRECTION**

PRIORITY

Policy – Top

Key Issues

- Property Selection Criteria
- Green Print Plan
- Other Funding Mechanisms
- Mechanism for Selection
- Referendum: Direction
- Timing: Future Program

Actions

- | <u>Actions</u> | <u>Time</u> |
|---|-------------|
| A. Current Program | |
| 1. Review of Applicant: RFQ | 5/10 |
| 2. Recommendation from Staff | 5/10 |
| 3. Committee Review | 5/10 |
| 4. Council Decision: Direction | 6/10 |
| B. Future Program | |
| 1. Council Decision: Green
Print Update | 4/10 |
| 2. Review and Restructure
Current Process and
Program | 4/10 |
| 3. Bonding Capacity/Tax
Increase | 5/10 |
| 4. Committee Review:
Direction on Referendum | 5/10 |
| 5. Council Decision: Direction
on Referendum | 6/10 |
| 6. Complete Green Print Plan
Update | 9/10 |

Responsibility: Natural Resource Committee/Finance Committee

TARGET	<u>WATER QUALITY OFFICE</u>		PRIORITY
			<i>Policy – Top</i>
<u>Key Issues</u>	<u>Actions</u>		<u>Time</u>
<ul style="list-style-type: none"> • Mission and Responsibilities • Staffing • Budget • Relationship to Municipalities • Relationship to Stormwater 	<ol style="list-style-type: none"> 1. Develop a Structure Plan to Create “Water Quality Office” 2. Committee Review 3. Council: Decision 		 6/10 7/10
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Natural Resource Committee</div>			

TARGET	<u>COUNTYWIDE FORM BASED CODE</u>		PRIORITY
			<i>Policy – Top</i>
<u>Key Issues</u>	<u>Actions</u>		<u>Time</u>
<ul style="list-style-type: none"> • Zoning Direction • Approach to Land Use and Development 	<ol style="list-style-type: none"> 1. Council: Award Contract 2. Prepare Draft Form Based Code 3. Committee Review 4. Council Review and Decision 		 4/10 6/11 7/11 8/11
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Natural Resource Committee</div>			

TARGET	<u>COUNTY SERVICES REVIEW AND PRIORITIZATION</u>		PRIORITY
			<i>Policy – Top</i>
<u>Key Issues</u>	<u>Actions</u>		<u>Time</u>
<ul style="list-style-type: none"> • Council Service • Prioritization Criteria • Service Priority • Debt Payments: Impacts on Revenues • Millage Rate 	<ol style="list-style-type: none"> 1. Complete Service Inventory 2. Finalize Criteria for Prioritization 3. Develop Service Matrix Services and Priorities 4. Present Service Matrix to Council 		
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Executive Committee</div>			

TARGET	<u>BMP MANUAL: UPDATE</u>		PRIORITY
			<i>Policy – High</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	
<ul style="list-style-type: none"> Stormwater Regulations 	<ol style="list-style-type: none"> Complete Manual Update (Reviewed Stormwater Utility Board/Planning Committee) Committee: Review Council: Decision 	<p>10/10</p> <p>11/10</p> <p>12/10</p>	
Responsibility: Natural Resource Committee			

TARGET	<u>SPEC BUILDING/COMMERCE PARK</u>		PRIORITY
			<i>Policy – High</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	
<ul style="list-style-type: none"> Funding Source County’s Role Land Acquisition 	<ol style="list-style-type: none"> Council: Direction on Land Acquisition (Commerce Park) Contact Utilities Negotiate with Bank Council: Decision on Land Acquisition (Commerce Park) Complete RFP for Building Committee Review Council: Decision on Building 	<p>3/10</p> <p>4/10</p> <p>5/10</p> <p>5/10</p> <p>5/10</p> <p>10/10</p> <p>11/10</p>	
Responsibility: Public Safety Committee			

TARGET	<u>ALTERNATIVE COUNTY REVENUES/FEEES UPDATE</u>		PRIORITY
			<i>Policy – High</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	
<ul style="list-style-type: none"> Airport Fees Business License Fee Animal Fees Courthouse Service Fees Intellectual Property GIS Services Cost Recovery Cost of Collection 	<ol style="list-style-type: none"> Identify Current Fees and Potential Fees Identify New Revenue Options Review County Association List of Revenue Sources Prepare Report Committee: Review Council: Decision 	<p>11/10</p>	
Responsibility: Finance Committee			

TARGET	<u>MENTAL HEALTH AND DISABILITY SPECIAL NEEDS PROGRAM</u>	PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • County’s Role • Community Partners • County Funding 	<ol style="list-style-type: none"> 1. Review State Cuts and Analyze Impact – Report 2. Define County’s Roles and Responsibilities – Report 3. Committee Review 4. Council: Decision 	<p>4/10</p> <p>4/10</p> <p>4/10</p> <p>5/10</p>
<div style="border: 1px solid black; padding: 2px;"> Responsibility: Community Services Committee </div>		

TARGET	<u>SOLID WASTE DISPOSAL AND RECYCLING</u>	PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • Service Level • Recycling • Solid Waste Disposal 	<ol style="list-style-type: none"> 1. Council Decision: Consultation 2. Evaluate Site Location for Transfer Station, Impact of Cost, Alternative Disposal Site 3. Committee Review 4. Council Decision: Direction 	<p>3/10</p> <p>6/10</p> <p>7/10</p> <p>8/10</p>
<div style="border: 1px solid black; padding: 2px;"> Responsibility: Public Facilities Committee </div>		

**Beaufort County
Management Agenda
Action Outlines 2010**

TOP PRIORITY

**County Campus Buildings Renovations
St. Helena's Island Library at Penn Center
Smart Decline Contingency Plan
Financial Planning and Reporting**

HIGH PRIORITY

**Transportation Model: Update
Financial Policies: Review
Compliance Officer for Small and Minority
Owned Business Program
Transfer of Development Rights
Daufuskie Island Plan
Emergency Medical Services**

Beaufort County Management Agenda Action Outlines 2010

TARGET	<u>COUNTY CAMPUS BUILDINGS RENOVATIONS</u>	PRIORITY										
		<i>Mgmt – Top</i>										
	<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Design (Final) • Financing 	<p><u>Actions</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">1. Council: Architect Contract</td> <td style="width: 20%; text-align: right;">3/10</td> </tr> <tr> <td>2. Complete Design</td> <td></td> </tr> <tr> <td>3. Prepare Preliminary Budget and Financing Plan</td> <td style="text-align: right;">4/10</td> </tr> <tr> <td>4. Committee Review</td> <td style="text-align: right;">5/10</td> </tr> <tr> <td>5. Council Decision</td> <td style="text-align: right;">6/10</td> </tr> </table>	1. Council: Architect Contract	3/10	2. Complete Design		3. Prepare Preliminary Budget and Financing Plan	4/10	4. Committee Review	5/10	5. Council Decision	6/10
1. Council: Architect Contract	3/10											
2. Complete Design												
3. Prepare Preliminary Budget and Financing Plan	4/10											
4. Committee Review	5/10											
5. Council Decision	6/10											
	Responsibility: Finance Committee											

TARGET	<u>ST. HELENA’S ISLAND LIBRARY AT PENN CENTER</u>	PRIORITY						
		<i>Mgmt – Top</i>						
	<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Direction • Funding • Timeline • Plan • Budget • Operation and Maintenance 	<p><u>Actions</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">1. Finalize Plan and Report</td> <td style="width: 20%; text-align: right;">3/10</td> </tr> <tr> <td>2. Committee Review</td> <td style="text-align: right;">3/10</td> </tr> <tr> <td>3. Council Decision: Concept Approval</td> <td style="text-align: right;">4/10</td> </tr> </table>	1. Finalize Plan and Report	3/10	2. Committee Review	3/10	3. Council Decision: Concept Approval	4/10
1. Finalize Plan and Report	3/10							
2. Committee Review	3/10							
3. Council Decision: Concept Approval	4/10							
	Responsibility: Public Facilities Committee							

TARGET	<u>SMART DECLINE CONTINGENCY PLAN</u>		PRIORITY
			<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	
<ul style="list-style-type: none"> Economy and its Impact on Beaufort County Future Development and Growth 	<ol style="list-style-type: none"> Complete Assessment Initiate Planning 		
			Responsibility: Executive Committee

TARGET	<u>FINANCIAL PLANNING AND REPORTING</u>		PRIORITY
			<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	
<ul style="list-style-type: none"> Financial Reporting System Capital/Expense Plan Service Levels and Funding 	<ol style="list-style-type: none"> Complete 5 Year Capital/Expense Plan Committee Review Council: Adoption Develop Financial Reporting Committee: Review Report Form Prepare 1st Financial Report for 1st Quarter 	 	
			Responsibility: Finance Committee

TARGET	<u>TRANSPORTATION MODEL: UPDATE</u>		PRIORITY
			<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	
<ul style="list-style-type: none"> Timing Scope of Model (County vs. Region) 	<ol style="list-style-type: none"> Define Scope of Model and Process Committee Review: Direction Council: Direction Develop Revised Model Committee Review Council Decision 	 	
			Responsibility: Public Facilities Committee/Beaufort Transportation Authority

TARGET	<u>FINANCIAL POLICIES: REVIEW</u>	PRIORITY
		<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Debt • Reserves • Investment • Depository 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Prepare Report with Recommendations 2. Committee: Review 3. Council: Review and Decision (Short Term) 4. Prepare a Comprehensive Review and Recommendations 5. Committee: Review 6. Council: Decision 	<p><u>Time</u></p> <p>4/10</p> <p>4/10</p> <p>5/10</p> <p>10/10</p> <p>11/10</p> <p>12/10</p>
Responsibility: Finances Committee		

TARGET	<u>COMPLIANCE OFFICER FOR SMALL AND MINORITY OWNED BUSINESS PROGRAM</u>	PRIORITY
		<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Joint Office with Schools • “Compliance” 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Define Scope and Responsibility of Compliance Officer 2. Incorporate Position in Budget 3. Council Decision: Position 4. Hire Compliance Officer 	<p><u>Time</u></p> <p>5/10</p> <p>5/10</p> <p>6/10</p> <p>9/10</p>
Responsibility: Community Service Officers		

TARGET	<u>TRANSFER OF DEVELOPMENT RIGHTS</u>	PRIORITY
		<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Program Direction • Funding: Implementation 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Receive Final Report through Low COG 2. Committee Review 3. Develop Transfer Development Right Program 4. Committee: Review 5. Council: Decision 	<p><u>Time</u></p> <p>7/10</p> <p>7/10</p> <p>12/10</p> <p>1/11</p> <p>2/11</p>
Responsibility: Natural Resources Committee		

TARGET	<u>DAUFUSKIE ISLAND PLAN</u>		PRIORITY
			<i>Mgmt – High</i>
	<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
	<ul style="list-style-type: none"> • Form Based Code • Funding 	<ol style="list-style-type: none"> 1. Planning Commission 2. Committee Review 3. Council: Decision (Plan, Form Based Code, Transfer of Development Rights) 	<p>4/10</p> <p>5/10</p> <p>7/10</p>
		Responsibility: Natural Resource Committee	

TARGET	<u>EMERGENCY MEDICAL SERVICES</u>		PRIORITY
			<i>Mgmt – High</i>
	<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
	<ul style="list-style-type: none"> • County’s Role • Level of Service • Funding 	<ol style="list-style-type: none"> 1. Select Consultant 2. Complete Report 3. Committee: Review 4. Work Session with Fire District 5. Council Decision 	<p>4/10</p>
		Responsibility: Public Safety Committee	

LEADER'S GUIDE

2010

FINAL REPORT

County Council



Beaufort County, South Carolina
March 2010



Lyle Sumek Associates, Inc.

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SECTION I

BEAUFORT COUNTY LESSONS ON LEADERSHIP

Turbulence in 2010 Our Changing World

REALITY	IMPACTS
Economic Crisis: Recession and Depression	<ul style="list-style-type: none"> • Drop in county government revenues • Housing decline and uncertain future • Retail closures and decline • Businesses refocusing, repositioning • Personal fear
World of "Instant": Now and Short	<ul style="list-style-type: none"> • E-Mail, Texting • Social media • Response in minutes • Generational difference • "Instant news" without depth
Anti Government and Anti Tax Attitude vs. Mission Expansion	<ul style="list-style-type: none"> • State legislation: Restriction and Mandates • Tea Party and Hometown democracy • Sense of Free and Entitlement • Growing service demands • Pressures for help
Global Outlook: We are the World	<ul style="list-style-type: none"> • Competition: worldwide • Actions overseas with local impacts • Worldwide communications • Changing U.S. role in the World • Economic interdependence

REALITY: Today ***IS*** the New Normal

Lessons from Successful Leadership

1. **Live with PASSION**
 - Commitment to serving the community and caring
 - Putting personal interests and agenda aside
 - Sharing credit with contributors
 - Going the extra mile without thinking
 - Being confident about the future, bringing excitement to others
2. **Face REALITY**
 - Having a candid conversation
 - Defining today's reality
 - Understanding the reality
 - Acknowledging the reality
 - Accepting the venture
3. **Have FOCUS**
 - Recognize focus or fail
 - Taking the opportunity to reflect, to evaluate, to refocus
 - Positioning for the future
 - Rethinking the vision, mission, goals
 - Concentrating on desired outcomes
4. **Add VALUE**
 - Value: $V + \frac{O}{C} \times S \times T \times B \times E$
 - Recognizing that residents want invisible benefits, and take values for granted
 - Helping residents to understand value and true costs
 - Defining value for residents' needs, not desires or wants
 - Bottomline: local government services define quality of life
5. **Prepare for SUCCESS**
 - Remembering: "Luck is preparation meeting Opportunity"
 - Connecting the dots: vision, goals, resources, actions
 - Developing a strategy with options, not just using it
 - Monitoring performance through monthly reports
 - Beginning with the basics "putting on your socks"

6. Decide with LONG TERM in mind

- Thinking about the desired outcome and preferred destination
- Avoiding overreacting to the moment or current crisis – remembering every action has a reaction
- Looking beyond the pros/cons, the “what if” scenarios
- Recognizing that there are more unintended consequences during uncertain times
- Making timely decisions based upon best available data

7. Be NIMBLE and RESILIENT

- Recognizing that the unexpected will happen, plans do not work as planned, failure is normal
- Understanding the shift or change without finding fault
- Taking a step back: What did I learn, what adjustments are needed
- Maintaining a positive outlook, being courageous when faced with change
- Making thoughtful, timely adjustments

8. Develop PARTNERS

- Recognizing that success depends on developing effective partners
- Making time to build and maintain relationships
- Identifying areas of common interest and mutual success
- Leveraging available resources
- Working together and celebrating success

9. Take RISK for a better future

- Recognizing that every decision and action has risk
- Making time to prepare – it reduces risk
- Institutionalizing a strategic planning process
- Having courage to take risks
- Taking calculated, prudent risks –doing what you think is best when there is opposition

10. Produce RESULTS

- Using vision, goals and mission to define results
- Developing processes with the outcome in mind
- Taking actions
- Evaluating the results, making adjustments
- Celebrating the successes by creating a memory

Critical Personal Traits of Leadership

- 1. Responsibility**
 - Defining expectations, performance standards, personal responsibility
 - Holding self and others accountable
 - Stepping forward when there is a problem
 - Taking responsibility for outcomes, processes, actions, behaviors

- 2. Forgiveness**
 - Recognizing everyone makes mistakes
 - Remembering: we cannot relive the past
 - Learning from mistakes
 - Giving a “second chance”

- 3. Tolerance**
 - Individuals are different: experiences, perceptions
 - Interpreting life through our own filters
 - Striving to understand the other person’s perspective
 - Appreciating what the other individual brings to the table

- 4. Loyalty**
 - Supporting the institution
 - Being critical in “private”
 - Asking critical questions in the appropriate arena
 - Representing a positive image

- 5. Personal Integrity**
 - Doing what you believe is “right”
 - Following through on your commitments and promises
 - Communicating in an open, direct manner
 - Acting in an ethical manner

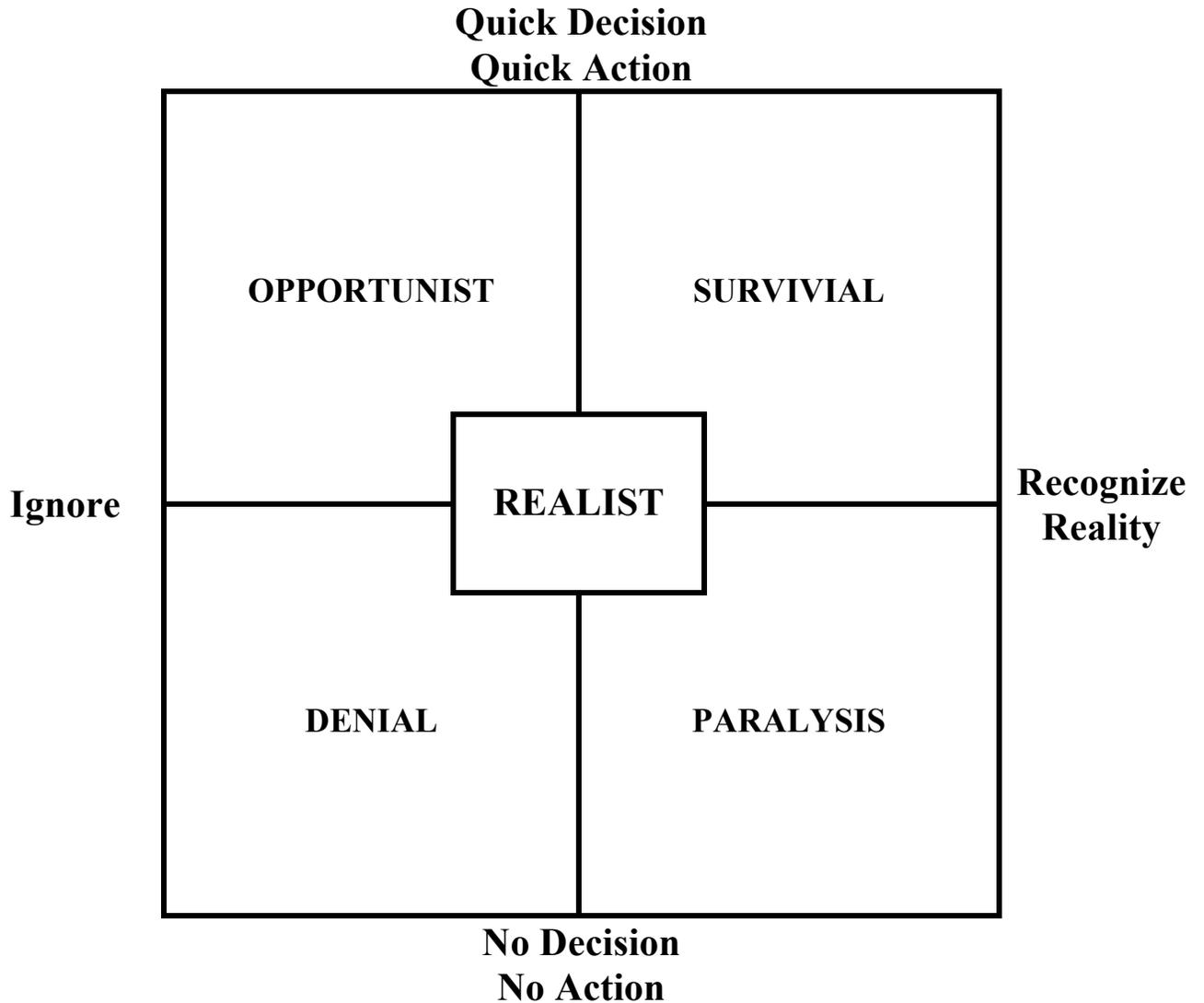
6. Grace

- Winning with grace, losing with grace
- Respecting others
- Allowing the other individual to change and to grow
- Being “nice”

7. Courage

- Doing what is best when faced with significant opposition
- Rallying support from the 80%
- Standing up to the negative 20%
- Using your influence and political capital

A Choice for Leaders



A Sustainable Realistic Leader focuses on adding value to residents today, investing the community's future and exercising political will by making difficult decisions.

A Choice for Leaders

DENIAL

- Business as usual
- Actions to weather the storm
- Reject economic trends or news
- Insulated – not affecting us
- Today similar to the past

OPPORTUNIST

- Pursue outside help
- Spend cash to buy time, avoid layoffs
- Seek grants
- Seek partners
- Impatient actions reacting to the moment

PARALYSIS

- Speculate about the future
- Scenarios of the worst possibilities
- Quantitative proclivity
- Immobilized by fear
- Ask questions – “What if’s, why’s”

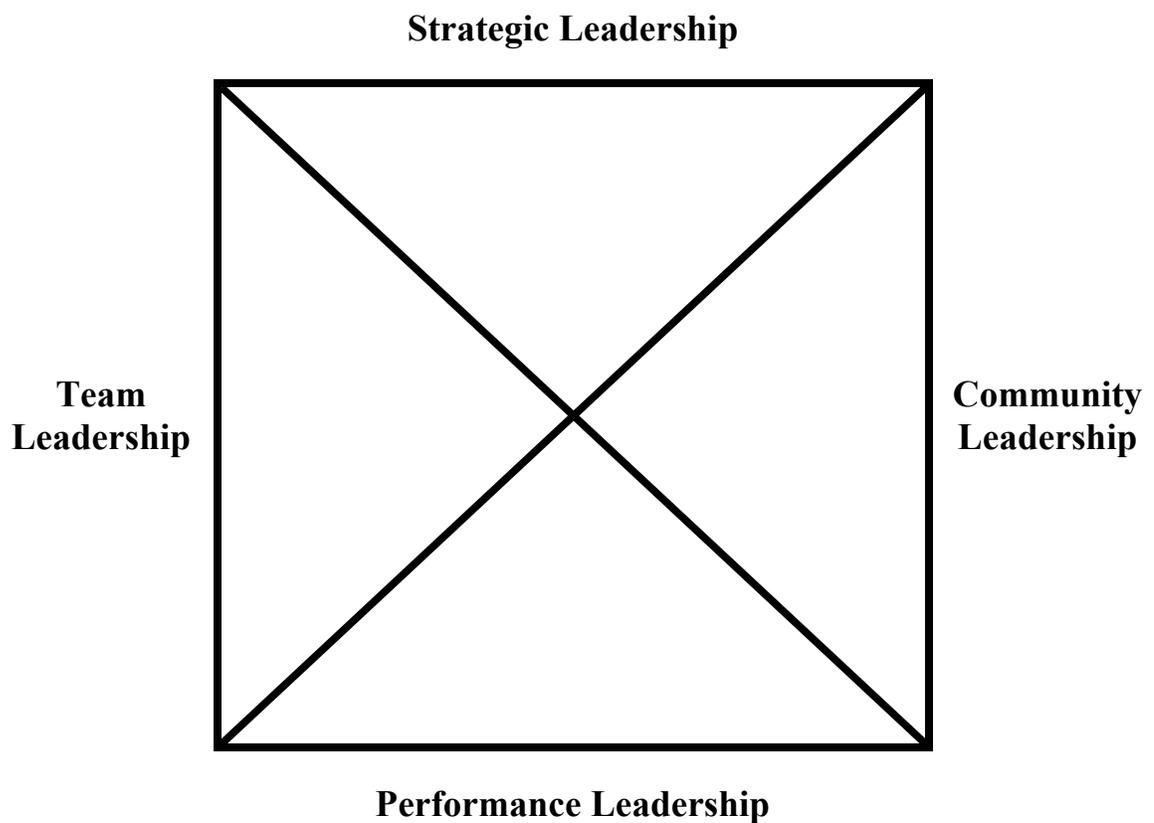
SURVIVAL

- Panicked quick fix
- Abandon plans, vision, goals
- Cuts, more cuts
- Bend the rules
- Generating fear in the community

REALIST

- Refocus vision, plans, goals, mission
- Candid conversation
- Opportunity to transform the organization
- Strengthen the organization
- Balance crisis today, investing in the future

Action Framework for County Leadership



Actions of Leaders

Strategic Leadership:

- Define the vision – the preferred future for the county and sustainable county
- Establish mission – the purpose and responsibility of the county
- Determine outcome-based, five year goals
- Institutionalize strategic planning process
- Make informed, timely decisions
- Connect the “dots”

Team Leadership:

- Set the tone for the county
- Establish House rules code of conduct and operating protocol
- Define roles and responsibility of team members
- Delegate to staff: how to achieve the direction
- Develop meeting process that facilitates critical thinking, candid discussions, closure and clarity of direction
- Respect and develop relationships based upon mutual trust

Community Leadership

- Inform the community
- Engage residents, businesses and other stakeholders
- Build relationship with community partners
- Have a community presence
- Participate and represent the county in the community
- Celebrate success and the contributions of others

Performance Leadership

- Define performance standards and criteria for measuring success
- Define action outlines: activities, responsibilities
- Establish critical milestones for measuring progress
- Monitor performance: regular reports
- Evaluate results and measure value to residents
- Report on the county's performance to stakeholders

Winning TEAMS are GREAT

Goals

“Unifying Purpose and Goals”

- ◆ Goals – Outcomes
- ◆ Work Programs – Game Plan
- ◆ Strategy – Action Steps

Roles

“Individual Contribution”

- ◆ Valuing Individuality
- ◆ Responsibilities Defined
- ◆ Practicing Teamwork

Execute

“Produce Results through Actions”

- ◆ Analyze —————> Decide
- ◆ Act —————> Impact
- ◆ Evaluate —————> Adjust

Attitude

“Willingness to Work Together”

- ◆ Respect for Each Other
- ◆ Cooperation and Openness
- ◆ Celebrating Success: Momentum

Trust

“Commitments Become Reality”

- ◆ Learning from Setbacks
- ◆ Guidelines
- ◆ Support Each Other

Types of Teams



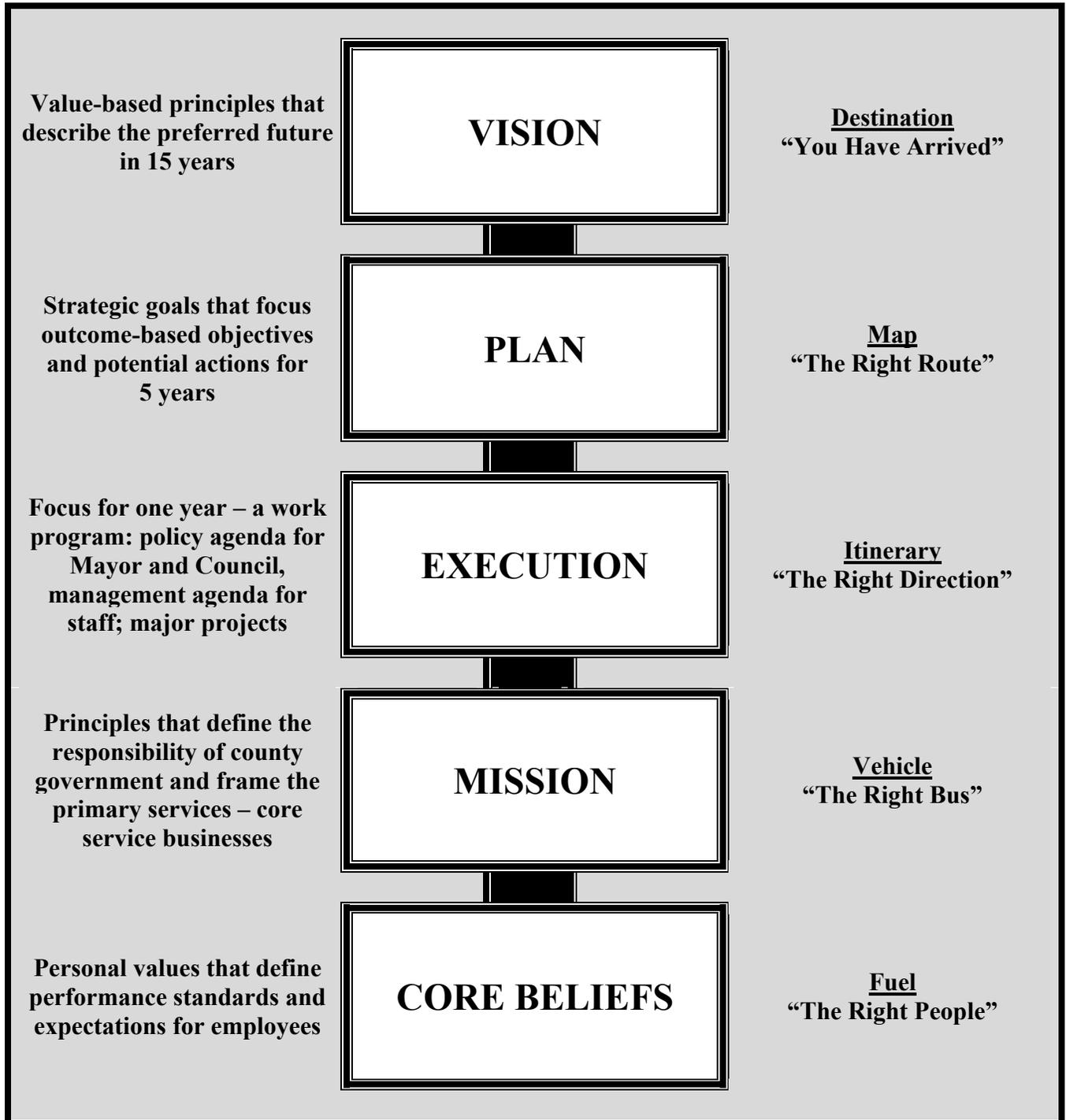
Teams Are

Winners	Champions
Keep the Focus	Refine Goals
Share Responsibility as Leaders	Look For and Develop Leaders
Use a Game Plan	Prepare for New Challenge
Build Teams	Develop Teams
Listen to Citizens	Reach Out to Citizens
Have Agendas	Take on a New Project
Celebrate Successes	Market Success

SECTION II

STRATEGIC PLANNING FOR BEAUFORT COUNTY

STRATEGIC PLANNING MODEL



SECTION III

LOOKING TO BEAUFORT COUNTY'S FUTURE

Beaufort County Success in 2015 means . . .

Steve

- 1. Know Top 25 County**
- 2. Manage Growth: Impacts Growth, Preservation, Roads**
- 3. Crime Low**
- 4. Clean Environment**
- 5. Pride in Where You Live**
- 6. Good Jobs – Culture, Education, Medical**
- 7. Efficient County Government**

Brian

- 1. Oysters from Battery Creek – Clean**
- 2. Diverse Economy: Military, Retirement, Tourism Broadened**
- 3. Clean Manufacturing/Technology Related/Aeronautical/Healthcare
Medical/Call Center**
- 4. Level of Service: C or Better on Roads**
- 5. Advanced Preparation and Recovery from Hurricanes**
- 6. Rail to Trail Network System**
- 7. Instant Technology to Communicate**

Stu

- 1. Change in County Organization and Services Priority**
- 2. Reinvent: Hilton Head Island, Bluffton, Beaufort (Understand
Buildout), County (Metro Approach)**
- 3. Investment Mentality to Get What We Want**
- 4. Attraction of New Businesses**

Paul

- 1. Septic Tank – Retro Sewering**
- 2. Rural Critical Lands Program and Funding (5,000 Acres)**
- 3. Schools – Quality Educational Programs, at or Above National Average**
- 4. Wastewater – Safe for Fishing, Shellfish, Recreation**
- 5. Infrastructure Up to Population Growth (Catch Up)**

Jerry

- 1. Diverse Business with Quality Jobs**
- 2. Complete Road Projects**
- 3. Diversify County Facilities in South**
- 4. Regional Approach, Including Hardeeville**
- 5. Stormwater Issues**
- 6. Underdeveloped Land and Control for Future**
- 7. SMART Growth and Form Based Code**
- 8. Redistricting**

Gerald

- 1. Commercial Tax Base Increase with Clean Industry**
- 2. Affordable Housing for Workforce**
- 3. Compliance Office: Contract to Local Business**

Herbert

- 1. Burton Well Completed (All Phases)**
- 2. Abandoned Vehicles – Eye Sores**
- 3. All Roads Passable Regardless of Weather**
- 4. Local Preference: Increase Minority, Small Businesses**

Bill

- 1. Diverse Economy**
- 2. Affordable Workforce Housing**
- 3. Drainage Problems – Systematic Approach Countywide**

Laura

- 1. Bridge Situation Christenson Bridge: New**
- 2. Public Campground (St. Mary)**
- 3. Joe Wilson National Seashore Marine Reserve**
- 4. Beaufort Operations Fund in Community Foundation (Avenue for Private Donors)**

Rick

- 1. Tax Rate Steady**
- 2. Crime Rate Steady**
- 3. Capital Projects**
- 4. Good Working Relationships with Municipality – Based Upon Mutual Trust and Cooperation**
- 5. Improved Infrastructure, Facilities**
- 6. Strategy for Economic Development – Grow What You Got – Assets**

Beaufort County Major Challenges

Steve

- 1. Hidden Agenda: Cheap**
- 2. Resistance to Change**
- 3. Narrow Thinking – Different Perspective**

Brian

- 1. Sewer Hook: Mink Paint, Shell Paint**
- 2. Formed Based Code Written and Accepted**
- 3. Transfer TDR: Expansion (Use Density)**
- 4. Technology Infrastructure**
- 5. Business License Fee**
- 6. Funding for Projects**

Stu

- 1. State of South Carolina and Impact on the County**
- 2. Water: Protect Waterways**
- 3. Three Bases of Economy: Tourism, Retirees, Construction**

Paul

- 1. Septics and Dollars Available Sewer Line Maintenance (Priority Based Upon Critical Nature)**
- 2. Rural Critical Land Pond Referendum**
- 3. Green Print**
- 4. Continual Development Near Headwater**
- 5. Fair Return to School, for Roads**
- 6. Priority Investment Act: Amendment**

Herbert

- 1. Who is Responsible for the Young Man (16 Years Male)**
- 2. Little for Youth to do**
- 3. Relations with Schools (How to Decrease Drop Out Rate)**
- 4. Job Market with Low Unemployment: Support Family, Buy Home**
- 5. Crime –Making it All Time Low**

Jerry

- 1. Business Diversity Through a Regional Perspective**
- 2. Lack of Strong Middle Class**
- 3. Workforce Development**
- 4. Emergency Medical Service and Support Infrastructure, Relationship with Fire District**
- 5. Support Disability and Special Needs Population**
- 6. SMART Growth and Annexations, Including Density**
- 7. Intergovernmental Relations Beyond the County**
- 8. Improving Water Quality**

Gerald

- 1. Small and Minority Businesses: Verification**
- 2. Affordable Housing: No One Building**
- 3. Lack of Land for Commercial/Industrial Businesses**
- 4. Critical Lands Viewed as a “Cash Cow” for Large Landowners**

Bill

- 1. Less Revenues and Service Demands**
- 2. Economic Diversity – How**

Laura

- 1. Attitude Toward Economic Development Including a Spec Building**
- 2. Boring and Slow Governance**
- 3. Sell Animals for Pets and Food**
- 4. Increase Local Production**

Rick

- 1. Managing Growth**
- 2. Environmental Quality**
- 3. Quality of Life – Insulated from Problems**
- 4. Completing Infrastructure**
- 5. Sustaining Sources**
- 6. Recognizing Blind Spots**

Beaufort County Action 2010 Ideas

Steve

- 1. Detailed Budget**
- 2. Planning Tool**
- 3. Monthly Monitoring**
- 4. Reduce Alien Population: Lawful Employment Ordinance: Report**
- 5. Low Crime Rate: Monitor Hot Spot Analysis Action**
- 6. Road Condition and Capacity: Crossovers on 278**
 - > 170**
 - > Marshland Road**
- 7. Animal Shelter**
- 8. Environment Prevention: Zoning Shop, Annexation Issues**
- 9. All Waterway Preservation**
- 10. Stimulate New Urbanism: Hilton Head Island, Bluffton, Beaufort**
- 11. Attract Retirees**
- 12. Historical Comprehensive Plan, Map, Action Plan**
- 13. Public Transportation Study – Targeted Areas for Potential Ferry**

Brian

- 1. Sewer for Mink Project: Funding**
- 2. County Website Update**
- 3. Email List for County/Call Back to All Cell Phones**
- 4. Business License Fee**
- 5. Relations with Municipalities**
- 6. No Tax Increase**

Stu

- 1. Airport**
- 2. Daufuskie**
- 3. State Cutbacks Impact Analysis (Mental Health, Special Needs)**
- 4. Communications: Abbreviated Replay of Committee, Capture Topics of Immediate Concern**
- 5. Pinney Island: Close Median, Connect North/South Under Bridge**
- 6. Greenway-Bike Trail**
- 7. Mitchelville Historic Site**
- 8. Critical lands referendum**
- 9. School relationship**

Paul

- 1. Septic to Sewer**
- 2. Critical Land**
- 3. Controlling Development: Land Use Requirements**
- 4. Countywide River Buffers: Options, Actions**
- 5. Priority Investment**
- 6. Railroad**
- 7. Water Taxi**

Jerry

- 1. Rural Critical Lands Referendum**
- 2. Economic Development: Commerce Park: Direction, Next Steps (Monthly Payment) Including Acquisition**
- 3. Annexation Reform**
- 4. Emergency Medical Services Contract**
- 5. Airport Master Plan and Direction**

Gerald

- 1. Land Acquisition: Commercial**
- 2. Affordable Housing**
- 3. Compliance**

Herbert

- 1. Northern Regional Plan**
- 2. Stormwater Management and Impact of Development**

Bill

- 1. St. Helena Library**

Laura

- 1. Spec Building Direction**
- 2. Beaufort District Collection Funding**
- 3. Museums and Cultural Center: Professional Assistance**
- 4. Discovery Center**
- 5. Jasper Port**
- 6. Super Hornet: Absorb Population**
- 7. Branding and Marketing: Lowcountry**
- 8. Destination: Lifelong Learning**
- 9. Map (Official)**
- 10. Brochure: Things that Real Estate Agents Should Mention that Did Not**

Rick

- 1. Animal Shelter: Shared Vision, Spay Neuter, Community Outreach, Trust Rescue Groups, Staff Veterinarians**
- 2. Airport Master Plan**
- 3. Mitchellville Project**
- 4. Common Vision**
- 5. Service**

**LOOKING TO
BEAUFORT COUNTY'S FUTURE
DEPARTMENTAL VIEW**

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: Airports

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Tree Obstructions/Legal Exposure at Both Airports
- Airports Negative Financial Posture and Ability to Generate Sufficient Revenues
- Lack of Business/Community Support
- Airport Facilities Deficiencies

PROJECTS AND ISSUES IN PROGRESS
Beaufort County, South Carolina
February 2010

DEPARTMENT: Airports

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Airport Master Plan Studies
2. Tree Obstruction Removal/Mitigation
3. Construction of New Aircraft Rescue & Fire Fighting Facility (HXD)
4. Runway Safety Area Drainage Improvements (HXD)
5. Runway Overlay (ARW)
6. Airfield Electrical Improvements (ARW)

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Airports

Please list issues or projects that you would like for the county to address this next year 2010.

1. Continuing Tree Obstruction Removal/Mitigation
2. Airports Financial Deficiencies
3. Adopt Airport Master Plan Studies Recommendations
4. Adopt Clear Vision/Long Term Strategy for Both Airports

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: Office of the Assessor

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Public Trust
- Working Cooperatively among departments
- Due to economic conditions – Sustaining workforce
- Reassessment in 2013
- Tighter budgets
- Accountability for all actions and attitudes

PROJECTS AND ISSUES IN PROGRESS
Beaufort County, South Carolina
February 2010

DEPARTMENT: Office of the Assessor

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Stabilizing Manatron software
2. Processing tax roll corrections for tax year 2009
3. Addressing 15,000 appeals for tax year 2009 in a timely manner
4. Addressing concerns of property taxpayers in a down real estate market
5. Preparation of file for tax year 2010 with August deadline
6. Staff motivation and morale

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Office of the Assessor

Please list issues or projects that you would like for the county to address this next year 2010.

1. Administration of Tax Equalization Board
2. Completion of updated website
3. Replacement of roof system in Administration building - stop chronic leak problems
4. Replace hall carpet in Administration building

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: Animal Shelter and Control

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Diseases thriving in old buildings and are hard to clean making animals constantly sick and increase euthanasia rates rise needlessly.
- Large numbers of animals admitted at same time causing cage shortages, therefore causing overcrowding which increases the chances of illnesses to spread. This then increases the euthanasia rates for the shelter.
- Shortage of space for both employees and the public at the current shelter. Overcrowded office space – customers must stand where they can find space and relocate if necessary to make pace for others, officers are forced to share one room with only 2 computers and 1 telephone, no space for personal items (purses, bags, etc.)
- Shortage of computers- staff must wait for next available computer to enter complaint, records, check email or type reports.
- Shortage of employees – shortage of help when shelter staff is on vacation or leave which leads to late hours or work not being completed and pushed to the next day.
- Cleaning the shelter properly due to the lack of water pressure – Increase the spread of disease and build up of problems.
- Plumbing problems around the shelter due to the age and condition of the shelter.
- Lack of a separate quarantine area which increase the spread of disease and illness to all animals.
- Not having a separate entrance/exit for animals being adopted versus animals being relinquished. (For the health of all animals and the happiness of the adopter)
- Educating the public and sterilization of animals to reduce the number of animals brought to the shelter and reducing the euthanasia rates.

- Flooding of the yards and building when it rains cause stress to both staff and animals
- More cages and space to house the animals brought into the shelter/

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

February 2010

DEPARTMENT: Animal Shelter and Control

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Building a new county website that we will have the ability to access from the county computers during normal working hours and that will provide much needed information for the public to access.
2. Volunteer training program to properly train volunteers and help increase the retention rates.
3. Foster training program to properly train foster families on correct procedures and health issues to be aware of.
4. Sewer system installation has begun but needs to be completed.
5. New shelter plans have been drafted but not finalized and funding for the project need to be located to either replace current buildings separately or as a whole.
6. Shelter software updates and current problems fixed to ensure continued success.
7. Revise the County Codes of Ordinances.
8. Input old paper records from the last 2 years.

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Animal Shelter and Control

Please list issues or projects that you would like for the county to address this next year 2010.

1. Utilize County Channel for adoptions, volunteering, fostering, advertizing and adoptions.
2. More computers and networking throughout the shelter buildings.
3. Additional personnel
4. Future Shelter plans, referendum to help pay for it, and ability to place the request for donations on the new website to help fund the project.
5. Website development and implementation
6. Foster program implementation
7. Volunteer program implementation
8. Complete the sewer system
9. Dump bed for landfill truck
10. Quarantine area for all animals

11. Building improvements for current building (painting, flooring, repair of dog holding building, repair of pipes and faucets and drainage for yards and dog holding building)
12. More and better security cameras
13. Electric gate for shelter
14. Walk-on scale for dogs, bathing tub that does not require staff to lift heavy dogs, better storage for chemicals (currently stored in building where dogs are held)
15. Separate holding areas for animals held for court
16. Separate and safe holding areas for aggressive animals
17. More exercise area for dogs – concrete to reduce the spread of disease and easier to clean

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: Community Services

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Maintenance of adequate level of services for residents and visitors.
- Establish system for keeping facilities in safe and functional condition.
- Continuance of partnerships with other entities to meet needs of citizens.
- Adequate funding to secure and retain quality employees for operation of new facilities being constructed during the next two years.
- Upgrade of security at all county facilities

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

February 2010

DEPARTMENT: Community Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Construction of DSN Admin and Day Program facility for DSN
2. Design and development of new branch library for St. Helena Island
3. Design and development of passive phase of recreational facility at Burton Wells
4. Completion of skate board park at Buckwalter recreation park
5. Appropriate level of staffing to maintain State required level library services
6. Adjusting to the reduction in funding level for state sponsored services for DSN
7. Determination on replacement of one DSN CTH home.
8. Make a determination on the efficiency, effectiveness and feasibility of installing a RFID system for circulation of materials in all County libraries.

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Community Services

Please list issues or projects that you would like for the county to address this next year 2010.

1. Appropriate staffing level for libraries
2. Comprehensive coordinated ferry transportation for Daufuskie Island
3. Replacement of inadequate DSN CTH home
4. Development of recreational field for Lady's Island community
5. Upgrade of security at Human Services Building

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: Detention Center

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Overcrowding
- Implementing Work Release Program
- Retaining quality employees
- Dealing with illegal aliens / ICE (Immigrations and Customs Enforcement)
- Hurricane evacuation program (working with SC Department of Corrections)
- Maintenance of Detention Center (Center ages 3 times faster than other Beaufort County buildings because it is used 24/7/365 days a year.
- Upgrades to electrical security equipment (currently utilizes Windows '98)

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

February 2010

DEPARTMENT: Detention Center

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Providing new bathrooms and showers for inmates located in the gym that is being converted into an additional inmate housing unit.
2. Maintenance: Issues with this type of operation are continuous.
3. Roof leaks: Continuously working with Building Maintenance to identify and repair leaks.
4. Cobra: Working with Swanson to provide Officer stations within the housing units for the purpose of answering inmate inquiries regarding the amounts available in their accounts.

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Detention Center

Please list issues or projects that you would like for the county to address this next year 2010.

1. Detention Center Expansion: For the purpose of developing a Work Release Program and building a Minimum Custody Unit.
2. Security Door replacements: Doors, which were originally poorly constructed to support their excessive weight, have been in use for 19 years are pulling away from the hinges.
3. Security System: Upgrade from Win98 to a Hard PLC (Prologic Locking Control System)

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: EMERGENCY MANAGEMENT DEPT

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- ECONOMIC RECOVERY OF BEAUFORT COUNTY
- WORK SPACE ISSUES FOR COUNTY EMPLOYEES
- MAINTAINING AND ADDRESSING EMPLOYEE STAFFING
- IMPLEMENTING MERIT/LONGEVITY PLANS FOR EMPLOYEE RETENTION
- CENTRAL WAREHOUSING AND RECEIVING POINT FOR COUNTY
- WAREHOUSING CAPABILITIES DURING RECOVERY IN A SIGNIFICANT EVENT (EFFECTS ALL OF BEAUFORT COUNTY)
- MANAGING AND ENHANCING EVACUATION PROCEDURES FOR INCREASED POPULATION
- IMPLEMENTING NEW TECHNOLOGY THUS ALLOWING US TO PERFORM AT A HIGH LEVEL OF PRODUCTIVITY
- STANDARDIZATION OF ALL SOFTWARE APPLICATIONS UTILIZED BY COUNTY DEPARTMENTS
- TRAINING, TRAINING, TRAINING!

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

February 2010

DEPARTMENT: EMERGENCY MANAGEMENT DEPT

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. ADVANCED TRAFFIC MANAGEMENT SYSTEM (INTEGRATES ALL ITS SYSTEMS)
2. GARDENS CORNER ITS PROJECT
3. HIGHWAY ADVISORY RADIO NEAR PARRIS ISLAND
4. AUTOMATIC VEHICLE LOCATOR (AVL)
5. UPGRADE UPS SYSTEMS IN ITS CABINETS
6. SC 802 ITS PROJECTS
7. BAY/CARTERET ITS PROJECT
8. HAR AT I-95 AT EXIT 8
9. CONTINUING PROJECTS WITH THE MILITARY (CONFIDENTIAL)
10. INCREASED CROSS TRAINING WITH TMC/MIS/TRAFFIC ENGINEERING
11. HIGH PERFORMANCE DATA (HPD)

12. REVAMPING DISPATCH TRAINING PROGRAM
13. REBANDING PROJECT
14. UPGRADE FROM ANALOG TO DIGITAL 7X SYSTEM
15. 4 NEW DISPATCH POSITIONS
16. RECOVERY COURSE/EXERCISE IN EMMITSBURG, MARYLAND
17. FUNCTIONAL EXERCISE OF AIR OPERATIONS PLAN
18. CONTINUATION OF IDENTIFYING NEEDS FOR EMERGENCY SERVICES THROUGH THE HOMELAND SECURITY GRANT PROGRAM (HSGP)
19. MAINTAIN INCREASED AWARENESS OF COUNTY BUDGETARY RESTRAINTS FOR ALL PROJECTS AND OPERATIONAL BUDGET
20. RFP FOR REPLACEMENT ALI/ANI DATABASE SYSTEM
21. UPGRADING 911 OPERATIONAL SYSTEM PLATFORM

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: EMERGENCY MANAGEMENT DEPT

Please list issues or projects that you would like for the county to address this next year 2010.

1. INITIATE LIFE CYCLE PLAN FOR ITS EQUIPMENT
2. INITIATE SPARE ITS PARTS – 15% OF EXISTING EQUIPMENT
3. COMPLETE FIBER LOOP FOR REDUNDENCY
4. COMPREHENSIVE INVENTORY OF ASSET MANAGEMENT LIST
5. INTEGRATE WATER SEARCH AND RESCUE WITHIN TRAFFIC MANAGEMENT CENTER
6. ADDITIONAL OFFICE SPACE FOR EMERGENCY MANAGEMENT DEPARTMENT

MAJOR CHALLENGES
Beaufort County, South Carolina
February 2010

DEPARTMENT: Engineering Division

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Complete construction projects under restrictive budget.
- Better utilize limited personal and resource to achieve Beaufort County infrastructure improvement goals.
- Continue to perform a better project engineering and construction team.

PROJECTS AND ISSUES IN PROGRESS
Beaufort County, South Carolina
February 2010

DEPARTMENT: Engineering Division

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Broad river Boat Landing Improvement Project
2. Dirt Road Paving Contract #39, #40, #41.
3. C. C. Haigh Boat Landing Improvement Project.
4. Skate Park Construction Project.
5. Construction of DSN Building
6. Construction of Tire Building.

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Engineering Division

Please list issues or projects that you would like for the county to address this next year 2010.

1. Enact County roadway mileage cap
2. Enact County roadway mileage cap
3. Partner with SCDOT and facilitate to contract award, the widening of US 278 to SC 170.
4. Complete construction of SC 802 roadway

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: Facility Maintenance

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Recruit and retain a skilled staff
- Provide the same level of service with limited resources.
- Training technicians to service, repair and maintain the latest technology used to retrofit existing equipment and in new construction

PROJECTS AND ISSUES IN PROGRESS
Beaufort County, South Carolina
February 2010

DEPARTMENT: Facility Maintenance

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Administration Building – The rebuilding of several sections return and supply ducts.
2. Preparing utilities in the Detention Center for installation of a new set of showers.
3. Fabricating replacement door grills at PALS Facilities in an effort to prevent vandalism

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Facility Maintenance

Please list issues or projects that you would like for the county to address this next year 2010.

1. The replacement of an aging bucket truck with increased capabilities decreasing the need for rental equipment
2. Increased staffing of Facility Maintenance including a second carpenter and electrician to maintain an increasing number of facilities in northern and southern Beaufort County
3. Staff Training to reach our goal of being paperless

MAJOR CHALLENGES
Beaufort County, South Carolina
February 2010

DEPARTMENT: Facility Management

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Address facility space needs and requirements

- Update and manage the facility CIP/CMR

PROJECTS AND ISSUES IN PROGRESS
Beaufort County, South Carolina
February 2010

DEPARTMENT: Facility Management

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. DNA Lab –Project Management
2. Sheriff's Office Special Operates Facility-Project Management
3. EIFS Removal/Facility Renovation – Courthouse and Administration Building

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Facility Management

Please list issues or projects that you would like for the county to address this next year 2010.

1. CIP Requests
2. Vehicle Replacement Program
3. Employee Training

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: Finance

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Various audits/clean-ups (Clerk of Court, Magistrate, etc.)
- High demand for reports/financial information with a limited staff
- Finding qualified personnel right for the job
- Consolidation of accounting function within the County
- Implementing a paperless financial reporting/purchase order system
- Implementing better controls over all County departments along with beginning internal audits
- Gaining the trust of outside agencies for the County's Finance Department after years of mistrust
- Aiding Business License Department in their audits and with any changes to business license-related ordinances

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

February 2010

DEPARTMENT: Finance

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. TIF reconciliations several times per year
2. Capital asset internal audit
3. Implement paperless general ledger/financial reporting system
4. Strengthen County grant accounting system
5. CIP clean-up and proper maintenance
6. Documentation of County controls and creation of a best practices manual
7. Improvement of County controls over assets and reporting
8. Obtain GFOA awards for the County's annual CAFRs and budgets
9. Aiding Purchasing Department in implementing a paperless purchase order system

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Finance

Please list issues or projects that you would like for the county to address this next year 2010.

1. Issue the FY 2011 budget
2. Hire another highly-qualified Financial Analyst
3. Begin capital asset internal audit with the Internal Audit Department
4. Start CIP clean-up process
5. Finish full transition of airport accountant and begin to improve the airports' reporting processes for the County and outside agencies (State of SC and FAA)
6. Clerk of Court audit/clean-up
7. Magistrate finances clean-up and begin to take over part of accounting function
8. Continue to update and improve upon controls
9. Teach TIF reconciliations to staff and improve upon the reconciliations
10. Aiding Purchasing Department in implementing a paperless purchase order system

MAJOR CHALLENGES
Beaufort County, South Carolina
February 2010

DEPARTMENT: Grounds Maintenance North

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Replace aging vehicles that have excessive mileage
- Replace aging equipment, mowers and tractors.
- Provide training for Staff and support to the ever growing facility inventory

PROJECTS AND ISSUES IN PROGRESS
Beaufort County, South Carolina
February 2010

DEPARTMENT: Grounds Maintenance North

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Prepare baseball fields for the upcoming 2011 World Series
2. Upgrade facilities – painting, benches, etc.
3. Inspect and repair all irrigation systems in parks and facilities

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Grounds Maintenance North

Please list issues or projects that you would like for the county to address this next year 2010.

1. Addressing vandalism
2. Replace vehicles that have excessive mileage.
3. Replace the Grounds Maintenance Office Building.

MAJOR CHALLENGES
Beaufort County, South Carolina
February 2010

DEPARTMENT: Grounds Maintenance South

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Replace aging vehicles that have excessive mileage
- Replace aging equipment, mowers and tractors.
- Provide training for Staff and support to the ever growing facility inventory

PROJECTS AND ISSUES IN PROGRESS
Beaufort County, South Carolina
February 2010

DEPARTMENT: Grounds Maintenance South

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Upgrade facilities – painting, benches, etc.
2. Inspect and repair all irrigation systems in parks and facilities
3. Replenish softball and baseball fields with clay and sand

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Grounds Maintenance South

Please list issues or projects that you would like for the county to address this next year 2010.

1. Addressing vandalism
2. Redesign the irrigation system at Chaplin Park
3. Repair the storm water drainage at Chaplin Park

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: Mosquito Control

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- If Beaufort County revenues decline, then essential services provided by Mosquito Control may decrease proportionately. For example, the routine applications of public health insecticides from the ground or air during the standard 5-day week may be reduced to 4 or 3 days per week for our abatement activity. If the frequency of these important services becomes sporadic, then the risk of a mosquito-borne disease may increase with dire consequences (Note: see the final concern).

- When the housing market rebounds in Beaufort County, the new residential developments will occur near or adjacent to the mosquito-infested wetlands throughout the Bluffton area. Thus, we anticipate a significant increase in our requests for service with a need for additional personnel, vehicles, and equipment.

- If a new mosquito-borne disease (such as the introduction of West Nile virus into Beaufort County in 2003) is discovered and becomes established, then our surveillance and, perhaps, abatement activities would require additional personnel, vehicles, and equipment.

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

February 2010

DEPARTMENT: Mosquito Control

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Acquisition and Modification of Government-Surplus Aircraft
 - The first replacement plane arrived on January 14, 2010. Mosquito Control will install spray and aerial GPS equipment for a fully operational platform before the start of the 2010 mosquito season.

2. Facility Upgrades to Mosquito Control Primary Facility (at 84 Shanklin Road)
 - Public Works and a contractor will install driveways, parking areas with wheel stops, and an automated security gate at the newly designed, relocated primary access
 - Public Works is installing heating/cooling equipment at the industrial shop.

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Mosquito Control

Please list issues or projects that you would like for the county to address this next year 2010.

1. Acquisition and Modification of Government-Surplus Aircraft
 - Mosquito Control needs the procurement and modification of up to 2 small government-surplus planes as replacements for our vintage large aircraft.

2. Security Upgrades to Mosquito Control Primary Facility (at 84 Shanklin Road)
 - After the installation of the driveways, parking areas, and primary access gate, Mosquito Control needs: 1) extra security lights, 2) security camera, and 3) voice link.

3. Facility Upgrades to Mosquito Control Hangar (at Lady's Island Airport)
 - Mosquito Control pilots and aircraft mechanics need: 1) 3rd row of ceiling work lights, 2) secured environmentally controlled industrial shop, and 3) wall insulation.

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: Public Safety Division

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Construction Of New Animal Shelter
- Construction Of New Emergency Operations Center
- Additions And Remodeling Of Detention Center
- Replacement Of Aircraft At Mosquito Control
- Additional Parking And Upgrade To Security At Mosquito Control
- Completion Of The EMS/Fire Study And Implementation Of The Recommendations
- Replacement Of Vehicles And Equipment In Departments
- Employee Training
- Responding To Impact Of The New Fighter Aircraft At MCAS
- Preparation For Possibility of the Next Round Of Base Closure And Realignment Program For Congress

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

February 2010

DEPARTMENT: Public Safety Division

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Radio Rebanding
2. Radio System Replacement
3. Automatic Vehicle Location (AVL) System Implementation
4. Replacement Of Mobile Data Computer (MDC) System
5. Rewrite And Update Animal Shelter Ordinance
6. EMS/Fire Study
7. Security Issues With Mosquito Control
8. Revisions To State 911 Legislation
9. State Wide Mobility Plan Update

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Public Safety Division

Please list issues or projects that you would like for the county to address this next year 2010.

1. Construction projects for remodeling or rebuilding Animal Shelter, Emergency Management and Detention Center
2. Road and parking areas for Mosquito Control
3. Construction of at least one new camera for ITS
4. Adding traffic signals north of the Broad River to ITS Computer Control System
5. Regional 911 System infrastructure improvement
6. Finish development and implementation of plan to reduce euthanasia at Animal Shelter
7. Implementation of EMS/Fire study
8. Review the operations of each department within the Public Safety Division for a full understanding of how they work, their operations, and their budget management
9. Monitor public safety departments for compliance to county policies and procedures
10. Develop better coordination between Emergency Management Operations and Recovery Planning Team

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: Public Works

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

Solid Waste & Recycling

- Site, permit, fund and construct a Solid Waste Transfer Station with sufficient capacity to handle the County's various waste streams for the next 20 years, before June 30, 2015 and possibly adopt a solid waste flow control ordinance. A flow control ordinance which requires all solid waste generated within the County to use such a facility may be necessary to secure the waste stream to fund the construction and operation of the facility.
- We need to establish five (5) 50-100 acre Debris Management Sites (DMS) required by the Debris Management Plan to support recovery following a major disaster; one site in each geographical area of the county is needed. DMS's are established to receive debris picked up from the right-of-way; segregate the debris by type and reduce the volume for disposal. The remaining material is transported to a landfill for disposal. All efforts to negotiate a lease prior to the event with local property owners have been unsuccessful thus far.
- Plan and execute the transition of the existing Solid Waste Management system into an integrated efficient system that: maximizes waste diversion; increases sustainability; takes advantage of emerging technology; while minimizing cost to our taxpayers. Transitioning to a system of curbside collection of solid waste and recycling in the more densely populated sections of the County.

Stormwater Management

- Address stormwater runoff volume from approved but not built parcels to prevent future damage to County's water resources.
- Addressing delinquent stormwater fees from military and other non taxable parcels

Stormwater Operations

- Reconstruct existing drainage ditches on Airport Circle, Possum Hill Road and Browns Island Road.
- Develop water quality pond construction expertise.
- Determine attributes of all stormwater infrastructure and record in GIS

Public Works Administration

- Provide improved and accurate record keeping of Public Works activities and associated costs to provide an accurate picture of the impact of services provided to citizens of Beaufort County.
- Establish priorities and identify funding for rocking roads that are not going to be paved in the foreseeable future.
- Identify an acceptable location for an additional boat landing on the May River.

General Support and Roads Maintenance Operations

- Locate suitable sources of fill material for roads and projects
- Support Lady's Island and Burton Wells Parks construction projects
- Provide maintenance services for County-owned dirt roads that delight our taxpayers.

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

February 2010

DEPARTMENT: Public Works

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

Solid Waste & Recycling

1. Daufuskie Island Convenience Center design/build construction project on Daufuskie Island.
2. Negotiating a MOU with SCDOT for clearing of storm debris from State roads.
3. Storm debris removal and disposal RFP issue, selection of contractor's and negotiation of a new 5 year contract.
4. Design/build construction project for a tire collection facility/ recycled materials baler building.
5. Planning and implementation of the County Office Recycling program utilizing the Energy Grant funds.
6. Installation of 7 solid waste compactors at the Simmonsville Road Convenience Center utilizing the Energy Grant funds.
7. Deactivation and demolition of the two old convenience centers sites at Lady's Island and Shanklin Road.

Stormwater Management

8. Water quality retrofit control projects: Gascoigne Bluff; Southside Pond; Huspah Creek.
9. Setting up stormwater inspection program to satisfy FEMA community credit system by focusing on choke points, pond inspection, etc.
10. Water quality retrofit engineering contract for additional control projects.
11. Participate in Okatie TMDL Process.

Stormwater Operations

12. Pleasant Point Road outfall ditch reconstruction
13. Ashepoo Drive roadside ditch reconstruction
14. Christine Place Subdivision ditches reconstruction
15. Folly Road outfall ditch reconstruction
16. Twickenham outfall project completion (waiting on dry weather)
17. Qualls Road outfall ditch reconstruction
18. Repair Bluffton Parkway cross line pipes
19. Woodbridge Subdivision catch basin lids repairs

Public Works Administration

20. The procurement and implementation of a Public Works software system to improve recording keeping, reporting capabilities, and job costing.
21. Pilot project for the installation of automated vehicle locator units (GPS) in some Public Works vehicles and heavy equipment.

General Support and Roads Maintenance Operations

22. Lands End road rocking – two roads remain to be rocked.
23. Complete digging two permitted ponds for fill material.

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Public Works

Please list issues or projects that you would like for the county to address this next year 2010.

Solid Waste & Recycling

1. Rebid of the contract to provide waste collection and transportation services to County Convenience Centers.
2. Develop and issue a RFP for collection and processing of scrap metal and white goods to include removal of Freon and share of revenues from sale of scrap.
3. Develop and issue a RFP for disposal of Yard waste and C&D.
4. Complete review and revision of PW Disaster Response Plan.
5. Annual review and revision of Debris Management Plan.
6. Annual review and revision of Solid Waste Management Plan.

Stormwater Management

7. Initiate Construction of SW Utility Building expansion
8. Hyperlink Project Summary data to new GIS drainage system data base

9. Finalize and implement new bacterial source tracking system to determine causes for increased bacteria levels coming out of wetlands
10. Address county issues in the May River action plan.

Stormwater Operations

11. Correct South Royal Pines drainage problems
12. Complete Westbury Park drainage phases 2 & 3

Public Works Administration

13. Determine the correct protocols for working on private property, particularly flooded private property and poorly-maintained or impassable private roads.
14. Identify a funding source for an equipment replacement program for Public Works
15. In conjunction with the County Engineer, develop a pavement routine maintenance program
16. In conjunction with the Traffic Engineer, develop a pavement marking and road sign maintenance program.

MAJOR CHALLENGES

Beaufort County, South Carolina

February 2010

DEPARTMENT: Traffic and Transportation Engineering

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Staffing and Training of staff to 1) better address traffic signal maintenance and upgrade needs and 2) improve scheduling, management and engineering of traffic signal projects.
- Upgrade and networking of the traffic signals in northern Beaufort County and City of Beaufort. Identification of funding, scheduling work and management of specific projects.
- Assistance, management and overview of Countywide roadway projects (traffic signal aspects of roadway projects), signal upgrade projects, signal networking and signal system engineering projects being completed by City, County and SCDOT.
- Daily monitoring and management of US 278 Traffic Responsive Signal System.
- Working with SCDOT, Lowcountry COG and municipalities to identify and prioritize fiscally responsible roadway improvement projects to address growing safety and capacity needs.
- Development of a Regional Transportation Model serving the Lowcountry, utilizing 2010 Census data and long-range population growth projections, in order to aid in identifying and programming regional roadway improvement needs.
- Comprehensive planning and programming for bicycle and pedestrian needs

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

February 2010

DEPARTMENT: Traffic and Transportation Engineering

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. US 278 System Detectors/Traffic Count Monitoring Stations (installation) and finalizing US 278 Traffic Responsive System
2. Beaufort County Advanced Traffic Management System (ATMS) in coordination with Emergency Management and SCDOT
3. SC 802/Brickyard Roundabout Design
4. City of Beaufort Traffic Signal Networking, Upgrades and Traffic Signal Retiming
5. US 278 Street Lighting (Coordinate completion with SCDOT contractor)
6. WK Alston Connector Road and Traffic Signal
7. Regional Transportation Model, Task 1
8. Traffic Accident Database System

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
February 2010**

DEPARTMENT: Traffic and Transportation Engineering

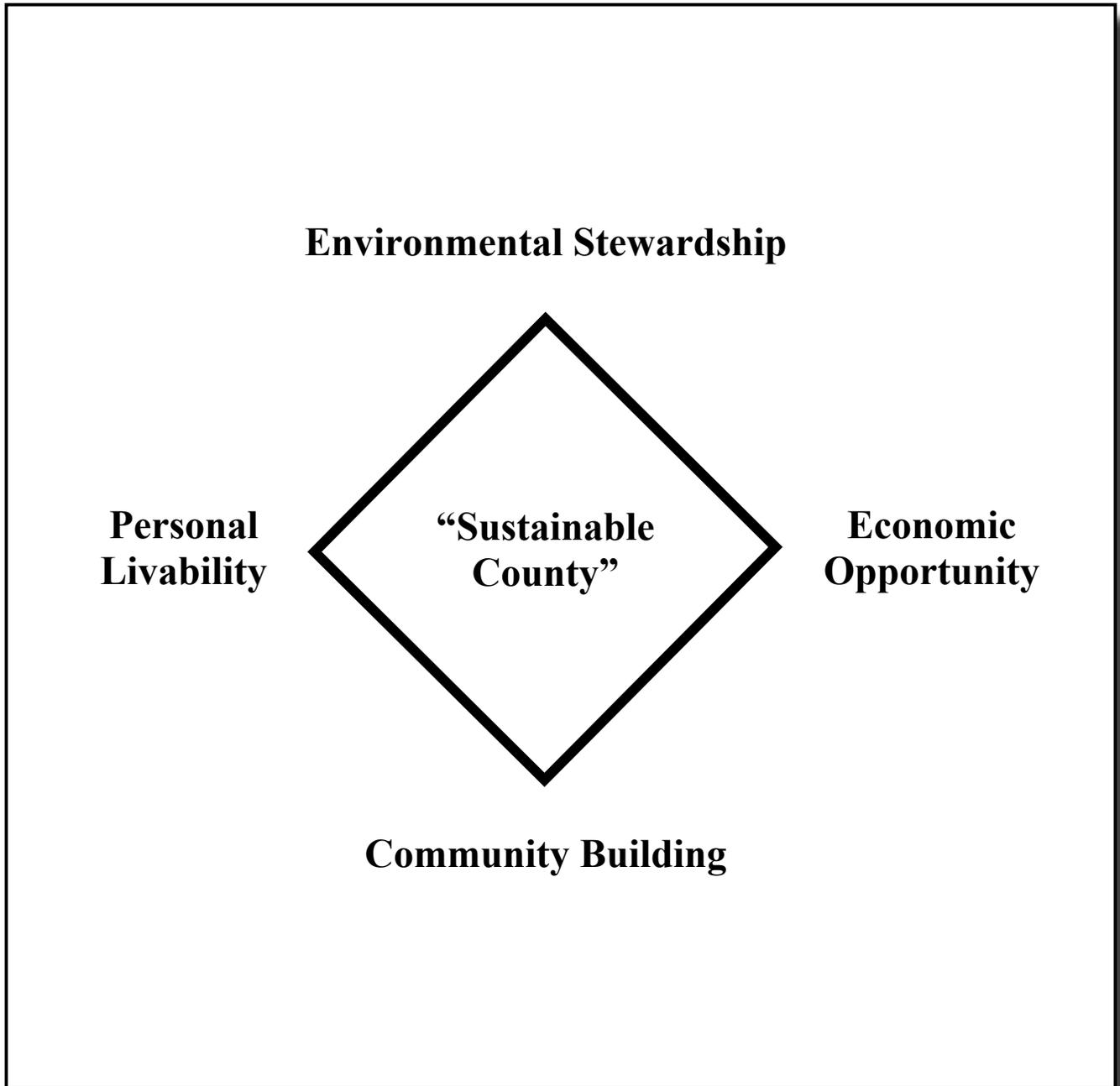
Please list issues or projects that you would like for the county to address this next year 2010.

1. Upgrade, networking and re-timing of 17 traffic signals on Ribaut Road and Boundary Street.
2. System Networking of ten signalized intersections on principal arterials in northern Beaufort County.
3. Rebuilding of two intersections in City of Beaufort and/or Town of Port Royal for Mast Arms. Programming of funds to complete mast arm rebuilds of two intersections per year for future years.
4. Completion of Emergency Vehicle Pre-Emption System for all traffic signals in southern Beaufort County (seven intersections remain to be updated).
5. Development of Traffic Accident Database System in cooperation with MIS, GIS and Records Managements.
6. Development of updated Road Capital Improvement Plan (CIP) Priority Project List based on fiscal constraints of SCDOT Guide-share Program.
7. Phase 1 implementation of Emergency Vehicle Signal Pre-emption System for northern Beaufort County.

SECTION IV

BEAUFORT COUNTY VISION “A SUSTAINABLE COUNTY”

Beaufort County Vision A Sustainable County



Vision Sustainability Principles

PERSONAL LIVABILITY

► **Means**

- | <ol style="list-style-type: none"> 1. Residents feeling safe and secure throughout the county (personal and property) with low crime rate 2. Recreation and leisure opportunities for all generations 3. Easy movement within the county and with acceptable, predictable travel times, including public transportation, walking and bicycle trails 4. Reasonable, affordable and stable tax rate with services valued by local taxpayers 5. Quality public schools with quality educational programs 6. Good racial relations 7. Opportunities to experience arts and culture within the County 8. Convenient access to full range of choices for shopping, healthcare and medical services, education, water, government services 9. Availability of quality housing form affordable workforce housing to upper income housing 10. County, residents and businesses prepared for and ready to recover from a hurricane or disaster 11. Reasonable regulations based upon common vision by County, municipalities and Community Associations 12. Equitable level of County services responsive to residents' needs 13. Reliable, affordable services necessary for daily living 14. Opportunities for lifelong learning 15. Choice of lifestyles | <table border="1" style="border-collapse: collapse; width: 100%;"> <thead> <tr> <th style="text-align: center; padding: 5px;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center; padding: 5px;">9</td></tr> <tr><td style="text-align: center; padding: 5px;">8</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">5</td></tr> <tr><td style="text-align: center; padding: 5px;">4</td></tr> <tr><td style="text-align: center; padding: 5px;">4</td></tr> <tr><td style="text-align: center; padding: 5px;">3</td></tr> <tr><td style="text-align: center; padding: 5px;">2</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> </tbody> </table> | PRIORITY | 9 | 8 | 7 | 7 | 7 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 3 | 2 | 1 |
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ENVIRONMENTAL STEWARDSHIP

► **Means**

1. Protection of Beaufort County's natural beauty and resources, including forest tree, canopy, beaches, waterways and wild areas
2. Effective stormwater management program and drainage system
3. Protection of water quality with the ability to harvest from the waterways
4. Buildings, homes and commercial areas designed with environmental sensitivity
5. Increase opportunities for residents and guests to enjoy the water and Lowcountry environment
6. Residents and businesses understanding and taking responsibility for environmental stewardship
7. Reasonable environmental regulations based upon common vision
8. Effective environmental monitoring, compliance and enforcement of regulations
9. Preservation of the tree canopy
10. Balance environment with other quality of life
11. National Seashore and Marine Reserve Designation
12. Attractive, visually pleasing environment
13. All residents on sewer systems (no septic systems)
14. Acceptance of diverse appeal

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ECONOMIC OPPORTUNITY

► Economic Drivers	PRIORITY	
	TOP	HIGH
1. Military and military related businesses	9	0
2. Tourism	7	0
3. Medical and healthcare	5	0
4. Light, clean manufacturing	5	0
5. Retirees	5	0
6. University, education and training	4	7
7. Historical and cultural tourism	4	6
8. Agricultural and natural resource businesses	3	5
9. Information technology based businesses	2	9
10. Logistics and supply chain management	2	4
11. Regional and company headquarters	2	3
12. Building construction	2	2

ECONOMIC OPPORTUNITY

► Means	PRIORITY
1. Workforce prepared for 21 st century jobs	10
2. Retention and expansion of local businesses	9
3. Land available within the county and the region for economic expansion and development	9
4. Increased tax base with demonstratable return on tax investments	9
5. More diverse businesses (region and local) reducing the burden on residential taxpayers	8
6. Jobs with family wages	7
7. Ability to conduct business on one's property	2
8. Access to social and cultural capital	1
9. Easy access to work	0
10. Access to financial capital	0
11. Financing available for business development and expansion	0

COMMUNITY BUILDING

► **Means**

- | <ol style="list-style-type: none"> 1. Community gathering places providing opportunities for residents to interact 2. Residents volunteering and serving the community 3. Effective methods of communicating with residents and community about changes in the community 4. Residents taking pride 5. Celebrating the history, heritage and culture of Beaufort County and the Lowcountry 6. Governments working together for the Beaufort County community's benefit 7. Residents sharing responsibility for making the community safe 8. Faith based institutions 9. Strong community and neighborhood associations 10. Residents, businesses and non-profit organizations contributing to the Beaufort County community 11. Community events with high level of participation 12. Developing future community | <table border="1" style="border-collapse: collapse; width: 100%;"> <thead> <tr> <th style="text-align: center;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">9</td></tr> <tr><td style="text-align: center;">8</td></tr> <tr><td style="text-align: center;">8</td></tr> <tr><td style="text-align: center;">6</td></tr> <tr><td style="text-align: center;">6</td></tr> <tr><td style="text-align: center;">5</td></tr> <tr><td style="text-align: center;">5</td></tr> <tr><td style="text-align: center;">4</td></tr> <tr><td style="text-align: center;">4</td></tr> <tr><td style="text-align: center;">3</td></tr> <tr><td style="text-align: center;">2</td></tr> <tr><td style="text-align: center;">1</td></tr> </tbody> </table> | PRIORITY | 9 | 8 | 8 | 6 | 6 | 5 | 5 | 4 | 4 | 3 | 2 | 1 |
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SECTION V

BEAUFORT COUNTY PLAN 2010 – 2015

PLAN 2010 – 2015
1ST VOTE

Beaufort County Goals 2015

**Financially Sound County Providing Quality
Core Services Efficiently**

**Preservation of Beaufort County's Lowcountry Character:
Natural Beauty, Environment and Heritage**

**More Sustainable County through Planned,
Managed Development**

Growing, Diversified Regional Economy

Upgraded County Infrastructure and Facilities

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES
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<p>► Objectives</p> <ol style="list-style-type: none"> 1. Align County services with core responsibilities and financial resources 2. Maintain financial reserves consistent with County's policies 3. Maintain stable tax rate and fees for valued services 4. Reduce the cost of services through partnership, contracting services 5. County employees delivering services in the most cost effective, efficient manner 6. Enhance customer satisfaction with County services 7. Develop and use outcome-based performance measures, including a base line data 8. Increase residents' understanding of County finances, services and programs 	<table border="1"> <thead> <tr> <th style="text-align: left;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">9</td></tr> <tr><td style="text-align: center;">9</td></tr> <tr><td style="text-align: center;">9</td></tr> <tr><td style="text-align: center;">7</td></tr> <tr><td style="text-align: center;">6</td></tr> <tr><td style="text-align: center;">5</td></tr> <tr><td style="text-align: center;">4</td></tr> <tr><td style="text-align: center;">2</td></tr> </tbody> </table>	PRIORITY	9	9	9	7	6	5	4	2
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<p>► Means to Residents</p> <ol style="list-style-type: none"> 1. Valued services for their tax dollar. 2. County services delivered in an efficient manner. 3. County Council acting as responsible financial stewards. 4. Content access to county services. 	
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► Challenges and Opportunities

- | | PRIORITY |
|--|-----------------|
| 1. State of South Carolina legislation impacting County finances and services, including home rule | 8 |
| 2. Defining “Core” County services focusing on the responsibilities of County government | 7 |
| 3. State government fund shortfall | 6 |
| 4. Keeping a stable tax rate | 5 |
| 5. National recession and impact on County revenues | 5 |
| 6. Increase demands for County services | 5 |
| 7. Working relations with other government agencies | 4 |
| 8. Providing juvenile judicial services for troubled youth | 4 |
| 9. Continuing to enhance financial accountability and reporting | 3 |
| 10. Adequate resources to support County services and service levels | 3 |
| 11. Informing residents about County government: finances, services | 2 |
| 12. Measuring performance of County government | 2 |
| 13. Taxing people out of their homes | 1 |
| 14. Defining the new economic reality and its impact on County government | 1 |

► **Actions 2010 – 2015**

	PRIORITY
1. Project Management and Monitoring System	9
2. Financial Planning and Reporting	8
3. County Services Review and Prioritization	8
4. Emergency Medical Services: Need Assessment, Direction	7
5. Animal Shelter: Direction	7
6. Treasurer Investment Committee: Direction	7
7. Mental Health and Disability Special Needs Program	6
8. Alternative County Revenues/Fees Update	5
9. Outcome Based Performance Measurement System: Development	5
10. Outsourcing Opportunities: Evaluation	5
11. Fire District Consolidation: Evaluation, Direction	4
12. County Fees: Analysis, Direction	1
13. Comprehensive Youth Services: Needs Assessment, Direction, County's Role, Funding	3
14. Old CIP Dollar Recovery from Past Projects	2
15. Crime Reduction Strategy: Evaluation of "Hot Spots," Actions, Monitoring Reports	2
16. Illegal Alien Population: Reporting Results, Lawful Employment Ordinance Implementation	2
17. Cost Effective Green Initiatives for County Organization: Direction, Actions	2
18. County Website: Upgrade	1
19. Communications with Residents: Evaluation, Direction	1
a) e-Mail list	
b) Emergency call back numbers (Including cell phones)	
20. Council Compensation: Policy Clarification	0
21. Community Foundations Funding County Operations: Direction, Endowment Fund, Strategy	0
22. Smart Decline Contingency Plan	0
23. Financial Policies: Review	0
24. Emergency Medical Services	0

GOAL 2	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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► Objectives	PRIORITY
1. Preserve and promote Beaufort County's history, heritage and culture	10
2. Improve quality of water for harvesting from the waterways	10
3. Preserve and enhance the beauty of the natural and built environment	9
4. Market the Beaufort County and Lowcountry brand	8
5. Increase local food production	7
6. Expand pathway and trail system	5
7. Expand opportunities to enjoy Beaufort County	1

► Means to Residents
1. A beautiful living environment.
2. Opportunities to enjoy the heritage and history of the Lowcountry.
3. Opportunities to enjoy the waterways and natural resources of the county.
4. Protection of property values.

► Challenges and Opportunities	PRIORITY
1. Water quality regulations and mandates	10
2. Transportation and touring sites	9
3. Tapping the historical roots	7
4. Expand marketing the "Lowcountry" brand including	7
5. Funding for facilities, programs, projects, services	6
6. Expanding residents and visitors understanding and appreciating Beaufort County's uniqueness	4
7. Marketing ecotourism	4
8. Not making Beaufort County like where I came from – preserving "Why I moved here"	3
9. Authenticity and uniqueness of Lowcountry	3
10. Food production and cooking	1

► Actions 2010 – 2015	PRIORITY
1. Rural Critical Lands: Current Program and Future Direction	9
2. Mitchellville Historic Site: Development	9
3. Stormwater Monitoring and Model Application to Other Streams	7
4. Greenway Development: Rail Decision	6
5. Code Enforcement and Compliance: Review (Including abandoned cars, mobile homes, boats)	5
6. Solid Waste Disposal and Recycling	5
7. National Recognition for Beaufort County's Lowcountry Character and Environmental Quality	5
8. Unified Stormwater Ordinance/Joint Water Quality Office: Direction, Development	4
9. Countywide River Buffers: Options Evaluation, Direction, Actions	4
10. Rail to Trail Development: County's Direction, Financial Participation, Railroad to Yemassee	2
11. Fishing Industry and Fish Village: Assessment, Direction	2
12. Community Preservation Districts: Policy Direction	1
13. Library Space for Historic Documents: Direction	1
14. Discover Center: Needs Assessment, Direction, County's Role	1
15. Lowcountry Museum: Needs Assessment, Direction, County's Role (i.e. Artifacts)	1
16. Estuarian: Direction, County's Role	1
17. May River Study: Completion	0
18. Public Information and Educational Program on Green Products and Life Style: Direction, Development	0
19. Camp St. Mary: Evaluation, Direction	0
20. Green Print Plan: Update, Funding Mechanism	0
21. Hostel and Dormitories for Workers and Visitors: Evaluation, Direction	0
22. Water Quality Office	0
23. BMP Manual: Update	0
24. Environmental Code Enforcement: Review	0
25. Port Royal Sound: Recognition	0
26. Rural Drainage Comprehensive Maintenance Plan	0
27. Pesticide and Chemical Control	0

GOAL 3

**MORE SUSTAINABLE COUNTY THROUGH
PLANNED, MANAGED GROWTH**

► **Objectives**

1. Have development and redevelopment consistent with adopted plans and policies
2. Develop network system of pathways and trails
3. Solve the affordable workforce housing dilemma
4. Have wastewater treatment including increasing the number of homes on sewer collections system, reducing number on septic systems and other
5. Apply SMART Growth and new urbanism principles in selected locations

► **Means to Residents**

1. Predictable growth and development in the County.
2. Preserving and enhancing the quality of lives of residents.
3. Protection of property values.
4. Improving connectivity through a network of pathways and trails.

► Challenges and Opportunities

1. Development occurring in appropriate locations
2. Adding redevelopment focus
3. Impact of out of county growth
4. Development impacts on current residents
5. Reducing impervious surfaces
6. Defining "SMART Growth" and its application to Beaufort County
7. Funding for sewer service: Who pays
8. Annexations: differing viewpoints
9. Working with Gated Communities Covenants for sustainability
10. Housing market: today and future direction
11. Looking at long term horizon and unintended consequences

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► Actions 2010 – 2015

1. Countywide Form Based Code
2. Annexation: Lobbying
3. Affordable Workforce Housing: Direction
4. Public Transportation: Evaluation, Plan
5. Transfer of Development Rights
6. Daufuskie Island Plan
7. Septic Inspection: Local Authority and Direction
8. Northern Regional Plan: Review, Refinement
9. Southern Regional Plan
10. Environmental Study for Stormwater management (including soil types)
11. Redevelopment: County's Role
12. Green Building and Development Standards: Evaluation, Direction
13. Beaufort County Official Map: Development
14. Traditional Neighborhood Development Investigations
15. County Sewer Service Evaluation: Evaluation, Direction
 - a. Shell Point
 - b. Mink Point
16. Homeowner Education Program: Development

PRIORITY
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GOAL 4	GROWING, DIVERSIFIED REGIONAL ECONOMY
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<p>► Objectives</p> <ol style="list-style-type: none"> 1. Support local small and minority businesses through the county's procurement practices 2. Retain the native population and multi family generation 3. Increase number of family wage jobs 4. Work with other regional governments to expand the regional economy 5. Attract new diverse businesses 6. Have land and buildings available for business attraction and expansion 7. Increase the number of retirees relocating to Beaufort County 8. Increase the number of first time and returning visitors to Beaufort County 9. Increase food processing 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">8</td></tr> <tr><td style="text-align: center;">8</td></tr> <tr><td style="text-align: center;">7</td></tr> <tr><td style="text-align: center;">6</td></tr> <tr><td style="text-align: center;">5</td></tr> <tr><td style="text-align: center;">5</td></tr> <tr><td style="text-align: center;">3</td></tr> <tr><td style="text-align: center;">3</td></tr> <tr><td style="text-align: center;">1</td></tr> </tbody> </table>	PRIORITY	8	8	7	6	5	5	3	3	1
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<p>► Means to Residents</p> <ol style="list-style-type: none"> 1. Appropriate businesses locating in Beaufort County and region. 2. Support for local business retention and growth. 3. More job opportunities for County residents. 4. More diverse tax base. 	
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<p>► Challenges and Opportunities</p> <ol style="list-style-type: none"> 1. Cost of land in Beaufort County vs. other locations 2. National recession and business investment 3. Tapping the economic strengths: military, education, tourism 4. Land and building availability 5. Competition for tourists and businesses 6. Defining the County's role in economic development 7. Approach: local, county, regional 8. Service wage structure and employer attitude 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">8</td></tr> <tr><td style="text-align: center;">6</td></tr> <tr><td style="text-align: center;">5</td></tr> <tr><td style="text-align: center;">5</td></tr> <tr><td style="text-align: center;">3</td></tr> <tr><td style="text-align: center;">2</td></tr> <tr><td style="text-align: center;">2</td></tr> <tr><td style="text-align: center;">2</td></tr> </tbody> </table>	PRIORITY	8	6	5	5	3	2	2	2
PRIORITY										
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► **Actions 2010 – 2015**

1. Commerce Park: Evaluation, Direction
2. Spec Building/Commerce Park
3. Public Funding for Chambers: Direction
4. Compliance Officer for Small and Minority Owned Business Program
5. Economic Development Strategy: Review, Direction
6. Historic Tourism: Comprehensive Map and Marketing Plan: Development
7. Retirees as Permanent Residents: Evaluation, Attraction Strategies
8. Business License Fee: Evaluation, Direction
9. Eco Tourism: Assessment, Direction, Strategy
10. Beaufort County: Economic Development Policy and Tool Kit
11. Regional Economic Development Plan: Participation, Support
12. Public Funding for Chambers: Direction

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GOAL 5	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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► Objectives		PRIORITY
1. Upgrade County Campus: Courthouse, Administration and Detention		9
2. Define, plan, develop infrastructure to support future growth and development		8
3. Define mission and future direction for Beaufort County’s airports		7
4. Upgrade quality of public roads to County standards “D” or better		6
5. Increase the environmental sensitivity of County buildings and facilities (more energy efficient)		6
6. Upgrade and expand County parks		5
7. Develop Daufuskie infrastructure		3

► Means to Residents	
1. Customer-friendly, well-maintained county facilities.	
2. Improved quality of county roads.	
3. Easier traffic flow and movement throughout the County.	
4. Better quality park facilities.	

► Challenges and Opportunities		PRIORITY
1. Funding for capital projects		9
2. Aging facilities and infrastructure needing repair, replacement, rehabilitation		8
3. Determining project priority		6
4. Partnering with other governments to leverage County resources		5
5. Effective project management and accountability		4
6. Bidding environment and an ability to have low bids		4
7. Wish list without costs of building, maintenance and operation		1
8. District projects vs. Projects of Countywide benefit		0

► **Actions 2010 – 2015**

- | | PRIORITY |
|--|-----------------|
| 1. County Campus Building Renovations | 7 |
| 2. St. Helena Island's Library at Penn Center | 6 |
| 3. Arthur Horne Facility: Evaluation, Direction | 5 |
| 4. Marine Transportation: Evaluation, Plan (Water, ferry) | 5 |
| 5. Private Roads Policy: Review | 5 |
| 6. Road Building Fund New: Direction (2013) | 4 |
| 7. Lady's Island Park Development | 4 |
| 8. Daufuskie Island Plan | 4 |
| 9. Burton Wells Regional Park: Development, Funding (Phase II) | 3 |
| 10. Technology Infrastructure: Evaluation, Direction, County's Role, Actions, Cost Savings | 3 |
| 11. Marshland Road: Evaluation, Direction SCDOT Priority | 3 |
| 12. Third Bridge: Assessment, Direction (by Air Station) | 3 |
| 13. Coroner's Office: Direction | 3 |
| 14. Transportation Model: Update | 3 |
| 15. Airport Master Plan for Hilton Head Island | 2 |
| 16. Beaufort County Airport Master Plan (Lady's Island) | 2 |
| 17. Highway 170 Improvements | 2 |
| 18. Crossovers: Evaluation, Direction | 1 |
| 19. Pinckney Island Road and Entrance: Evaluation, Direction | 1 |
| 20. South Beaufort County Facility: Direction | 0 |
| 21. Woods (Christensen) Bridge (new): Direction | 0 |
| 22. Recycling Program for County Facilities: Development | 0 |
| 23. Marine Transportation: Evaluation, Plan (Including water taxi, ferry, etc.) | 0 |
| 24. Regional Airport Study | 0 |

PLAN 2010 – 2015
2ND VOTE

Beaufort County Goals 2015

**Financially Sound County Providing Quality
Core Services Efficiently**

**Preservation of Beaufort County's Lowcountry Character:
Natural Beauty, Environment and Heritage**

**More Sustainable County through Planned,
Managed Development**

Growing, Diversified Regional Economy

Upgraded County Infrastructure and Facilities

Goals 2015 Worksheet

GOALS	IMPORTANCE
1. Financially Sound County Providing Quality Core Services Efficiently	18
2. Preservation of Beaufort County's Lowcountry Character: Natural Beauty, Environment and Heritage	24
3. More Sustainable County through Planned, Managed Development	24
4. Growing, Diversified Regional Economy	34
5. Upgraded County Infrastructure and Facilities	38

GOAL 1

**FINANCIALLY SOUND COUNTY PROVIDING
QUALITY CORE SERVICES EFFICIENTLY**

► **Objectives**

1. Align County services with core responsibilities and financial resources
2. Maintain financial reserves consistent with County's policies
3. Maintain stable tax rate and fees for valued services
4. Reduce the cost of services through partnership, contracting for services
5. County employees delivering services in the most cost effective, efficient manner
6. Enhance customer satisfaction with County services

► **Short Term Challenges and Opportunities**

1. State of South Carolina legislation impacting County finances and services, including home rule
2. Defining "core" County services focusing on the responsibilities of County government
3. State government revenue shortfall
4. Keeping a stable tax rate
5. National recession and impact on County revenues
6. Increase demands for County services
7. Defining the new economic reality for the County

► **Long Term Challenges and Opportunities**

1. Working relations with other government agencies
2. Providing juvenile judicial services for troubled youth
3. Continuing to enhance financial accountability and reporting
4. Adequate resources to support County services and service levels
5. Informing residents about County government: finances, services
6. Measuring performance of County government
7. Taxing people out of their homes

► Actions 2010	PRIORITY
1. Financial Monitoring and Early Warning System: Development, Reporting, Trend Analysis (Monthly)	8
2. County Services Review and Prioritization	8
3. Smart Contingency Plan	8
4. State Cutbacks on Mental Health and Disability Special Needs Program: Analysis of Impacts, County's Role, Direction	7
5. Alternative County Revenues: Evaluation, Direction, Review/Update Fees	7
6. Financial Policies Review	6
7. Outsources Opportunities: Evaluation, Direction	5
8. Emergency Medical Services: Need Assessment, Direction on Services	3
9. Project Management and Monitoring Report: Development	2
10. Treasurer Investment Committee: Direction	2
11. County Website: Upgrade/Expansion	2
12. Animal Shelter: Mission, Direction, County's Role	1
a) Ordinance	
b) Funding	
c) Operations Manual	
d) Veterinarian	
e) Spay/Neuter	
f) Outreach to various groups	
13. Outcome Based Performance Measurement System (establishing a baseline): Development	1
14. Old CIP Dollar Recovery from Past Projects	0

► On the Horizon 2011 – 2015
1. Fire District Consolidation: Evaluation, Direction
2. Comprehensive Youth Services: Needs Assessment, Direction, County's Role, Funding
3. Crime Reduction Strategy: Evaluation of "Hot Spots", Actions, Monitoring Reports
4. Lawful Employment Ordinance Implementation
5. Cost Effective Green Initiatives for County Organization: Direction, Actions
6. Communications with Residents: Evaluation, Direction
a) E-Mail list
b) Emergency call back numbers (Including Cell Phones)
7. Community Foundations Funding County Operations: Direction, Endowment Fund, Strategy

GOAL 2

**PRESERVATION OF BEAUFORT COUNTY'S
LOWCOUNTRY CHARACTER: NATURAL
BEAUTY, ENVIRONMENT AND HERITAGE**

► **Objectives**

1. Preserve and promote Beaufort County's history, heritage and culture
2. Improve quality of water: harvesting from waterways
3. Preserve and enhance the beauty of the natural and built environment
4. Market the Beaufort County and Lowcountry brand
5. Increase local food production

► **Short Term Challenges and Opportunities**

1. Water quality regulations and mandates
2. Transportation and touring sites
3. Tapping the historical roots
4. Expand marketing the "Lowcountry" brand including ecotourism, food production
5. Funding for facilities, programs, projects, services

► **Long Term Challenges and Opportunities**

1. Expanding residents and visitors understanding and appreciating Beaufort County's uniqueness
2. Marketing ecotourism
3. Not making Beaufort County like where I came from – preserving "Why I moved here"

► Actions 2010

	PRIORITY
1. Rural Critical Lands Referendum: Direction Including Green Print Plan: Update, Funding Mechanism	10
2. Water Quality Office: Direction, Development	10
3. BMP Ordinance/Manual: Revision	9
4. Greenway Development: Rail Decision	6
5. Solid Waste Disposal and Recycling: Evaluation, Direction	6
6. Mitchellville Historic Site Development: County's Role, Partner with Town of Hilton Head Island, National Historic Destination, Interpretative Maps	4
7. National Recognition for Beaufort County's Lowcountry Character and Environmental Quality	4
8. Code Enforcement and Compliance Review, Direction (Including Abandoned Vehicles, Mobile Homes, Boats)	2
9. Environmental Code Enforcement: Review, Direction	1

► On the Horizon 2011 – 2015

1. Unified Stormwater Ordinance
2. Countywide River Buffers: Options Evaluation, Direction, Actions
3. Fishing Industry and Fish Village: Assessment, Direction
4. Community Preservation Districts: Policy Direction
5. Library Space for Historic Documents: Direction
6. Discover Center: Needs Assessment, Direction, County's Role
7. Lowcountry Museum: Needs Assessment, Direction, County's Role (i.e. Artifacts)
8. Estuaries: Direction, County's Role
9. May River Study: Completion
10. Public Information and Educational Program on Green Products and Life Style: Direction, Development
11. Camp St. Mary: Evaluation, Direction
12. Hostel and Dormitories for Workers and Visitors: Evaluation, Direction
13. Stormwater Management: Monitoring and Modeling; Application to Other Streams, Database
14. Stormwater Management: Rural Drainage Comprehensive Maintenance Plan
15. Stormwater Management: Pesticide and Chemical Control
16. Port Royal Sound: Recognition

GOAL 3

**MORE SUSTAINABLE COUNTY THROUGH
PLANNED, MANAGED GROWTH**

► **Objectives**

1. Have development and redevelopment consistent with adopted plans and policies
2. Develop network system of pathways and trails
3. Solve the affordable workforce housing dilemma
4. Have wastewater treatment including increasing the number of homes on sewer collections system, reducing number on septic systems
5. Apply SMART Growth and new urbanism principles in selected locations

► **Short Term Challenges and Opportunities**

1. Development occurring in appropriate locations
2. Adding redevelopment focus
3. Impact of out of county growth
4. Development impacts on current residents
5. Reducing impervious surfaces

► **Long Term Challenges and Opportunities**

1. Defining "SMART Growth" and its application to Beaufort County
2. Funding for sewer service: Who pays
3. Annexations: differing viewpoints
4. Working with Gated Communities Covenants for sustainability
5. Housing market: today and future direction
6. Looking at long term horizon and unintended consequences

► **Actions 2010**

- | | |
|---|-----------------|
| | PRIORITY |
| 1. Form Based Code: Development, Direction, Location | 10 |
| 2. Transfer Development Rights Policy: Direction | 8 |
| 3. Traditional Neighborhood Development Investigation, Direction | 7 |
| 4. Redevelopment: County's Role, Direction (in partnership with municipalities) | 7 |
| 5. Annexation Reform: Lobbying | 6 |
| 6. Public Transportation: Evaluation, Direction, Plan | 4 |
| 7. Affordable Workforce Housing: Targeted Price Range, Analysis, County's Role, Direction | 3 |
| 8. Daufuskie Island Plan: Recommendation | 3 |
| 9. Septic Inspection: Local Authority, Direction | 2 |

► **On the Horizon 2011 – 2015**

1. Environmental Study for Stormwater Management (including soil types)
2. Green Building and Development Standards: Evaluation, Direction
3. Beaufort County Official Map: Development
4. County Sewer Service Evaluation: Evaluation, Direction
 - a. Shell Point
 - b. Mink Point
5. Homeowner Education Program: Development
6. Southern Regional Plan

GOAL 4

GROWING, DIVERSIFIED REGIONAL ECONOMY

► **Objectives**

1. Support local small and minority businesses through the county's procurement practices
2. Retain the native population and multi family generations
3. Increase number of family wage jobs
4. Work with other regional governments to expand the regional economy
5. Attract new diverse businesses
6. Have land and buildings available for business attraction and expansion

► **Short Term Challenges and Opportunities**

1. Cost of land in Beaufort County vs. other locations
2. National recession and business investment
3. Tapping the economic strengths: military, education, tourism
4. Land and building availability

► **Long Term Challenges and Opportunities**

1. Competition for tourists and businesses
2. Defining the County's role in economic development
3. Approach: local, county, regional
4. Service wage structure and employer attitude

► **Actions 2010 – 2015**

1. F-35 Joint Strike Fighters: County Strategy and Actions, Environmental Assessment
2. Compliance Officer for Small and Minority Owned Business Program: Direction, Funding
3. Economic Development Strategy: Review, Direction
4. Spec Building: Direction
5. Public Chamber Funding: Review
6. Commerce Park: Evaluation, Direction
7. Historical Tourism Comprehensive Map and Marketing Plan: Development
8. Regional Economic Development Plan: Participation, Support

PRIORITY

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► **On the Horizon 2011 – 2015**

1. Retirees as Permanent Residents: Evaluation, Attraction Strategies
2. Business License Fee: Evaluation, Direction
3. Eco Tourism: Assessment, Direction, Strategy
4. Beaufort County: Economic Development Policy and Tool Kit

GOAL 5

UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

► **Objectives**

1. Upgrade County Campus: Courthouse, Administration and Detention
2. Define, plan, develop infrastructure to support future growth and development
3. Define mission and future direction for Beaufort County's airports
4. Upgrade quality of public roads to County standards: "D" or better
5. Increase the environmental sensitivity and energy efficiency of County buildings and facilities
6. Upgrade and expand County parks

► **Short Term Challenges and Opportunities**

1. Funding for capital projects
2. Aging facilities and infrastructure needing repair, replacement, rehabilitation
3. Determining project priorities
4. Partnering with other governments to leverage County resources

► **Long Term Challenges and Opportunities**

1. Effective project management and accountability
2. Bidding environment and an ability to have low bids
3. Wish list without costs for building, maintenance and operation
4. District projects vs. Projects of Countywide benefit

► **Actions 2010 – 2015**

1. County Campus Building Renovations: Direction, Design, Funding
2. St. Helena Island's Library: Plan, Budget and Timeline; Grant
3. Airport Master Plan (Hilton Head Island): Complete Plan, Direction
4. Daufuskie Plan: Review, Direction, Funding
5. Recycling Program for County Facilities: Development
6. Transportation Model: Update
7. Beaufort County Airport Master Plan (Lady's Island): Direction
8. Arthur Horne Facility: Evaluation, Direction
9. Private Road Policy: Review, Direction
10. Lady's Island Park Development: Direction, Funding

PRIORITY

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► **On the Horizon 2011 – 2015**

1. Road Building Fund New: Direction (2013)
2. Burton Wells Regional Park: Development, Funding (Phase III)
3. Technology Infrastructure: Evaluation, Direction, County's Role, Actions, Cost Savings
4. Marshland Road: Evaluation, Direction SCDOT Priority
5. Third Bridge: Assessment, Direction (by Air Station)
6. Coroner's Office: Direction
7. Highway 170
8. Crossovers: Evaluation, Direction
9. Pinckney Island Road and Entrance: Evaluation, Direction
10. South Beaufort County Facility: Direction
11. Woods (Christensen) Bridge (new): Direction
12. Marine Transportation: Evaluation, Plan (Water Taxi, Ferry)
13. Regional Airport Study

SECTION VI

BEAUFORT COUNTY ACTION AGENDA 2010

Beaufort County Policy Agenda 2010

TOP PRIORITY

Airport Master Plan for Hilton Head Island
Rural Critical Lands: Current Program and Future Direction
Water Quality Office
Countywide Form Based Code
County Services Review and Prioritization

HIGH PRIORITY

BMP Manual: Update
Spec Building/Commerce Park
Alternative County Revenues/Fees Update
Mental Health and Disability Special Needs Program
Solid Waste Disposal and Recycling

Beaufort County Policy Agenda 2010

POLICY ACTIONS	PRIORITY	
	Top	High
1. Water Quality Office: Direction, Development	7	0
2. Airport Master Plan for Hilton Head Island	7	0
3. County Services Review and Prioritization	6	0
4. Rural Critical Lands Referendum: Direction Including Green Print Plan: Update, Funding Mechanism	6	0
5. Countywide Form Based Code	5	0
6. Spec Building/Commerce Park	4	7
7. F-35 Joint Strike Fighter Strategy	3	4
8. BMP Ordinance/Manual: Revision	2	7
9. Alternative County Revenues/Fees Update	2	5
10. Solid Waste Disposal and Recycling: Evaluation, Direction	2	5
11. Economic Development Strategy Review, Direction	2	5
12. Financial Policies Review	2	4
13. Daufuskie Plan: Review, Direction, Funding	2	4
14. State Cutbacks on Mental Health and Disability Special Needs Program: Analysis of Impacts, County's Role, Direction	1	5
15. Greenway Development: Rail Decision	1	4
16. Redevelopment: County's Role	0	3
17. Public Funding for Chambers: Direction	0	3
18. Annexation Reform: Lobbying	0	2

Beaufort County Management Agenda 2010

TOP PRIORITY

**County Campus Building Renovations
St. Helena Island's Library at Penn Center
Smart Decline Contingency Plan
Financial Planning and Reporting**

HIGH PRIORITY

**Transportation Model: Update
Financial Policies: Review
Compliance Officer for Small and Minority Owned
Business Program
Transfer of Development Rights
Daufuskie Island Plan
Emergency Medical Services**

Beaufort County Management Agenda 2010

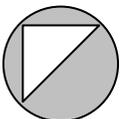
MANAGEMENT ACTIONS	PRIORITY	
	Top	High
1. County Campus Building Renovations	10	0
2. St. Helena Island's Library at Penn Center	10	0
3. Smart Decline Contingency Plan	8	0
4. Financial Planning and Reporting	6	0
5. Transportation Model: Update	4	8
6. Compliance Officer for Small and Minority Owned Business Program	4	7
7. Transfer of Development Rights	3	7
8. Daufuskie Island Plan	3	6
9. Financial Policies: Review	1	8
10. Traditional Neighborhood Development Investigations	1	3
11. Recycling Program for County Facilities: Development	0	1

PERFORMANCE REPORT 2010

County Council



***Beaufort County, South Carolina
March 2011***



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Beaufort County Goals 2015

**Financially Sound County Providing Quality
Core Services Efficiently**

**Preservation of Beaufort County's Lowcountry Character:
Natural Beauty, Environment and Heritage**

**More Sustainable County through Planned,
Managed Development**

Growing, Diversified Regional Economy

Upgraded County Infrastructure and Facilities

Beaufort County Policy Agenda 2010

TOP PRIORITY

Airport Master Plan for Hilton Head Island
Rural Critical Lands: Current Program and Future Direction
Water Quality Office
Countywide Form Based Code
County Services Review and Prioritization

HIGH PRIORITY

BMP Manual: Update
Spec Building/Commerce Park
Alternative County Revenues/Fees Update
Mental Health and Disability Special Needs Program
Solid Waste Disposal and Recycling

Beaufort County Management Agenda 2010

TOP PRIORITY

**County Campus Building Renovations
St. Helena Island's Library at Penn Center
Smart Decline Contingency Plan
Financial Planning and Reporting**

HIGH PRIORITY

**Transportation Model: Update
Financial Policies: Review
Compliance Officer for Small and Minority Owned
Business Program
Transfer of Development Rights
Daufuskie Island Plan
Emergency Medical Services**

GOAL 1

**FINANCIALLY SOUND COUNTY PROVIDING
QUALITY CORE SERVICES EFFICIENTLY**

ACHIEVEMENTS 2010

1. Improved Bond Rating: AA1
2. Financial Reporting and Performance Measurements: Development
3. Compliance Officer: Hired
4. Budget without Tax Increase
5. Sound Financial Management Team in Place
6. Refinancing Bonds: Saving Dollars
7. Animal Control Ordinance: Adoption
8. Library Automation
9. New Website: Development
10. Fire/EMS Study: Near Completion
11. Mental Health and Special Needs Building
12. Maintained Human Services during Cutbacks
13. Two Ambulances: Purchases
14. County Channel Lower Number: Greater Viewership, Transparency, Local Programs Increased
15. Paperless Agendas
16. County Administrator's Evaluation and Contract

VALUE TO RESIDENTS

1. County services delivered in efficient, cost effective manner
2. Saving County resources through bond financing and improved service delivery
3. Easy access to County services and information
4. County continues to invest in the future
5. Confidence in the financial stewardship by County leaders
6. Value for their tax dollars and fees

ACHIEVEMENTS 2010

17. In-house Recycling Program

18. Use of Inmates for Beautification Projects

GOAL 2

**PRESERVATION OF BEAUFORT COUNTY
LOWCOUNTRY CHARACTER: NATURAL
BEAUTY, ENVIRONMENT AND HERITAGE**

ACHIEVEMENTS 2010

1. Form based Code: Significant Progress
2. Rural and Critical Lands Acquisition:
Mitchelville, Oakatee River
3. Open Land Trust: Transfer
4. Lady's Island Multi Purpose Field
5. Burton Wells Park: Football Field,
Preparation for Dixie Baseball World
Series
6. BMP Manual: Research
7. Old House Creek: Lighting and
Surveillance Cameras
8. Coastal Kingdom: Program on Television

VALUE TO RESIDENTS

1. Protection of the County's low country
natural resources
2. Protection of property values
3. Improved quality of County parks
4. Increased leisure and recreational
amenities and opportunities
5. Greater public understanding of the
natural resources
6. County acquisition of critical lands and
following through on commitments

GOAL 3

**MORE SUSTAINABLE COUNTY THROUGH
PLANNED, MANAGED GROWTH**

ACHIEVEMENTS 2010

1. Form based Code: Significant Progress
2. Transfer of Development Rights
3. 1st County to New Approach to Land Use:
Form based Code
4. Hilton Head Airport Master Plan:
Completed
5. Metropolitan Planning Commission:
Approved

VALUE TO RESIDENTS

1. Control land uses
2. Protection of property values
3. More predictable future development in
the County
4. Support for future economic development
in the County
5. Protection of critical lands
6. Future development appropriate for
Beaufort County

GOAL 4

**GROWING, DIVERSIFIED REGIONAL
ECONOMY**

ACHIEVEMENTS 2010

1. F-35 Announcement
2. CareCore Office: Opening
3. State Funding for Economic Development Network: Marketing
4. Funding for the Heritage Golf Tournament
5. Hilton Head Island Airport Master Plan: Completion

VALUE TO RESIDENTS

1. Quality job opportunities for residents
2. Market the County to attract new tourists to the low country
3. Greater ease in getting to the County
4. Support for military expansion
5. Foundation for diversifying the local economy

GOAL 5

**UPGRADED COUNTY INFRASTRUCTURE
AND FACILITIES**

ACHIEVEMENTS 2010

1. DNA Lab
2. Highway 17 Widening: Completion
3. Highway 802 Bridge
4. Radio Rebanding
5. Animal Shelter
6. Recycling Center: Shankland, Simmonsville
7. Computers for Law Enforcement
8. Information Technology: Upgrades
9. New Phone System
10. Work on New County Courthouse Planning
11. Funding for St. Helena Library
12. 9-1-1 Monitoring Cameras
13. New Aircraft for Mosquito Abatement
14. Beaufort Library Improvements
15. Burton Wells Senior Center
16. New Group Home
17. Road Improvements: Highway 46, Simmonsville, Burnt Church
18. Energy Efficiency Grant for Improving County Buildings and Facilities

VALUE TO RESIDENTS

1. Improved mobility within Beaufort County
2. Safer community for residents and guests
3. Better quality County facilities resulting in better service delivery
4. Reduced operating costs through greater energy efficiency
5. More predictable travel times within the county
6. Healthier county for residents

**DEPARTMENTAL SUCCESSES
BEAUFORT COUNTY
2010**

DEPARTMENTAL SUCCESSES 2010

Beaufort County, South Carolina

March 2011

DEPARTMENT: Assessor

Please list your department's most important achievements that were completed during 2009 under "Success". Under "Impacts" please explain what the benefits to the county and to a citizen were as a result of each achievement.

Success: Reviewed 15,000 appeals received as a result of the 2009 countywide reassessment; mail-out in September 2009.

Impacts: Taxpayers who appealed. County, school and municipal fiscal (tax base) planning. Assessor office staff.

Success: Awards and Recognition
IAAO – Distinguished Assessment Jurisdiction award – Received in September 2010 at the IAAO (International Association of Assessing Officers) annual meeting held in Orlando Florida.
2010 Outstanding User – Customer Recognition award presented by Manatron to Chief Appraiser, Milton Boswell, at the annual users conference held in Seattle.

Impacts: Elevated office presence and respect among offices throughout state and country. Reflection of work and dedication of staff. Positive county news. Reflects the dedication of our Chief Appraiser in utilization and expansion of software capabilities. Quality and accuracy of ad valorem tax appraisals.

Success: Public Relations

Impacts: Positive feedback from taxpayers. Enhances office image. Dissemination of consistent and accurate information. Little if any negative press written during 2009 reassessment. Limited intervention needed from county council and county administration.

Success: Office founded SCMUG (South Caroline Manatron Users Group). Two statewide meetings held in 2010. Consortium of SC counties using Manatron software.

Impacts: Assessor, auditor, treasurer office users. Taxpayers. Reliability of product output.

Success: Staff Appraiser License certifications. All appraisers, except for two, are state certified licensed appraisers.

Impacts: Enhances credibility and professionalism of office. Quality of appraisals. Taxpayers and appeal boards.

Success: Increase scrutiny and documentation in determination of eligibility for the 4% special assessment ratio.

Impacts: County, school and municipal budgets. Taxpayer's eligibility and approval/disapproval.

DEPARTMENTAL SUCCESSES 2009

Beaufort County, South Carolina

February 2010

DEPARTMENT: Community Services

Please list your department's most important achievements that were completed during 2009 under "Success". Under "Impacts" please explain what the benefits to the county and to a citizen were as a result of each achievement.

Success: Began construction of new DSN Day Program/Administrative Facility. Projected completion date June.

Impacts: Facility will provide adequate space for Department administrative staff, but more important, will allow staff to offer consumer training, activities and care in one location, thereby making the program more effective and efficient in terms of productivity and cost.

Success: Secured CDBG grant and grant/loan combination from USDA to construct regional library on St. Helena Island at Penn Center. Architectural firm has been selected and design process is in progress.

Impacts: The construction of a library on St. Helena Island (as in any community) provides a valuable institution for the educational, cultural, social and economic development of the community and county. This project responds to one of the objectives of the County Comp Plan.

Success: Established and opened a satellite election/voter registration office in Bluffton, replacing the office that was closed on Hilton Head Island.

Impacts: This office is critical during elections in that it provides easier access for citizens living in the southern portion of the County to register and vote absentee.

Success: Purchased a home to replace a deteriorating DSN CTH for consumers.

Impacts: Provides a safe, decent and ADA compliant County-owned home for four DSN consumers who were living in a house with major deficiencies.

Success: County agreed to fund RFID technology in the libraries.

Impacts: Implementation of this technology gives patrons faster service receiving and returning materials and inventory control, thereby helping to maintain a reasonable level of service without additional manpower.

Success: Initiation of the development of recreational facilities, namely – soccer field at Bluffton, baseball/all-purpose field on Lady’s Island, phase 2 at Burton Wells.

Impacts: Development of these facilities is another step in responding to the increased need for adequate facilities for sports and leisure activities.

DEPARTMENTAL SUCCESSES 2010
Beaufort County, South Carolina
March 2011

DEPARTMENT: Employee Services

Please list your department's most important achievements that were completed during 2011 under "Success". Under "Impacts" please explain what the benefits to the county and to a citizen were as a result of each achievement.

Success: Implemented county-wide (non-elected) Performance Evaluation System

Impacts: Provides documentation to support actions taken with employees (both good & bad); provides employees with direction for improvement and praise for work well done

Success: Implemented CDL physical requirement for Public Works CDL holders

Impacts: Increases safety and reduces potential liability

Success: Provided all-in-one benefits enrollment form and brochure as well as online Open enrollment guide

Impacts: Saves employee time and simplifies enrollment process. Provides another Option for learning about county benefits and their value

DEPARTMENTAL SUCCESSES 2010

Beaufort County, South Carolina

March 2011

DEPARTMENT: Finance

Please list your department's most important achievements that were completed during 2010 under "Success". Under "Impacts" please explain what the benefits to the county and to a citizen were as a result of each achievement.

Success: Issued FY 2010 CAFR on October 29, 2010, which is the earliest since 1990 and the earliest since GASB 34 (more extensive CAFRs) was issued.

Impacts: Fresher information for decision makers, more transparency for citizens and related agencies, helps bond rating and reassures creditors, and assures general public that Finance is on top of its function.

Success: TIFs and stormwater continued to be reconciled on a timely basis and the speed of that function and controls behind it have greatly improved in 2010.

Impacts: Related agencies (municipalities, BCSD, PSDs, and FDs) now have more confidence that their TIFs are being correctly reconciled, especially considering the past. Also, their distributions are happening faster and there is a system of Finance review behind them. This is true even though it is not a Finance Department function.

Success: The consolidation of the County's Finance function has started. In the past many departments had their own accountants that were not properly trained and did not understand proper controls and reporting.

Impacts: The County's Finance function has become stronger, control deficiencies are being identified and fixed, year-end and interim reporting is becoming easier, and the departments are finally using 1 set of numbers.

Success: Hired another CPA.

Impacts: The Finance Department is gaining more capacity, especially when demand for reporting is growing and past reporting was not to Council's standards.

Success: The County received the GFOA Award on the County's FY 2009 CAFR.

Impacts: This award is the first time the County received this award on its CAFR and shows the general public, Council, ratings agencies, auditors, etc. that the County's Finance Department is improving and becoming one of the State's best.

Success: Controls over County assets continued to be improved, including the review of all reports by another qualified employee and proper training of new Fiscal Techs by 3 CPAs.

Impacts: The Finance Department was not mentioned in control deficiencies within the FY 2010 CAFR, the general ledger is more accurate, and potential for fraud lessened while the ability to detect fraud increased.

DEPARTMENTAL SUCCESSES 2010

Beaufort County, South Carolina

March 2011

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during 2010 under "Success". Under "Impacts" please explain what the benefits to the county and to a citizen were as a result of each achievement.

Success: Microsoft Exchange conversion to 2010.

Impacts: Provided Beaufort County employees with the most up-to-date electronic communication tools and replaced unsupported software.

Success: Virtual Server implementation and migration.

Impacts: Replaced old technology and unsupported software platforms with new Virtual Server Clustered environment. Provides more storage opportunities for Beaufort County network and less physical footprint on the environment.

Success: Oracle to SQL Database conversions

Impacts: Register of Deeds and GIS Database conversions provided costs savings for maintenance and leveraged a more unified Microsoft environment.

Success: Implementation of appeals tracking software for Assessors Office

Impacts: Enabled a smoother process compared to previous reassessments by providing appeals tracking software that interfaces with the Manatron database.

Success: Launch of new Beaufort County Website

Impacts: Developed new website based on Cascade technology. This provided citizens with a vibrant look and feel, new browsing tools, and more control provided to departments for timely content updates.

Success: Upgrade to Beaufort County GIS Website

Impacts: Developed new website based on Flex technology. This provided citizens with a more robust site, new searching tools, and integrated into Property Max website.

Success: Implemented Kodak ArchiveWriter

Impacts: Extracts data from department servers and creates microfilm for storage. Allows destruction of stored documents. Provides cost savings to Beaufort County.

DEPARTMENTAL SUCCESSES 2010

Beaufort County, South Carolina

March 2011

DEPARTMENT: PLANNING & ZONING

Please list your department's most important achievements that were completed during 2010 under "Success". Under "Impacts" please explain what the benefits to the county and to a citizen were as a result of each achievement.

Success: Initiated a Form Based Zoning Code for Beaufort County and the City of Beaufort & Town of Port Royal. Also, the County is working in close collaboration with the Town of Bluffton on a Formed Based Code.

Impacts: The Form Based Code will better coordinate development and control growth without the zoning shopping that often leads to sprawl through annexation.

Success: The County completed the 2010 Comprehensive Plan.

Impacts: The Comprehensive Plan is a policy-making document that expresses how the County will grow over a twenty year time period.

Success: The County was instrumental in the establishment of a Metropolitan Planning Commission in conjunction with the City of Beaufort and the Town of Port Royal.

Impacts: For the first time Beaufort County and the two municipalities will have consolidated approach to comprehensive planning and zoning within the corporate limits and in the surrounding unincorporated areas of Port Royal Island, Ladies Island, and portions of the County south of the Broad River.

Success: The County is initiating a Transfer of Development Rights (TDR) overlay zone on portions of Ladies Island.

Impacts: The TDR program will have a significant impact in protecting the mission of the Marine Corp Air Station (MCAS). The property owners surrounding the MCAS will have a mechanism to receive fair market compensation for lost land values that resulted from the implementation of the Air Installation Compatibility Use Zone (ACIUZ).

Success: The County and the Town of Bluffton have collaborated in the establishment of a Joint Southern Corridor Review Board (JSCRB).

Impacts: The JSCRB will work within and outside of the corporate limits of the Town of Bluffton to insure compatibility in design standards and code enforcement. The staff support will be handled in a cooperative manner among the staffs of the County and the Town.

Success: The County has successfully transitioned in consultant relations with the Beaufort County Open Land Trust (BCOLT). The BCOLT and the County Planning Department are jointly staffing the Rural & Critical Lands Program. The RCL Board benefits from the expertise of our collaborative efforts.

Impacts: The fee purchases or the purchase of development rights on properties are strategically made to maximize the greatest benefit for the funds available.

Policy Agenda 2010
Top Priority
(Effective February 15, 2011)

1 Airport Master Plan for Hilton Head Island (Goal Achieved)

10/27/2010	Joint Sessions of Councils / County and Town of Hilton Head Island	<p>Council and Hilton Head Island Town Council adopted a joint resolution adopting the 2010 Hilton Head Island Airport Master Plan Update, including the recommendation to pursue Alternative 2 in two phases, and directed staffs to take the following actions: 1) process the necessary amendments to all respective ordinances or resolutions that may be in conflict with this plan; 2) forward the adopted plan and a signed copy of this resolution to the federal aviation administration; and 3) begin to implement the recommendations that constitute alternative two/phase one.</p> <p>Council adopted a resolution that the Hilton Head Island Airport runway be extended to a total length of 5,000 linear feet in compliance with the adopted Master Plan and directs staff to begin to implement the recommendations that constitute alternative two/phase one.</p> <p>Hilton Head Island Town Council adopted a resolution directing the Town Manager to process an amendment to Land Management Ordinance Section 16-4-1307 to allow for a runway length of up to 5,000 linear feet</p> <p>Council adopted a resolution that it will not proceed with any land acquisition or future further master planning efforts at the Hilton Head Island Airport without the formal consultation of Town Council.</p>
9/27/2010	Executive Committee	Committee discussion / update.
7/12/2010	Joint Sessions of Councils / County and Town of Hilton Head Island	Council and Hilton Head Island Town Council adopted a joint resolution endorsing Alternative 2 of the 2010 Hilton Head Island Airports Master Plan Update to endorse one of the proposed alternatives presented by Talbert and Bright as part of the Hilton Head Airport Master Planning Process.

2 Rural and Critical Lands: Current Program and Future Direction (Goal Achieved)

9/27/2010	Executive Committee	Committee discussion / update.
6/28/2010	County Council	<p>Council received a presentation on the accomplishments of the Rural and Critical Lands Preservation Program</p> <p>Council approved a 1.57 mill increase on the debt budget, to be used for the voter-approved referendum Rural and Critical Lands Program</p>

6/7/2010	Natural Resources Committee	Council voted to hold off the \$40 million bond referendum for Rural and Critical Lands until 2012, as well as to use the interval time to work on the Greenprint Map and our matching funds program so we do everything possible to optimize the passage of a referendum in 2012.
5/24/2010	County Council	Council awarded a contract to the Beaufort County Open Land Trust for Rural and Critical Lands Preservation services with the anticipated cost per year of \$144,000 for an initial contract term of one year with four additional one-year contract renewal periods all subject to the approval of Beaufort County.
5/14/2010	Natural Resources Committee	<p>Committee recommended that Council approve the contract award to Beaufort County Open Land Trust for Rural and Critical Lands Preservation services with the anticipated cost per year of \$144,000 for an initial contract term of one (1) year with four (4) additional one- (1) year contract renewal periods all subject to the approval of Beaufort County.</p> <p>Committee recommended that Council approve on first reading, by title only, a November 2010 ballot referendum item for \$40 million bond for Rural and Critical Lands Preservation program.</p>

3 Water Quality Office

9/27/2010	Executive Committee	Committee discussion / update.
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4 Countywide Form-Based Code

2/14/2011	County Council	<p>Approved on second reading text amendments to the Zoning and Development Standards Ordinance, Appendix S. Daufuskie Island Code (adds a new appendix with development standards for Daufuskie Island Community Preservation District).</p> <p>Approved on second reading a Beaufort County Zoning Map amendment for Daufuskie Island (changes the zoning district to implement the new Daufuskie Island Code).</p> <p>Approved on second reading text amendments to the Zoning and Development Standards Ordinance, Appendix D. Community Preservation Areas (deletes all interim standards related to Brighton Beach, Buckingham, Bluffton-May River/Highway 46 Corridor, and Daufuskie Island, Including Sections 9 and 10—Daufuskie Island Buffer District And Gateways).</p>
1/24/2011	County Council	Approved on second reading text amendments to the Zoning and Development Standards Ordinance, Appendix S. Daufuskie Island Code (adds a new appendix with development standards for Daufuskie Island Community Preservation District).

Approved on second reading a Beaufort County Zoning Map amendment for Daufuskie Island (changes the zoning district to implement the new Daufuskie Island Code).

Approved on second reading text amendments to the Zoning and Development Standards Ordinance, Appendix D. Community Preservation Areas (deletes all interim standards related to Brighton Beach, Buckingham, Bluffton-May River/Highway 46 Corridor, and Daufuskie Island, Including Sections 9 and 10—Daufuskie Island Buffer District And Gateways).

1/10/2011 County Council

Approved on first reading text amendments to the Zoning and Development Standards Ordinance, Appendix S. Daufuskie Island Code (adds a new appendix with development standards for Daufuskie Island Community Preservation District).

Approved on first reading a Beaufort County Zoning Map amendment for Daufuskie Island (changes the zoning district to implement the new Daufuskie Island Code).

Approved on first reading text amendments to the Zoning and Development Standards Ordinance, Appendix D. Community Preservation Areas (deletes all interim standards related to Brighton Beach, Buckingham, Bluffton-May River/Highway 46 Corridor, and Daufuskie Island, Including Sections 9 and 10—Daufuskie Island Buffer District And Gateways).

1/4/2011 Natural Resources

Committee approved and recommended that Council approve an amendment to the Zoning and Development Standards Ordinance (ZDSO), Appendix S, Daufuskie Island Code (adds a new appendix with development standards for Daufuskie Island Community Preservation District).

Committee approved and recommended Council approve on first reading a Beaufort County Zoning Map Amendment for Daufuskie Island Code (Changes the Zoning Districts).

Committee approved and recommended Council approve on first reading a text amendment to the Zoning and Development Standards Ordinance (ZDSO), Appendix D. Community Preservation Areas (Deletes All Interim Standards Related to Brighton Beach, Buckingham, Bluffton-May River / Highway 46 Corridor, and Daufuskie Island, Including Sections 9 and 10—Daufuskie Island Buffer District and Gateways).

9/27/2010 Executive Committee

Committee discussion / update.

5/10/2010	County Council	Council approved a memorandum of Understanding among Beaufort County, City of Beaufort, and Town of Port Royal for form-based code, which totals \$550,000 of which the County will contribute \$350,000. In addition, language will be added to give oversight to the Northern Regional Implementation Committee or Metropolitan Planning Commission. Further, Council approves the selection of form-based code consultant Opticos Design, Inc., of Berkeley, CA, to develop a form-based code for unincorporated Beaufort County, the City of Beaufort, the Town of Port Royal and several redevelopment districts within the Town of Hilton Head; and to be funded through the County's General Fund, Fiscal years 2011 and 2012.
5/3/2010	Natural Resources Committee	Committee approved and recommended that 1. Council approves a Memorandum of Understanding among Beaufort County, City of Beaufort, and Town of Port Royal for form-based code, which totals \$550,000 of which the County will contribute \$350,000. In addition, language will be added to give oversight to the Northern Regional Implementation Committee or Metropolitan Planning Commission. 2. County Council approves the selection of form-based code consultant Opticos Design, Inc., of Berkeley, CA, to develop a form-based code for unincorporated Beaufort County, the City of Beaufort, the Town of Port Royal and several redevelopment districts within the Town of Hilton Head; and to be funded through the County's General Fund, Fiscal years 2011 and 2012.

5 County Services Review and Prioritization

1/24/2011	Executive Committee	Committee discussed public services / fiscal policy considerations
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Policy Agenda 2010
High Priority
(Effective February 15, 2011)

1 BMP Manual: Update (Goal Achieved)

9/27/2010	Executive Committee	Committee discussion / update.
5/10/2010	County Council	Council approved the Stormwater Best Management Practice (BMP) Manual modifications for volume runoff control.
5/3/2010	Natural Resources Committee	Committee approved Stormwater Best Management Practice (BMP) Manual modifications for volume runoff control.

2 Spec Building / Commerce Park

2/14/2011	County Council	Council held a public hearing and postponed acquisition of the Beaufort Commerce Park until April 15, 2011 to obtain a current appraisal and review the model, structure and funding of the County's current economic development effort including the Lowcountry Economic Network.
1/24/2011	County Council	Council approved on second reading the acquisition of the Beaufort Commerce Park in the amount of approximately \$2.5 million in order to payoff the Lowcountry Economic Network bank note. The financing of this endeavor will be achieved by borrowing \$2.5 million from the County administrative complex reskin project, which will be replenished via a future County borrowing. This option temporarily reduces millage increases and keeps the General Fund reserve up.
1/18/2011	Finance Committee	Committee discussed and recommended Council approve on second reading the acquisition of the Beaufort Commerce Park in the amount of approximately \$2.5 million in order to payoff the Lowcountry Economic Network bank note. The financing of this endeavor will be achieved by borrowing \$2.5 million from the County administrative complex reskin project, which will be replenished via a future County borrowing. This option temporarily reduces millage increases and keeps the General Fund reserve up.
1/10/2011	County Council	Approved on first reading, by title only, an ordinance authorizing the purchase of the Beaufort Commerce Park.
9/27/2010	Executive Committee	Committee discussion / update.
9/13/2010	County Council	Council reviewed what came out of Committee and County Attorney Ladson Howell weighed in on this item and said he thought it would be advantageous to have Mr. Kubic negotiate without a limitation to fund, and/or the entities with which he could negotiate; it is less constricting.

Management Agenda 2010

Top Priority

(Effective February 15, 2011)

1 County Campus Building Renovations

9/27/2010	Executive Committee	Committee discussion / update.
3/15/2010	County Council	Council awarded a contract to GBA for \$725,000 for design services for the Courthouse, the Administration Building and the Detention Center Rehabilitation.
2/23/2010	Public Facilities Committee	Committee discussed and recommended Council approves the sole source contract award to GBA for \$725,000 for design services for the Courthouse, the Administration Building and the Detention Center Rehabilitation.

2 St. Helena Island Library at Penn Center

12/13/2010	County Council	Council adopted a resolution endorsing the St. Helena Branch Public Library project and authorizing the County Administrator to accept the \$2.5 million grant and \$6.0 million loan from the USDA
12/6/2010	Community Services Committee	Committee discussed and recommended to County Council the acceptance of the United States Department of Agriculture (USDA) grant offer of \$2,500,000 and loan agreement of \$6,000,000 for the St. Helena Public Library at Penn Center.
9/27/2010	Executive Committee	Committee discussion / update.
4/26/2010	County Council	Council awarded a design contract to Liollo Architecture for the design of the St. Helena Island Public Library at Penn Center in the amount of \$1,211,637 (variable design fee based on building size \$585,750; fixed design fees \$625,887) as funded by the utilization of \$8.5 million USDA grant/loan package (\$6 million loan, \$2.5 million USDA grant) and \$1.5 million Community Enrichment Grant (CDBG) as described on Resolution 2010-9.
4/19/2010	Public Facilities Committee	Committee discussed and recommended to County Council approval of a design contract to Liollo Architecture for the design of the St. Helena Island Public Library at Penn Center in the amount of \$1,211,637 as funded by the utilization of \$8.5 million USDA grant/loan package and the \$1.5 million Community Enrichment Grant (CDBG) as described on Resolution 2010-9.

3 Smart Decline Contingency Plan

9/27/2010	Executive Committee	Committee discussion / update.
8/23/2010	Executive Committee	Committee discussion / update.

4 Financial Planning and Reporting (Goal Achieved)

11/15/2010	Finance Committee	Committee received a project summary as follows: Implemented GASB 54 Implemented Fund Balance Policy Updated Grant Reporting Consolidated Accounting Function to Property Departments Aided Family County (Clerk of Court) Office Reconciled Tax Increment Financing (TIF) Map Capital Asset Internal Audit Improved Finance Website Purchased CAFR Software Continue to Go Paperless (Green)
9/27/2010	Executive Committee	Committee discussion / update.

Management Agenda 2010
High Priority
(effective February 15, 2011)

1 Transportation Model: Update

2/1/2011	Staff status comment	Must wait until April for the 2010 Census figures in order to do much of this update.
9/27/2010	Executive Committee	Committee discussion / update.
6/29/2010	Public Facilities Committee	Committee received a presentation on the transportation model from the Traffic/Transportation Engineer
4/26/2010	County Council	Council received a presentation on US Highway 278 Corridor Signal System from the Traffic/Transportation Engineer

2 Financial Policies: Review

11/29/2010	Finance	Mr. Tom McNeish and Mr. Ryan Miller, with Elliot Davis, presented the Audit Special Procedures Findings
11/8/2010	County Council	Mr. Ryan Miller, ElliottDavis, presented the County Property Tax Agreed-Upon Procedures Report.
9/27/2010	Executive Committee	Committee discussion / update.

3 Compliance Officer for Small and Minority Owned Business Program (Goal Achieved)

10/25/2010	County Council	Council endorsed the action of the County Administrator regarding the creation of compliance officer position for Beaufort County.
10/18/2010	Community Services Committee	Committee discussed and recommended Council create a compliance officer position for Beaufort County
9/27/2010	Executive Committee	Committee discussion / update.

4 Transfer of Development Rights

9/27/2010	Executive Committee	Committee discussion / update.
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5 Daufuskie Island Plan (Goal Achieved)

9/27/2010	Executive Committee	Committee discussion / update.
8/23/2010	County Council	Council approved on third and final reading an ordinance of the County of Beaufort, South Carolina, to add Daufuskie Island Community Preservation Plan to Appendix F, Section 7, of the Beaufort County Comprehensive Plan of 2007.
8/9/2010	County Council	Council approved on second reading an ordinance of the County of Beaufort, South Carolina, to add Daufuskie Island Community Preservation Plan to Appendix F, Section 7, of the Beaufort County Comprehensive Plan of 2007.

7/26/2010	County Council	Council approved on first reading an ordinance of the County of Beaufort, South Carolina, to add Daufuskie Island Community Preservation Plan to Appendix F, Section 7, of the Beaufort County Comprehensive Plan of 2007.
7/19/2010	Natural Resources Committee	Committee discussed and recommended that Council approve on first reading an ordinance to add Appendix F, Section 7, Daufuskie Island Community Preservation Plan, Beaufort County Comprehensive Plan of 2007, with a caveat funding support will be subject to review and analysis.

6 Emergency Medical Services

10/8/2010	County Council	Council received a presentation on the Emergency Medical and Fire Support Study from Mr. David Hunt, Project Manager and Director of Technical Assistance, with CRA, Inc.
9/27/2010	Executive Committee	Committee discussion / update.
7/26/2010	County Council	Council awarded a contract to CRA, Inc, the number one ranked firm with the anticipated cost of \$225,963 to perform an EMS/fire support study/analysis. CRA will have four months to complete the study.
7/19/2010	Finance and Public Safety Committees	Committee discussed and recommended Council award a contract to CRA, Inc, the number one ranked firm with the anticipated cost of \$225,963 to perform a EMS/fire support study/analysis. CRA will have 4 months to complete the study.

STRATEGIC PLAN

2010→2015



Beaufort County, South Carolina
March 2010



Lyle Sumek Associates, Inc.
1514 St. Edmunds Place
Heathrow, FL 32746

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Fax: (407) 771-4197
E-mail: sumekassoc@cfl.rr.com

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STRATEGIC PLANNING FOR BEAUFORT COUNTY

Strategic Planning Model for Beaufort County

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for county council, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of county government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

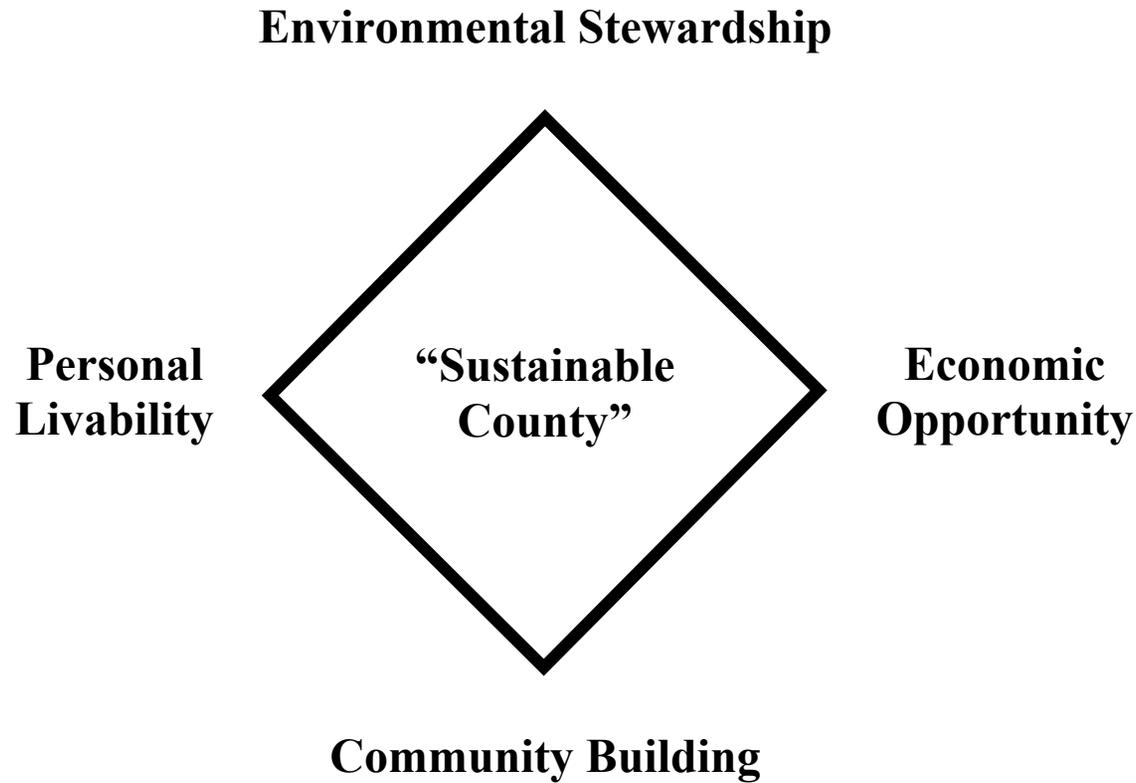
CORE BELIEFS

Fuel
“The Right People”

BEAUFORT COUNTY VISION A SUSTAINABLE COUNTY

Beaufort County Vision

A Sustainable County



Beaufort County Vision

PERSONAL LIVABILITY

► Means

1. Residents feeling safe and secure throughout the county (personal and property) with low crime rate
2. Easy movement within the county and with acceptable, predictable travel times, including public transportation, walking and bicycle trails
3. Recreation and leisure opportunities for all generations
4. Reasonable, affordable and stable tax rate with services valued by local taxpayers
5. Good racial relations
6. Opportunities to experience arts and culture within the County
7. Convenient access to full range of choice for shopping, healthcare and medical services, education, water, government services
8. Availability of quality housing from affordable workforce housing to upper income housing
9. County residents and businesses prepared for and ready to recover from a hurricane or disaster
10. Quality public schools with quality educational programs

ENVIRONMENTAL STEWARDSHIP

► Means

1. Protection of Beaufort County's natural beauty and resources, including forest tree, canopy, beaches, waterways and wild areas
2. Effective stormwater management program and drainage system
3. Protection of water quality with the ability to harvest from the waterways
4. Buildings, homes and commercial areas designed with environmental sensitivity
5. Increase opportunities for residents and guests to enjoy the water and Lowcountry environment
6. Residents and businesses understanding and taking responsibility for environmental stewardship
7. Reasonable environmental regulations based upon common vision
8. Effective environmental monitoring, compliance and enforcement of regulations

ECONOMIC OPPORTUNITY

► Economic Drivers

1. Military and military related businesses
2. Tourism
3. Medical and healthcare
4. Light, clean manufacturing
5. Retirees
6. University, education and training
7. Historical and cultural tourism
8. Agricultural and natural resource businesses
9. Information technology based businesses

ECONOMIC OPPORTUNITY

► Means

1. Workforce prepared for 21st century jobs
2. Retention and expansion of local businesses
3. Land available within the county and the region for economic expansion and development
4. Increased tax base with demonstratable return on tax investments
5. More diverse businesses (region and local) reducing the burden on residential taxpayers
6. Jobs with family wages
7. Financing available for business development and expansion

COMMUNITY BUILDING

► Means

1. Community gathering places providing opportunities for residents to interact
2. Residents volunteering and serving the community
3. Effective methods of communicating with residents and community about changes in the county
4. Residents taking pride
5. Celebrating the history, heritage and culture of Beaufort County and the Lowcountry
6. Governments working together for the Beaufort County community's benefit
7. Residents sharing responsibility for making the community safe

BEAUFORT COUNTY PLAN 2010 – 2015

Beaufort County Goals 2015

Financially Sound County Providing Quality Core Services Efficiently

**Preservation of Beaufort County’s Lowcountry Character: Natural Beauty,
Environment and Heritage**

More Sustainable County through Planned, Managed Development

Growing, Diversified Regional Economy

Upgraded County Infrastructure and Facilities

Goal 1

Financially Sound County Providing Quality Core Services Efficiently

OBJECTIVES

1. Align County services with core responsibilities and financial resources
2. Maintain financial reserves consistent with County's policies
3. Maintain stable tax rate and fees for valued services
4. Reduce the cost of services through partnership, contracting for services
5. County employees delivering services in the most cost effective, efficient manner
6. Enhance customer satisfaction with County services

MEANS TO RESIDENTS

1. Valued services for their tax dollar.
2. County services delivered in an efficient manner.
3. County Council acting as responsible financial stewards.
4. Content access to county services.

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. State of South Carolina legislation impacting County finances and services, including home rule
2. Defining “core” County services focusing on the responsibilities of County government
3. State government revenue shortfall
4. Keeping a stable tax rate
5. National recession and impact on County revenues
6. Increase demands for County services
7. Defining the new economic reality and its impact on County government

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Working relations with other government agencies
2. Providing juvenile judicial services for troubled youth
3. Continuing to enhance financial accountability and reporting
4. Adequate resources to support County services and service levels
5. Informing residents about County government: finances and services
6. Measuring performance of County government
7. Taxing people out of their homes

POLICY ACTIONS 2010

- | | PRIORITY | |
|---|---|---------------|
| 1. County Services Review and Prioritization | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Alternative County Revenues/Fees Update | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Mental Health and Disability Special Needs Program | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |

MANAGEMENT ACTIONS 2010

- | | PRIORITY | |
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| 1. Financial Planning and Reporting | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Smart Decline Contingency Plan | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Financial Policies: Review | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Emergency Medical Services | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |

OTHER ACTIONS 2010

1. Outsourcing Opportunities: Evaluation
2. Treasurer Investment Committee: Direction
3. Old CIP Dollar Recovery from Past Projects
4. County Website: Upgrade
5. Outcome Based Performance Measurement System: Development
6. Project Management and Monitoring System
7. Animal Shelter: Direction

ON THE HORIZON 2011 – 2015

1. Fire District Consolidation: Evaluation, Direction
2. Comprehensive Youth Services: Needs Assessment, Direction, County’s Role, Funding
3. Crime Reduction Strategy: Evaluation of “Hot Spots,” Actions, Monitoring Reports
4. Cost Effective Green Initiatives for County Organization: Direction, Actions
5. Communications with Residents: Evaluation, Direction
 - a. E-Mail List
 - b. Emergency Call Back Numbers (Including cell phones)
6. Community Foundations Funding County Operations: Directions, Endowment Fund, Strategy

Goal 2

Preservation of Beaufort County’s Lowcountry Character: Natural Beauty, Environment and Heritage

OBJECTIVES

1. Preserve and promote Beaufort County’s history, heritage and culture
2. Improve quality of water for harvesting from the waterways
3. Preserve and enhance the beauty of the natural and built environment
4. Market the Beaufort County and Lowcountry brand
5. Increase local food production

MEANS TO RESIDENTS

1. A beautiful living environment.
2. Opportunities to enjoy the heritage and history of the Lowcountry.
3. Opportunities to enjoy the waterways and natural resources of the county.
4. Protection of property values.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Water quality regulations and mandates
2. Transportation and touring sites
3. Tapping the historical roots
4. Expand marketing the “Lowcountry” brand including ecotourism, food production
5. Funding for facilities, programs, projects, services

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Expanding residents and visitors understanding and appreciating Beaufort County’s uniqueness
2. Marketing ecotourism
3. Not making Beaufort County like where I came from – preserving “Why I moved here”

POLICY ACTIONS 2010

- | | PRIORITY |
|---|-----------------|
| 1. Rural Critical Lands: Current Program and Future Direction | Top Priority |
| 2. Water Quality Office | Top Priority |
| 3. Solid Waste Disposal and Recycling | High Priority |
| 4. BMP Manual: Update | High Priority |
| 5. Greenway Development: Rail Decision | |

OTHER ACTIONS 2010

1. Mitchellville Historic Site: Development
2. National Recognition for Beaufort County's Lowcountry Character and Environmental Quality
3. Code Enforcement and Compliance: Review (Including abandoned cars, mobile homes, boats)

ON THE HORIZON 2011 – 2015

1. Unified Stormwater Ordinance
2. Countywide River Buffers: Options Evaluation, Direction, Actions
3. Fishing Industry and Fish Village; Assessment, Direction
4. Community Preservation Districts: Policy Direction
5. Library Space for Historic Documents: Direction
6. Discover Center: Needs Assessment, Direction, County's Role
7. Lowcountry Museum: Needs Assessment, Direction, County's Role (i.e. Artifacts)
8. Estuaries: Direction, County's Role
9. May River Study: Completion
10. Public Information and Educational Program on Green Products and Lifestyle: Direction, Development
11. Camp St. Mary: Evaluation, Direction
12. Hostel and Dormitories for Workers and Visitors: Evaluation, Direction
13. Environmental Code Enforcement: Review
14. Port Royal Sound: Recognition
15. Rural Drainage Comprehensive Maintenance Plan
16. Pesticide and Chemical Control
17. Stormwater Monitoring and Model Application to Other Streams

Goal 3

More Sustainable County through Planned, Managed Growth

OBJECTIVES

1. Have development and redevelopment consistent with adopted plans and policies
2. Develop network system of pathways and trails
3. Solve the affordable workforce housing dilemma
4. Have wastewater treatment including increasing the number of homes on sewer collections system, reducing number on septic systems
5. Apply SMART Growth and new urbanism principles in selected locations

MEANS TO RESIDENTS

1. Predictable growth and development in the County.
2. Preserving and enhancing the quality of lives of residents.
3. Protection of property values.
4. Improving connectivity through a network of pathways and trails.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Development occurring in appropriate locations
2. Adding redevelopment focus
3. Impact of out of county growth
4. Development impacts on current residents
5. Reducing impervious surfaces

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Defining “SMART Growth” and its application to Beaufort County
2. Funding for sewer service: Who pays
3. Annexations: differing viewpoints
4. Working with Gated Communities Covenants for sustainability
5. Housing market: today and future direction
6. Looking at long term horizon and unintended consequences

POLICY ACTIONS 2010

1. Countywide Form Based Code
2. Redevelopment: County’s Role
3. Annexation: Lobbying

PRIORITY

Top Priority

OTHER ACTIONS 2010

1. Public Transportation: Evaluation, Plan
2. Affordable Workforce Housing: Direction
3. Septic Inspection: Local Authority and Direction

MANAGEMENT ACTIONS 2010

1. Transfer of Development Rights
2. Daufuskie Island Plan
3. Traditional Neighborhood Development Investigations

PRIORITY

High Priority

High Priority

ON THE HORIZON 2011 – 2015

1. Environmental Study for Stormwater management (including soil types)
2. Green Building and Development Standards: Evaluation, Direction
3. Beaufort County Official Map: Development
4. County Sewer Service Evaluation: Evaluation, Direction
 - a. Shell Point
 - b. Mink Point
5. Homeowner Education Program: Development
6. Southern Regional Plan

Goal 4

Growing, Diversified Regional Economy

OBJECTIVES

1. Support local small and minority businesses through the county's procurement practices
2. Retain the native population and multi family generation
3. Increase number of family wage jobs
4. Work with other regional governments to expand the regional economy
5. Attract new diverse businesses
6. Have land and buildings available for business attraction and expansion

MEANS TO RESIDENTS

1. Appropriate businesses locating in Beaufort County and region.
2. Support for local business retention and growth.
3. More job opportunities for County residents.
4. More diverse tax base.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Cost of land in Beaufort County vs. other locations
2. National recession and business investment
3. Tapping the economic strengths: military, education, tourism
4. Land and building availability

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Competition for tourists and businesses
2. Defining the County's role in economic development
3. Approach: local, county, regional
4. Service wage structure and employer attitude

POLICY ACTIONS 2010

1. Spec Building/Commerce Park
2. Economic Development Strategy: Review, Direction
3. Public Funding for Chambers: Direction
4. F-35 Joint Strike Fighter Strategy

PRIORITY

High Priority

MANAGEMENT ACTIONS 2010

1. Compliance Officer for Small and Minority Owned Business Program

PRIORITY

High Priority

OTHER ACTIONS 2010

1. Regional Economic Development Plan: Participation, Support
2. Historic Tourism: Comprehensive Map and Marketing Plan: Development

ON THE HORIZON 2011 – 2015

1. Retirees as Permanent Residents: Evaluation, Attraction Strategies
2. Business License Fee: Evaluation, Direction
3. Eco Tourism: Assessment, Direction, Strategy
4. Beaufort County: Economic Development Policy and Tool Kit

Goal 5

Upgraded County Infrastructure and Facilities

OBJECTIVES

1. Upgrade County Campus: Courthouse, Administration and Detention
2. Define, plan, develop infrastructure to support future growth and development
3. Define mission and future direction for Beaufort County's airports
4. Upgrade quality of public roads to County standards "D" or better
5. Increase the environmental sensitivity and energy efficiency of County buildings and facilities
6. Upgrade and expand County parks

MEANS TO RESIDENTS

1. Customer-friendly, well-maintained county facilities.
2. Improved quality of county roads.
3. Easier traffic flow and movement throughout the County.
4. Better quality park facilities.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding for capital projects
2. Aging facilities and infrastructure needing repair, replacement, rehabilitation
3. Determining project priorities
4. Partnering with other governments to leverage County resources

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Effective project management and accountability
2. Bidding environment and an ability to have low bids
3. Wish list without costs for building, maintenance and operation
4. District projects vs. Projects of Countywide benefit

POLICY ACTIONS 2010

- | | PRIORITY | |
|---|--|--------------|
| 1. Airport Master Plan for Hilton Head Island | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |

MANAGEMENT ACTIONS 2010

- | | PRIORITY | |
|---|---|---------------|
| 1. County Campus Building Renovations | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. St. Helena Island's Library at Penn Center | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Transportation Model: Update | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Daufuskie Island Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 5. Recycling Program for County Facilities: Development | | |

OTHER ACTIONS 2010

1. Lady's Island Park Development
2. Beaufort County Airport Master Plan (Lady's Island)
3. Arthur Horne facility: Evaluation, Direction
4. Private Roads Policy: Review

ON THE HORIZON 2011 – 2015

1. Road Building Fund New: Direction (2013)
2. Burton Wells Regional Park: Development, Funding (Phase II)
3. Technology Infrastructure: Evaluation, Direction, County's Role, Actions, Cost Savings
4. Marshland Road: Evaluation, Direction SCDOT Priority
5. Third Bridge: Assessment, Direction (by Air Station)
6. Coroner's Office: Direction
7. Highway 170 Improvements
8. Crossovers: Evaluation, Direction
9. Pinckney Island Road and Entrance: Evaluation, Direction
10. South Beaufort County Facility: Direction
11. Woods (Christensen) Bridge (new): Direction
12. Marine Transportation: Evaluation, Plan (Including water taxi, ferry, etc.)
13. Regional Airport Study

BEAUFORT COUNTY ACTION AGENDA 2010

Beaufort County Policy Agenda 2010

TOP PRIORITY

Airport Master Plan for Hilton Head Island
Rural Critical Lands: Current Program and Future Direction
Water Quality Office
Countywide Form Based Code
County Services Review and Prioritization

HIGH PRIORITY

BMP Manual: Update
Spec Building/Commerce Park
Alternative County Revenues/Fees Update
Mental Health and Disability Special Needs Program
Solid Waste Disposal and Recycling

Beaufort County Management Agenda 2010

TOP PRIORITY

**County Campus Building Renovations
St. Helena Island's Library at Penn Center
Smart Decline Contingency Plan
Financial Planning and Reporting**

HIGH PRIORITY

**Transportation Model: Update
Financial Policies: Review
Compliance Officer for Small and Minority Owned Business Program
Transfer of Development Rights
Daufuskie Island Plan
Emergency Medical Services**

STRATEGIC PLAN

2010 → 2015

EXECUTIVE SUMMARY

County Council



Beaufort County, South Carolina
March 2010



Lyle Sumek Associates, Inc.
1514 St. Edmunds Place
Heathrow, FL 32746

Phone: (407) 771-4195
Fax: (407) 771-4197
E-mail: sumekassoc@cfl.rr.com

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STRATEGIC FRAMEWORK

VISION 2025

“Desired Destination for Beaufort County”

PLAN 2015

“Map to Beaufort County’s Destination”

EXECUTION

“Route for Next Year”

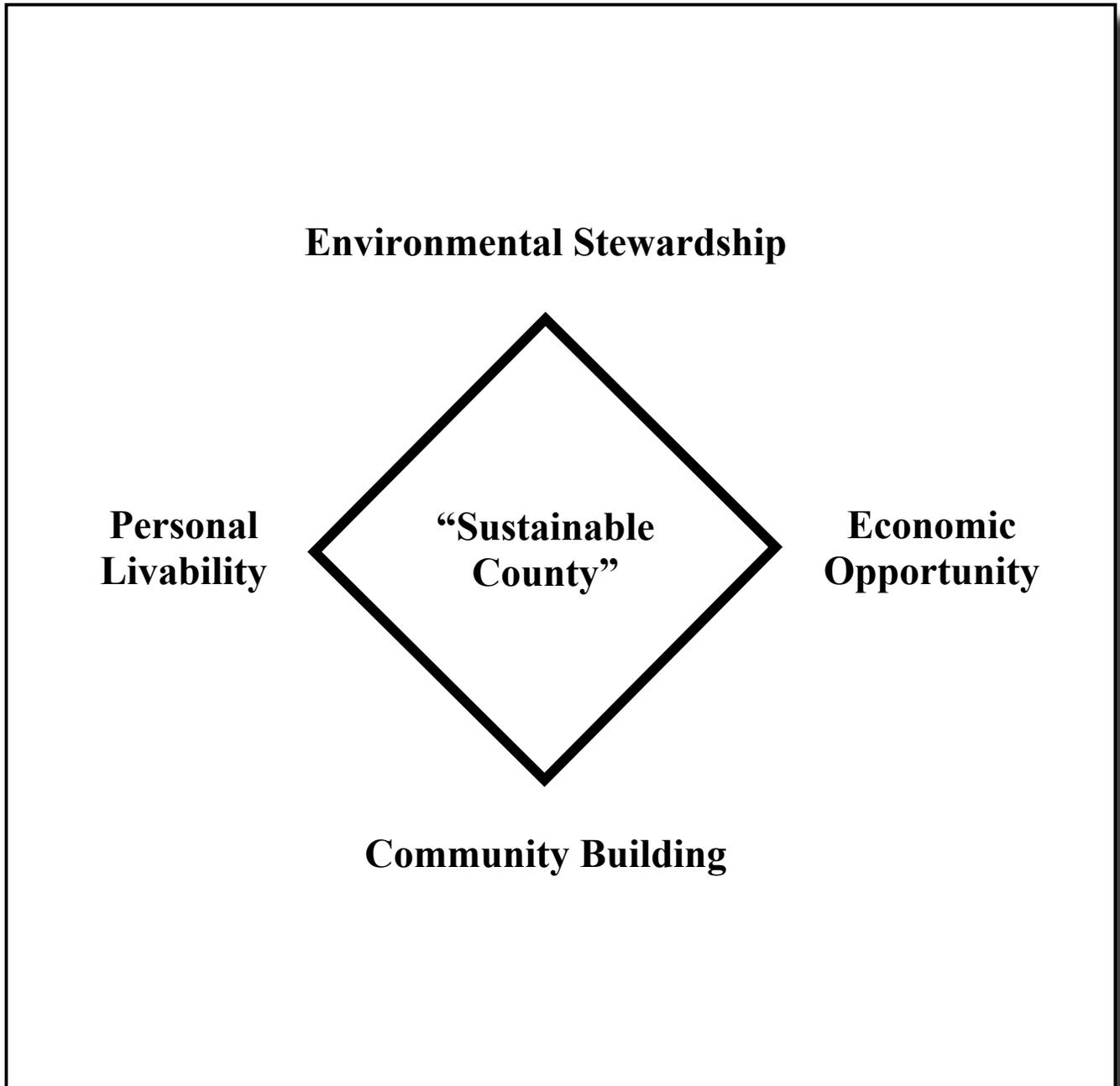
MISSION

“Responsibilities of City Government”

BELIEFS

“Expectations of City Employees”

Beaufort County Vision A Sustainable County



Vision

Sustainability Principles

PERSONAL LIVABILITY

► Means

1. Residents feeling safe and secure throughout the county (personal and property) with low crime rate
2. Easy movement within the county and with acceptable, predictable travel times, including public transportation, walking and bicycle trails
3. Recreation and leisure opportunities for all generations
4. Reasonable, affordable and stable tax rate with services valued by local taxpayers
5. Good racial relations
6. Opportunities to experience arts and culture within the County
7. Convenient access to full range of choice for shopping, healthcare and medical services, education, water, government services
8. Availability of quality housing from affordable workforce housing to upper income housing
9. County residents and businesses prepared for and ready to recover from a hurricane or disaster
10. Quality public schools with quality educational programs

ENVIRONMENTAL STEWARDSHIP

► Means

1. Protection of Beaufort County’s natural beauty and resources, including forest tree, canopy, beaches, waterways and wild areas
2. Effective stormwater management program and drainage system
3. Protection of water quality with the ability to harvest from the waterways
4. Buildings, homes and commercial areas designed with environmental sensitivity
5. Increase opportunities for residents and guests to enjoy the water and Lowcountry environment
6. Residents and businesses understanding and taking responsibility for environmental stewardship
7. Reasonable environmental regulations based upon common vision
8. Effective environmental monitoring, compliance and enforcement of regulations

ECONOMIC OPPORTUNITY

► Economic Drivers

1. Military and military related businesses
2. Tourism
3. Medical and healthcare
4. Light, clean manufacturing
5. Retirees
6. University, education and training
7. Historical and cultural tourism
8. Agricultural and natural resource businesses
9. Information technology based businesses

ECONOMIC OPPORTUNITY

► Means

1. Workforce prepared for 21st century jobs
2. Retention and expansion of local businesses
3. Land available within the county and the region for economic expansion and development
4. Increased tax base with demonstratable return on tax investments
5. More diverse businesses (region and local) reducing the burden on residential taxpayers
6. Jobs with family wages
7. Financing available for business development and expansion

COMMUNITY BUILDING

► Means

1. Community gathering places providing opportunities for residents to interact
2. Residents volunteering and serving the community
3. Effective methods of communicating with residents and community about changes in the county
4. Residents taking pride
5. Celebrating the history, heritage and culture of Beaufort County and the Lowcountry
6. Governments working together for the Beaufort County community's benefit
7. Residents sharing responsibility for making the community safe

Beaufort County Goals 2015

**Financially Sound County Providing Quality
Core Services Efficiently**

**Preservation of Beaufort County's Lowcountry Character:
Natural Beauty, Environment and Heritage**

**More Sustainable County through Planned,
Managed Development**

Growing, Diversified Regional Economy

Upgraded County Infrastructure and Facilities

GOAL 1

**FINANCIALLY SOUND COUNTY PROVIDING
QUALITY CORE SERVICES EFFICIENTLY**

► **Objectives**

Objective 1 Align County services with core responsibilities and financial resources

Objective 2 Maintain financial reserves consistent with County’s policies

Objective 3 Maintain stable tax rate and fees for valued services

Objective 4 Reduce the cost of services through partnership, contracting for services

Objective 5 County employees delivering services in the most cost effective,
efficient manner

Objective 6 Enhance customer satisfaction with County services

► **Short-Term Challenges and Opportunities**

1. State of South Carolina legislation impacting County finances and services, including home rule
2. Defining “core” County services focusing on the responsibilities of County government
3. State government revenue shortfall
4. Keeping a stable tax rate
5. National recession and impact on County revenues
6. Increase demands for County services
7. Defining the new economic reality and its impact on County government

► **Actions 2010**

PRIORITY

Policy Agenda

1. County Services Review and Prioritization
2. Alternative County Revenues/Fees Update
3. Mental Health and Disability Special Needs Program

Top Priority

High Priority

High Priority

Management Agenda

1. Financial Planning and Reporting
2. Smart Decline Contingency Plan
3. Financial Policies: Review
4. Emergency Medical Services

Top Priority

Top Priority

High Priority

High Priority

Other Actions

1. Outsourcing Opportunities: Evaluation
2. Treasurer Investment Committee: Direction
3. Old CIP Dollar Recovery from Past Projects
4. County Website: Upgrade
5. Outcome Based Performance Measurement System: Development
6. Project Management and Monitoring System
7. Animal Shelter: Direction

GOAL 2

**PRESERVATION OF BEAUFORT COUNTY'S
LOWCOUNTRY CHARACTER: NATURAL
BEAUTY, ENVIRONMENT AND HERITAGE**

► **Objectives**

Objective 1 Preserve and promote Beaufort County's history, heritage and culture

Objective 2 Improve quality of water for harvesting from the waterways

Objective 3 Preserve and enhance the beauty of the natural and built environment

Objective 4 Market the Beaufort County and Lowcountry brand

Objective 5 Increase local food production

► **Short-Term Challenges and Opportunities**

1. Water quality regulations and mandates
2. Transportation and touring sites
3. Tapping the historical roots
4. Expand marketing the "Lowcountry" brand including ecotourism, food production
5. Funding for facilities, programs, projects, services

► **Actions 2010**

PRIORITY

Policy Agenda

1. Rural Critical Lands: Current Program and Future Direction
2. Water Quality Office
3. Solid Waste Disposal and Recycling
4. BMP Manual: Update
5. Greenway Development: Rail Decision

Top Priority

Top Priority

High Priority

High Priority

Other Actions

1. Mitchellville Historic Site: Development
2. National Recognition for Beaufort County's Lowcountry Character and Environmental Quality
3. Code Enforcement and Compliance: Review (Including abandoned cars, mobile homes, boats)

GOAL 3

**MORE SUSTAINABLE COUNTY THROUGH
PLANNED, MANAGED GROWTH**

► **Objectives**

Objective 1 Have development and redevelopment consistent with adopted plans and policies

Objective 2 Develop network system of pathways and trails

Objective 3 Solve the affordable workforce housing dilemma

Objective 4 Have wastewater treatment including increasing the number of homes on sewer collections system, reducing number on septic systems

Objective 5 Apply SMART Growth and new urbanism principles in selected locations

► **Short-Term Challenges and Opportunities**

1. Development occurring in appropriate locations
2. Adding redevelopment focus
3. Impact of out of county growth
4. Development impacts on current residents
5. Reducing impervious surfaces

► **Actions 2010**

PRIORITY

Policy Agenda

1. Countywide Form Based Code
2. Redevelopment: County's Role
3. Annexation: Lobbying

Top Priority

Management Agenda

1. Transfer of Development Rights
2. Daufuskie Island Plan
3. Traditional Neighborhood Development Investigations

High Priority

High Priority

Other Actions

1. Public Transportation: Evaluation, Plan
2. Affordable Workforce Housing: Direction
3. Septic Inspection: Local Authority and Direction

GOAL 4

GROWING, DIVERSIFIED REGIONAL ECONOMY

► **Objectives**

Objective 1 Support local small and minority businesses through the county's procurement practices

Objective 2 Retain the native population and multi family generation

Objective 3 Increase number of family wage jobs

Objective 4 Work with other regional governments to expand the regional economy

Objective 5 Attract new diverse businesses

Objective 6 Have land and buildings available for business attraction and expansion

► **Short-Term Challenges and Opportunities**

1. Cost of land in Beaufort County vs. other locations
2. National recession and business investment
3. Tapping the economic strengths: military, education, tourism
4. Land and building availability

► **Actions 2010**

PRIORITY

Policy Agenda

1. Spec Building/Commerce Park
2. Economic Development Strategy: Review, Direction
3. Public Funding for Chambers: Direction
4. F-35 Joint Strike Fighter Strategy

High Priority

Management Agenda

1. Compliance Officer for Small and Minority Owned Business Program

High Priority

Other Actions

1. Regional Economic Development Plan: Participation, Support
2. Historic Tourism: Comprehensive Map and Marketing Plan:
Development

GOAL 5

UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

► **Objectives**

Objective 1 Upgrade County Campus: Courthouse, Administration and Detention

Objective 2 Define, plan, develop infrastructure to support future growth and development

Objective 3 Define mission and future direction for Beaufort County’s airports

Objective 4 Upgrade quality of public roads to County standards “D” or better

Objective 5 Increase the environmental sensitivity and energy efficiency of County buildings and facilities

Objective 6 Upgrade and expand County parks

► **Short-Term Challenges and Opportunities**

1. Funding for capital projects
2. Aging facilities and infrastructure needing repair, replacement, rehabilitation
3. Determining project priorities
4. Partnering with other governments to leverage County resources

► **Actions 2010**

PRIORITY

Policy Agenda

1. Airport Master Plan for Hilton Head Island

Top Priority

Management Agenda

1. County Campus Building Renovations
2. St. Helena Island's Library at Penn Center
3. Transportation Model: Update
4. Daufuskie Island Plan
5. Recycling Program for County Facilities: Development

Top Priority

Top Priority

High Priority

High Priority

Other Actions

1. Lady's Island Park Development
2. Beaufort County Airport Master Plan (Lady's Island)
3. Arthur Horne facility: Evaluation, Direction
4. Private Roads Policy: Review

Beaufort County Policy Agenda 2010

TOP PRIORITY

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Rural Critical Lands: Current Program and Future Direction
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Countywide Form Based Code
County Services Review and Prioritization

HIGH PRIORITY

BMP Manual: Update
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Alternative County Revenues/Fees Update
Mental Health and Disability Special Needs Program
Solid Waste Disposal and Recycling

Beaufort County Management Agenda 2010

TOP PRIORITY

**County Campus Building Renovations
St. Helena Island's Library at Penn Center
Smart Decline Contingency Plan
Financial Planning and Reporting**

HIGH PRIORITY

**Transportation Model: Update
Financial Policies: Review
Compliance Officer for Small and Minority
Owned Business Program
Transfer of Development Rights
Daufuskie Island Plan
Emergency Medical Services**