

2011 Goals

[Council Priorities](#)

[Leader's Guide](#)

[Strategic Plan](#)

[Strategic Plan; Executive Summary](#)

Council Priorities 2011

	<u>Baer</u>	<u>Caporale</u>	<u>Dawson</u>	<u>Flewelling</u>	<u>Glaze</u>	<u>McBride</u>	<u>Newton</u>	<u>Rodman</u>	<u>Sommerville</u>	<u>Stewart</u>	<u>Von Harten</u>	<u>Total</u>
Affordable Housing			2									2
Upgrades in Technology				2								2
Treasurer	1						3					4
Historic Preservation	4											4
Planning (Form-Based Code)									4		1	5
Taxing	5											5
Public Health and Welfare		2								3		5
Public Safety	2	1		1			1		1	1		7
Economy		3					4	1				8
Stormwater			3	3	3	3						12
Library	3			4		4				4		15
Infrastructure (Roads)		4	1		2	2	4		3	2	2	20
Parks & Recreation	6	5		4	1	1	4		2			23
Rural and Critical					4		2					
Emergency Management												

Ranking	<u>Top</u>	<u>2nd</u>	<u>Third</u>
Public Safety	5		
Infrastructure (Roads)	1	3	
Parks	2		
Economy			
Planning	1		
Treasurer	1		1
Historic Preservation	1		
Affordable Housing		1	
Technology		1	
Public Health		1	1
Stormwater			4
Library			1
R&C		2	
Total	11	8	7

LEADER'S GUIDE

2011

SUMMARY REPORT

County Council



Beaufort County, South Carolina
March 2011



Lyle Sumek Associates, Inc.

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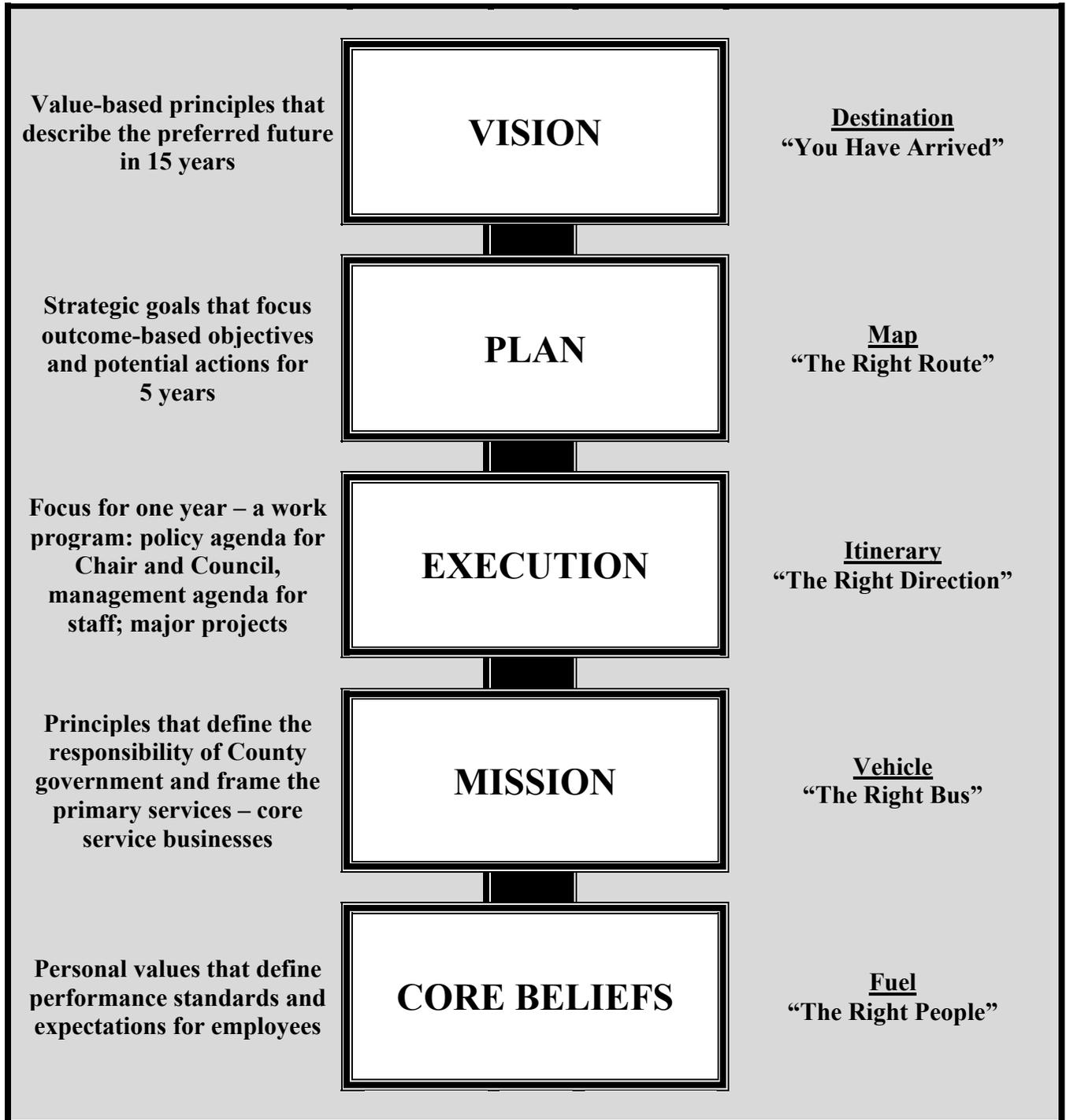
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SECTION I

STRATEGIC PLANNING FOR BEAUFORT COUNTY

STRATEGIC PLANNING MODEL



SECTION II

LOOKING TO BEAUFORT COUNTY'S FUTURE

Realities for Beaufort County

- 1. Beaufort County's primary revenue source is property taxes.**
- 2. Property values in Beaufort County have had a significant decrease in value during the last few years.**
- 3. Reassessment of property is coming up.**
- 4. Revenues for the 2013 Budget are likely to be significantly reduced**
- 5. Now is the time for discussion and planning.**

Looking to Beaufort County's Future Council Perspective

Rick

2016

1. Heritage Golf in track, without burden on taxpayer
2. Economic development: success – job growth
3. County tax bills not increase
4. One tree cut at Airport – Phase I expansion completed, commercial air service

Challenges

1. Economic development – gap in understanding infrastructure investment, marketing
2. Finding the bottom – cannot continue County services, hard cuts

Actions 2011

1. Kill rate at Animal Shelter – 50%: new facility

Herbert

2016

1. Maintain living environment for all citizens
2. Healthcare and insurance coverage
3. Jobs that pay beyond minimum wage
4. Serious problems with septic system; sewer system Burton Well Phase III assessable to problem areas

Challenges

1. Provide services without taxes
2. Decrease in Smart Decline Strategy
3. Increasing foreclosure rate
4. Maintain human services – help people who need assistance

Actions 2011

1. Find jobs – guarantee opportunity to support self and family
2. Health insurance for uninsured

Gerald

2016

- 1. F-35 program with jobs**
- 2. County established commercial/industrial tax**

Challenges

- 1. Providing needed services with decline in revenues**

Actions 2011

- 1. Across the board budget cuts – reduction in County employees**
- 2. Explore the number of employees: pay cuts from top down – less take home pay, but still have a job**

Brian

2016

- 1. Taxable value: 2007 + 20%**
- 2. 500 new jobs**
- 3. Citizens engaged and informed – education on civics and government responsibilities – better use of web and television**
- 4. Natural areas less threatened**
- 5. Mink Point/Shell Point on servers**

Challenges

- 1. Economic “depression”**
- 2. Status quo – rethink what we are doing**
- 3. Infrastructure deficiency: technology, gas**
- 4. Introduction of form based code**

Actions 2011

- 1. Water Quality Office**
- 2. 15% Shortfall Plan for Budget**
- 3. Redistricting – communicating**

Jerry

2016

- 1. Safety, environment are important**
- 2. County – where we are headed = what we want the County to be; diversify regional economy vs. retirement and tourism, higher paying jobs and clean industries**

Challenges

- 1. No guarantees**
- 2. “How” and micro managing – Council do we want to go there?**
- 3. Defining economic development – direction and outcomes**

Actions 2011

- 1. Referendum and Ordinance: Rural and Critical Lands**
- 2. EMS Study: Direction and Implementation**
- 3. Working Regionally – attitude and image – understand the needs of others**
- 4. Impact fees, Business License Fees: Direction**

Bill

2016

- 1. Dedicated, hard working County employees**
- 2. Ft. Fremont Park: Completion**
- 3. Development of recreation and leisure facilities and programs**
- 4. St. Helena Island development**
- 5. Service to low income individuals**

Challenges

- 1. Commerce Park developed**
- 2. Individuals putting out misinformation – disinformation**
- 3. Adequate services**

Actions 2011

- 1. St. Helena Library: Operating, 40 hours**

Steve

2016

- 1. Keeping taxes low**
- 2. Residential growth without cars**
- 3. Filling vacant residences**
- 4. Sound economic development**
- 5. Progress at Airport**
- 6. Mitchelville open**

Challenges

- 1. Funds**
- 2. Decisions with data**

Actions 2011

- 1. Reduce Airport subsidies**
- 2. Hilton Head Island Tree: Resolution**
- 3. Economic Development Plan (outside)**
- 4. County Channel – Video on demand**

Laura

2016

- 1. More local food production**
- 2. Transportation beyond cars**
- 3. Jasper County**
- 4. Heart of Gullah Corridor**
- 5. Friendly Employers – Employees and family more important**
- 6. Gratitude for government services**
- 7. Government for public interest**
- 8. Checklist on Facebook – “how” things are done**

Challenges

- 1. Regionalism (apart from Savannah)**
- 2. Tourism beyond heads in bed to a recruitment mechanism**
- 3. Watershed**
- 4. People able to dollars – more flexibility, more resilient**

Actions 2011

- 1. Bond Referendum for 2012 – Rural Land Purchase and Utilization**
- 2. Facebook (beyond Website)**
- 3. Economic Development**
- 4. Form of Government: Direction (appoint Auditor and Treasurer)**
- 5. Four day workweek: Direction**
- 6. Library Funding (possibly extended hours)**
- 7. Mental Health Funding**

Stu	<p><u>2011Actions</u></p> <ol style="list-style-type: none">1. Economic development – combination2. F-35 delay – companies bailing out all over the country3. Tourism down – one industry: many current residents were tourists, go back after tourist marketing <p><u>Challenges – Do Well</u></p> <ol style="list-style-type: none">1. Heritage - \$80 million benefits excludes real estate, showcase County2. Dredging at Southend: revenues down, big boats bypassing3. Airport – 5000’ on property, expanded buffer, trees trimmed (e.g. Net Jet); Environmental Studies and Designs
Paul	<p><u>2016</u></p> <ol style="list-style-type: none">1. Implementation of Stormwater and Septics: Resolution2. Implementation of Development Standards and Zoning3. Success from Economic Development Relief to residential property owners4. Master Plan: Beaufort Airport5. More Rural and Critical Lands, and What Do You Do with It, Referendum in 20126. Heritage Golf Tournament: Saved7. Hilton Head Island Airport Resolution <p><u>Challenges</u></p> <ol style="list-style-type: none">1. Communications and education for residents2. Regionalism: municipalities, county3. Rural and Critical Lands Referendum <p><u>Actions 2011</u></p> <ol style="list-style-type: none">1. Stormwater2. Septics3. Form based Code4. Economic Development: Agreement5. Referendum: Public Education

Weston

2016

- 1. Property values restored**
- 2. Improve and protecting natural resources: BMP Manual, Stormwater, Rural and Critical Lands Referendum**
- 3. Economic Development Achievements – Better Job Opportunities, Heritage Golf, Airport**
- 4. No Tax Increase – Budget at \$97 million**

Challenges

- 1. Service delivery – more efficient, consolidated services, alternative delivery**

Actions 2011

- 1. Local Preference Ordinance: Review**
- 2. Courthouse Project: Underway**
- 3. Referendum: Decision**
- 4. Successful Redistricting**
- 5. Heritage Golf Tournament**
- 6. AAA Bond Rating**

Topics for Discussion

	PRIORITY
1. Economic Development	10
2. Consolidation of Service: County – Municipalities	5
3. Ways to Balance Budget, Cut, Fees	3
4. Relations with School District	3
5. Employee Compensation	2
6. Private Dirt Roads	2
7. Water Quality	2
8. Redistricting (Saturday 3/5)	1
9. Solid Waste Management	1
10. Critical Land: Use of Property	1
11. Requests of Data from Staff (Saturday 3/5)	0
12. Purchase of County Computers	0
13. Internal – External Communication (Saturday 3/5)	0
14. Privatization of Services	0

Action Ideas for 2011

Chairman and County Council Perspective

Beaufort County

1. Lady's Island Airport Plan
2. Form-based Code
3. Transfer of Development Rights
4. Crime Reduction Plan
5. St. Helena Library, Cultural Center, Community Center:
Plan, Funding for Construction and
Operations/Maintenance
6. Budget and County Services Review and Prioritization
by County Council
7. Solid Waste Transfer Station
8. Commerce Park: Direction on Purchase
9. Redistricting
10. Relations with Sheriff: Expectations, Working
Relations
11. Economic Development: County's Role, Performance
Standards, Strategy, Funding, Action Plan for the
County
12. Spec Building: Direction

13. Recycling: Direction
14. Relations with the Schools: Expectations, Working Relations
15. Water Taxi and Ferry: Evaluation, Direction
16. Bus System: Performance Standards and Expectations, Evaluation, Direction
17. Septics Regulation and Inspections: Evaluation, County's Role, Direction
18. Animal Shelter: Direction, Options, Funding
19. Economic Development Network: Evaluation, Performance Standards, Funding Level
20. Business Licenses: Evaluation, Use for Economic Development
21. Mitchelville Historic Assessment and Plan
22. Ballfields: Future Direction, Funding
23. Courthouse Exterior Replacement and Interim Operating Plan
24. New Bridge to Lady's Island and Highway 802 Improvement Project
25. Hilton Head Island Airport Expansion Project and Tree Trimming
27. Consolidated Business License Program and Fees: Evaluation, Direction
28. Chamber Recommendation (12): Evaluation, Actions

29. Economic Development Website: Evaluation, Actions
30. Permitting Process Streamlining: Evaluation, Actions
31. Military related Business Attraction Strategy:
Development
32. Arthur Horne Building: Demolition
33. Gullah Corridor Development
34. Crime Report from Sheriff
35. Water Quality Testing and County Actions
36. North Regional Plan: Implementation
37. Dirt Roads Program
38. Drainage Ditch Maintenance Program: Direction,
Funding
39. SMART Decline Strategy: Next Steps
40. Salary Increases for County Employees: Direction,
Funding
41. Transportation Model Development
42. Rural and Critical Lands Referendum: Direction,
Actions
43. Water Quality Office: Transfer Control to County
44. Comprehensive Plan: Review, Use in Decision Making
45. Alternative Revenue Sources Study
46. Solid Waste Management
47. Heritage Tournament: Direction on Next Steps

48. Aeronautics Economic Development Study and Strategy
49. Port of Jasper: County Actions
50. EMS/Fire Study: Direction, Actions
51. Tax Rate: Analysis of Impacts, Direction, Service Level, Reductions, Eliminations
52. Debt Policy: Review, Direction
53. Capital Budget: Direction, Funding, Project Priority
54. Fees for Premier Services: Review Fees, Evaluation of Options, Determine Direction
55. Daufuskie Island: Vision, Direction, County Actions
56. Code of Ethics: Definition, Direction, Actions
57. Form of County Government: Evaluation, Direction, Actions
58. Sustainable County: Options, Direction, Actions
(including Vehicle Idling Ordinance, Recycling Program Upgrade, etc.)
59. Homeless: Problem Evaluation, County's Role, Directions, Actions (including shelter)
60. Dredging on Hilton Head Island: Evaluation, County Role, Direction, Actions
61. Property Values and Reassessment: Monitoring, Analysis of the Impacts, Direction

62. Foreclosed Properties: Analysis, County's Role, Direction, Actions
63. Economic Development Task Force: Report, Direction, Actions
64. Regional Approach to Economic Development: Discussion, Direction, Actions
65. Stormwater Management Ordinance: Completion, Direction
66. Marsh Bridge Project: Direction (hold)
67. Bluffton 5A Project: Direction (hold)
68. Highway 170 Project: Direction (hold)
69. Hilton Head Island Redevelopment: Definition, County's Role, Direction, Actions
70. Rail Service and Beaufort County: Analysis, Direction, County's Role, Actions
71. Human Service Needs: Analysis, Providers, County's Role, Direction
72. Impact Fees: Analysis, Direction
73. County Investment in the Future: Analysis, Direction
74. Retention of Property Values: Analysis, Direction, County's Role, Actions

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

MAJOR CHALLENGES

Beaufort County, South Carolina

March 2011

DEPARTMENT: Assessor

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

- Implementing 2013 reassessment
- Expansion of software valuation tools and reports
- Tax base stability
- Fiscal reaction to legislation as it relates to tax levy and tax base
- Maintain adequate staffing levels to meet the demands of the job and taxpayer
- Improving Public Trust
- Re-invent the operation of the Treasurer's office in concert with newly elected treasurer.
- Improve workflow and delivery of services among assessor, auditor and treasurer's offices.
- Maintaining and recruiting qualified staff
- Abolition of the attitude that what worked in the past will work today

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

March 2011

DEPARTMENT: Assessor

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

1. Complete appeal work from the 2009 reassessment: Second level appeals, Tax Equalization Board hearings and hearings before the SC Administrative Law Court.
2. Complete 4,600 appeals received for tax year 2010.
3. Resolution of lawsuit brought on by a staff member.
4. Two remaining appraiser-apprentice staff members - receive certification appraisal license.
5. Advanced license certification for commercial appraiser.
6. Chief Appraiser to receive advanced training in use of CAMA software; regression analysis. Chief Appraiser and Tax GRM staff person to receive advanced training in report writing and data extraction.
7. Mass appraisal model development for 2013 countywide reassessment
8. Office migration to Sharepoint for file management and retrieval
9. Addressing concerns of taxpayers in a "down" real estate market
10. Staff motivation, morale and attitude

**TARGETS FOR 2010:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
March 2011**

DEPARTMENT: Assessor

Please list issues or projects that you would like for the county to address this next year 2011.

1. Administration of the Tax Equalization Board – hearings not timely scheduled
2. Administration building security
3. Form of government to permit appointment of auditor and treasurer
4. In office (at each department) council workshop to introduce members to operations and responsibilities of office

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?

- Determination of adequate level of services for residents and visitors in view of reduced resources and increasing demand.
- A systematic approach of responding to the maintenance and upgrade needs of aging facilities, technology, equipment and vehicles.
- Continuance and development of mutually beneficial relationships with other entities to help maximize the use of resources to better serve common constituency; i.e. planning and codes enforcement, procurement, law enforcement, recreation programs and facilities, housing, transportation, etc.
- Locating and securing funding alternatives to help supplement available resources.
- Development of a Countywide security system/program for County facilities to help ensure the safety of patrons and County employees.
- Completion, opening and staffing of new 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. Consideration of a feasibility study for a water transportation system for the immediate coastal region to include Savannah, GA.
5. Appropriate level of staffing to maintain an acceptable of level service in parks and recreation and at the libraries.
6. Adjustment in DSN level of services to some consumers due to the reduction in funding level for State-sponsored services

**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. Continuation of housing related programs and assistance
2. Ferry transportation for Daufuskie Island
3. Hours of operation and staffing for libraries
4. Continuation of the development of parks and recreational facilities
5. Upgrade of safety and security at County facilities

MAJOR CHALLENGES

Beaufort County, South Carolina

March 2011

DEPARTMENT: Employee Services

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

- Maintaining a skilled workforce in a declining economy
- Identifying the best use of limited resources / finding the right balance of services provided and cost
- Budget uncertainties associated with Health Care reform
- Keeping up with ever-changing employment laws and their impact on the County
- Finding / attracting well-qualified job candidates

PROJECTS AND ISSUES IN PROGRESS
Beaufort County, South Carolina
March 2011

DEPARTMENT: Employee Services

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

1. Job Code review and streamlining
2. Position Description review, completion of missing descriptions, and updates as necessary
3. Employee Handbook Update (tentative implementation 07/01/2011)
4. Departmental process documentation
5. Providing mgmt. compliance training
6. Early stages of planning for digitizing ES records

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
March 2011**

DEPARTMENT: Employee Services

Please list issues or projects that you would like for the county to address this next year 2012.

1. Finalize and implement county-wide timekeeping system
2. Implement online employee / management training program
3. Establish a performance pay system
4. Implement Employee Self Service (Munis), and online applicant tracking

MAJOR CHALLENGES

Beaufort County, South Carolina

March 2011

DEPARTMENT: Finance

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

- Various audits/clean-ups (Treasurer's Office)
- High demand for reports/financial information with a limited staff
- Finding qualified personnel as Finance consolidates the reporting function of the County
- Continuation of consolidation of accounting function within the County and getting other departments involved to see the benefit
- Implementing a paperless financial reporting/purchase order system (starting in 2011)
- Implementing better controls over all County departments especially helping the new Treasurer's Office start over (as there is little or no control there)
- Continuing to better Finance's controls
- Helping the County become more efficient through efficiency audits of existing staff

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

March 2011

DEPARTMENT: Finance

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

1. TIF and stormwater reconciliations several times per year (ongoing)
2. Continuation of capital asset internal audit (begun in 2010)
3. Implement paperless general ledger/financial reporting system (beginning in 2011)
4. Strengthen County grant accounting system (begun in late 2010)
5. Continued CIP maintenance and planning, especially in this tight economy (begun in 2010)
6. Continuation of documentation of County controls and creation of a best practices manual (begun in 2010)
7. Continued improvement of County controls over assets and reporting to include the purchase of reporting software which will streamline the process, reduce potential for errors, and greatly speed up the process (begun in 2010)
8. Maintain GFOA Award on an annual basis for CAFR and obtain the GFOA Award for the County's budget
9. Aiding Purchasing Department in implementing a paperless purchase order system (will start to be implemented in 2011)

**TARGETS FOR 2011:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
March 2011**

DEPARTMENT: Finance

Please list issues or projects that you would like for the county to address this next year 2011.

1. Issue the FY 2012 budget to include a consolidated effort with the County Assessor and County Auditor for improved revenue budgeting
2. Continue consolidation of County accounting function
3. Continue to improve County's reporting (transaction/credit card details, interim reports)
4. Implement PCard purchase overhaul (pay vendors with credit cards to achieve 1% cash back on all possible transactions – create another source of revenue for the County)
5. Aid new Treasurer in transition and control implementation
6. Improve County's accounts receivable accounting
7. Continue to update and improve upon controls
8. Continue to improve knowledge of staff as in the past knowledge lied with only one staff member (create redundancy to improve reporting and prevent failure of function due to sick days or vacations)

MAJOR CHALLENGES

Beaufort County, South Carolina

March 2011

DEPARTMENT: Information Technology

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

- High demand for system reporting services
- Continued efforts to provide basic software training classes.
- Challenge of keeping up with qualifications and certifications of staff
- Continued implementation of paperless solutions for county departments and agencies
- Providing more computer support with less staff.
- Beaufort County Internet/network security and computer usage issues.
- Helping the County become more efficient through computer usage and best practices.
- Providing aerial imagery every year with limited funding.
- Providing more Web access to the GIS database.
- Destroying documents at a pace to meet with the demands.

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

March 2011

DEPARTMENT: Information Technology

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

1. VOIP implementation and Electronic Meeting Place (ongoing)
2. Fault Tolerance – Network reliability (begun in 2010)
3. Implement paperless solutions – Employee Self Services (ESS), E-Purchasing, Time and Attendance, Security badging (beginning in 2011)
4. Thin Client/Web Based Enterprise – Sharepoint (begun in 2010)
5. Creation of Tax Workflow manual – (begun in 2010)
6. Continuation of Enterprise Automation and Auditing services – SCCM, SCOM, and Forefront (begun in 2010)
7. Providing a replacement Enterprise Permitting System that is integrated into current systems. (beginning in 2011)
8. Legacy TAX application replacement for Register of Deeds Office. (beginning in 2011)
9. Pictometry Critical 360 project (begun in 2010)
10. Self Hosted Pictometry Online (SHPOL) (begun in 2010)
11. Beaufort County document Recycling initiative (beginning in 2011)

**TARGETS FOR 2011:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
March 2011**

DEPARTMENT: Information Technology

Please list issues or projects that you would like for the county to address this next year 2011.

1. Improve Beaufort County's Technology Helpdesk Management.
2. Continue to improve knowledge transfer of staff to provide cross-training to current staff (create redundancy to improve services and prevent failure of function due to sick days vacations, or termination)
3. Improve reporting services and training to empower Department business processes.
4. Audit computer servers and software to replace outdated and unsupported software and hardware.
5. Incorporate Geographic Information services into each County department and agency.
6. Improve coordination of metro-services to leverage GIS benefits to the communities.
7. Consider metro-services for document management.
8. Downsizing the physical footprint of the document management warehouse.

MAJOR CHALLENGES

Beaufort County, South Carolina

March 2011

DEPARTMENT: Planning & Zoning

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

- Create a consistent set of development standards across governmental jurisdictions in the Formulation of the Form Based Code
- To incentivize the Form Based Code by creating a simple, fair, and cost effective method of handling zoning and development applications throughout the county
- Reorganize the administrative function of the regulatory mechanism of the County's planning, zoning, codes enforcement, and engineering components of the land development review process
- Re-evaluate the role of review entities such as the corridor review boards, etc.
- Determine how best to approach the acquisition of open space in an era of dwindling public resources available for such an endeavor
- Improve communication among governmental entities that engage in planning and zoning in Beaufort County
- Work with our citizens to collaboratively plan their neighborhoods, or communities through the Form Based Zoning coming on-line

PROJECTS AND ISSUES IN PROGRESS

Beaufort County, South Carolina

March 2011

DEPARTMENT: Planning & Zoning

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

1. Writing the new Form Based Code
2. Writing an Ordinance to implement the "pilot project" TDR program around the MCAS on Port Royal Island
3. Writing an Ordinance to implement the Form Based Code in conjunction with the TDR program on Daufuskie Island
4. Evaluating a method to reduce densities in the rural areas of the County through the Form Based Code and a TDR or PDR implementation strategy
5. Up-date the Comprehensive Plan with new demographic information available from the 2010 U.S. Census
6. Up-date the Transportation Analysis Zones (TAZ) in collaboration with the Engineering Department
7. Set-up a TDR bank utilizing BCOLT as the non-governmental land trust that buys and sells TDRs
8. Work with the City of Beaufort, Town of Port Royal, and Bluffton to tailor their FBC to mirror the County's FBC
9. Work with the City of Beaufort and the Town of Port Royal to create a series of charrettes and workshops countywide to test the FBC prior to adoption in October/November 2011.

**TARGETS FOR 2011:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County, South Carolina
March 2011**

DEPARTMENT: Planning & Zoning

Please list issues or projects that you would like for the county to address this next year 2011.

1. Adoption of the Form Based Code
2. Adoption of the TDR program on Port Royal Island around the AICUZ
3. Adoption of the TDR on Daufuskie Island
4. Authorization on the issuance of the remaining \$10 million for the Rural & Critical Lands Program
5. Address the long term needs for a reliable Ferry Service for Daufuskie Island, as this is central to the long term development of the island
6. Address the maintenance and operations of passive parks as well as the acquisition of additional purchases or PDRs through a new bond referendum
7. Consider a comprehensive program to acquire roads and rights-of-way on Daufuskie Island

SECTION III

BEAUFORT COUNTY PLAN 2011 – 2016: UPDATE

Beaufort County Goals 2016

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

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

Growing, Diversified Regional Economy

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

Upgrade County Infrastructure and Facilities

Goals 2016 Worksheet

GOALS	IMPORTANCE	
	Total	Team
1. Financially Sound County Providing Quality Core Services Efficiently	17	1
2. Preservation of Beaufort County's Lowcountry Character: Natural Beauty, Environment and Heritage	24	2
3. Growing, Diversified Regional Economy	35	3
4. More Sustainable County Through Planned, Managed Development	40	4
5. Upgraded County Infrastructure and Facilities	49	5

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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<p>► Objectives</p> <ol style="list-style-type: none"> 1. Maintain financial reserves consistent with County's policies 2. Align County services with core responsibilities and financial resources 3. Reduce the cost of services through partnership, contracting for services 4. Maintain stable taxes and fees for valued services 5. County employees delivering services in the most cost-effective, efficient manner 6. Retain a quality County workforce 7. Enhance customer satisfaction with County services 8. Reliable information available to municipalities 9. Obtain funding from other governments by working with legislative delegations 	<table border="1"> <thead> <tr> <th style="text-align: left;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">11</td></tr> <tr><td style="text-align: center;">10</td></tr> <tr><td style="text-align: center;">10</td></tr> <tr><td style="text-align: center;">9</td></tr> <tr><td style="text-align: center;">6</td></tr> <tr><td style="text-align: center;">2</td></tr> <tr><td style="text-align: center;">1</td></tr> <tr><td style="text-align: center;">1</td></tr> <tr><td style="text-align: center;">0</td></tr> </tbody> </table>	PRIORITY	11	10	10	9	6	2	1	1	0
PRIORITY											
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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. Decline in property values and upcoming reassessments	11
2. Defining core services and the service responsibilities of County government	10
3. Federal and state governments: Less dollars and more regulations	8
4. Keeping a stable tax rate	7
5. Working with other governments on service consolidation	6
6. State of South Carolina legislation impacting finances, County services, home rule	5
7. National economy and its impact on County finances and services	5
8. Increasing demand for County services	4
9. Providing human and social services	4
10. Having adequate resources to support defined services and service levels	2
11. Retaining a quality workforce dedicated to serving the residents	1
12. Residents understanding county responsibilities, services and finances	0

► Actions 2011	PRIORITY
1. County Services: Review, Prioritization, Budget	11
2. Fire/EMS Study: Completion, Direction, County's Role	10
3. Reassessment: Monitoring Property Values, Public Education Program, Preparation	8
4. Consolidation of Services: Identification of Opportunities, Evaluation, Direction	8
5. Privatization/Contracting of County Services: Identification of Possible Services, Evaluation, Direction	8
6. Debt and Reserve Policy: Review, Direction	7
7. Local Preference Ordinance: Review, Direction	6
8. Form of County Government: Evaluation, Direction, Action Steps	4
9. Workforce Plan: Evaluation, Direction	4
1. Salary Reduction	
2. Reduction in Workforce	
10. Library Service Level and Hours: Evaluation, Direction, Funding	3
11. Four Day Work Week: Evaluation, Direction	3
12. Human and Social Services: Need Analysis, Providers Analysis, County's Role, Direction, Funding	3
13. Alternative Revenue Sources Study	3
14. County Channel – Video on Demand: Evaluation, Direction	2
15. 9-1-1 Systems: Update	1
16. Fees of Premier Services: Evaluation of Option Direction	1
17. Homeless: Problem Analysis, County's Role, Direction, Actions	1
18. Health Insurance Cost Containment: County Actions	1
19. Code of Ethics: Evaluation, Direction	0

► Management in Progress 2011
1. Employee Handbook Update (7/11)

► On the Horizon 2012 – 2016
1. Social Media/Facebook on Beaufort County: Evaluation – Benefits and Risks, Direction, Funding

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 to shellfish harvesting level
 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.

► Challenges and Opportunities	PRIORITY
1. Water quality regulations and mandates	10
2. Funding for facilities, programs, projects and services	10
3. Expanding the marketing of the "Lowcountry" brand, including ecotourism, food production	7
4. Preserving local business dependent on water quality and natural resources	7
5. Multijurisdictional cooperation on water	6
6. Tapping the historical roots of the Lowcountry	5
7. Extending sewer services to Burton area	5
8. Balancing impacts vs. benefits	3
9. Need more community kitchens	1
10. Artifacts storage	0

► Actions 2011		PRIORITY
1.	Stormwater Management: Evaluation of Retrofit Opportunities/Projects, Direction	9
2.	Bond Referendum for Rural and Critical Lands: Evaluation, Development, Direction	9
3.	Water Quality Office: Evaluation of Costs and Benefits, Operational Purpose, Direction, Funding, Partners	8
4.	Mitchelville Historic Site: Funding for Study Decision	7
5.	Solid Waste Disposal and Recycling: Transfer Station Decision, Negotiations: Build Transfer Station	6
6.	BMP Manual: Meeting with Homebuilders, Review, Direction	6
7.	Gullah Corridor: Partner with Other States, Direction by Commission	4
8.	Drainage Ditch Maintenance Program: Direction, Funding	3
9.	Code Enforcement and Compliance: Direction	2
10.	Marina Dredging: County's Role, Direction, Funding	2
11.	Septics: Identification of Critical Areas and Potential Sewer Services, Study Method of Inspection, County's Role, Direction	2
12.	Sewer Services to Burton Area: Application for Funding, Work with Beaufort-Jasper Water Sewer Authority on Engineering and Cost Estimates	1
13.	Intracoastal Waterways: Corps of Engineers Analysis, Review, County's role	1

► Management in Progress 2011
1. Rural and Critical Lands Implementation: Direction (\$10 million)

GOAL 3

GROWING, DIVERSIFIED REGIONAL ECONOMY

► Objectives

1. Attract new diverse businesses
2. Increase number of family wage jobs
3. Have a reputation as a “business friendly” county with streamlined regulations and processes
4. Retain the native population and multi family generation
5. Strengthen and diversify existing businesses
6. Support local small and minority businesses through the county’s procurement practices
7. Increase number of tourists
8. Work with other regional governments to expand the regional economy
9. Available land and buildings for business attraction and expansion
10. Increase dollars from tourism
11. Establish business clusters
12. Develop products for export
13. Increase number of residents

PRIORITY

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► 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.

► Challenges and Opportunities		PRIORITY
1. Tapping Beaufort County's economic strengths: military, education, tourism		10
2. Simplifying and streamlining County regulations and processes		9
3. Defining economic development for Beaufort County		8
4. Attracting businesses with quality jobs with higher salaries		8
5. Defining County's role in economic development		6
6. Working with Heritage Foundation to continue PGA Tournament		5
7. Regional collaboration on regional economic development		4
8. Attracting business segments with minimal impact on the environment		4
9. National recession and the impacts on tourism and business development		3
10. Land and buildings available for businesses		3
11. Tapping potential for geo based destination tourism: ecotourism, food tourism, historic geo cashing		2
12. Cost of land in Beaufort County vs. other locations		1
13. Transportation system for workforce		1
14. Housing for workforce		1

► Actions 2011		PRIORITY
1. County Processes and Requirements: Evaluation of the Impact on Economic Development Direction		10
2. Commerce Park: Appraisal Completion, Decision		9
3. Economic Development Task Force: Report Direction, Action Plan		7
4. Economic Development Network: Performance Evaluation, Performance Goals, Monitoring and Reporting, Funding Level		7
5. Heritage Golf Tournament: County's Role		6
6. Business License Fees: Evaluation, Direction		5
7. Regional Economic Development Plan Completion (L.A.N.)		5
8. Impact Fees: Evaluation, Direction		4
9. Military Related Business Attraction Strategy (including F-35 Joint Strike Fighter): County's Role, Action		3
10. Chamber of Commerce: Evaluation of Performance on Tourism and Economic Development, Role, Direction, Funding		3

GOAL 4	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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► Objectives	PRIORITY
1. Have development and redevelopment consistent with adopted plans and policies	11
2. Have wastewater treatment including increasing the number of homes on sewer collections system, reducing number on septic systems	10
3. Apply SMART Growth and new urbanism principles in selected locations	10
4. Preserve/enhance property values	8
5. Improve the affordable workforce housing	6
6. Develop effective relations with municipalities on managed development issues	6
7. Improve customer service during the development processes	6
8. Develop network system of pathways and trails	1

- 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**

	PRIORITY
1. Appropriate development occurring in appropriate locations	10
2. Understanding the meaning of the Form based Code	8
3. Encouraging "SMART" growth and its application to Beaufort County	6
4. Decline in property values and impact on future growth	6
5. County's role in preserving/enhancing property values	6
6. Problem of heirs property and County's role	6
7. Developing older developments and defining County's role	4
8. New developments and the impacts on current residents and property values	4
9. Funding for sewer services and determining who pays	4
10. Reducing and limiting impervious surfaces	4
11. Understanding the value of agricultural/rural lands	3
12. Educating residents on disaster recovery and their responsibilities and actions	0

► **Actions 2011**

	PRIORITY
1. Form based Code: Completion Draft	10
2. Ferry Service for Daufuskie Island/Pinckney Island: Evaluation, Direction, County's Role, Funding	9
3. Port Royal Island (AICUZ) TDR Program: Adoption	8
4. Comprehensive Inventory of Real, Commercial and Public Owned Land	8
5. Transportation Model Development: Completion	7
6. North Regional Plan Implementation: Participation	6
7. County Sewer Service: Work with Beaufort-Jasper Water Sewer Authority, County's Role, Actions	4
8. South Regional Plan Implementation: Mechanism for Discussion	4
9. Redevelopment: County's Role	3
10. Daufuskie Island TDR: Adoption (Pilot for County)	2
11. Daufuskie Island Comprehensive Program for Roads and ROW Acquisition: evaluation, Direction, Funding	2
12. Foreclosed Properties: Analysis, County's Role, Actions	2
13. Rail Service and Beaufort County: County's Role, Signage	1
14. Sustainable Behavior: Council Education, Public Education	0

GOAL 5	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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- Objectives**
1. Repair and renovate 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 and boat landings with restrooms

- 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 and operating/maintenance costs	8
2. Aging facilities and infrastructure needing repair, replacement, rehabilitation	7
3. Determining project priorities	6
4. Reduced federal and state funding sources	6
5. District projects vs. project of a county wide benefit	2
6. Potential environmental impact of public projects	2

► **Actions 2011**

- | | PRIORITY |
|---|-----------------|
| 1. Animal Shelter Facility Expansion: Analysis, Direction, Funding Expansion, 2 nd Facility Evaluation | 8 |
| 2. Arthur Horne Facility: Assessment, Potential Future Plan, Costs | 7 |
| 3. County Courthouse Project: Architectural Design, Direction | 6 |
| 4. Concessions at County Facilities: Evaluation, Direction | 6 |
| 5. Tree Problem Solution: Negotiated Agreement, Trimming Actions | 6 |
| 6. Hilton Head Bridges Replacement Plan: Direction, Initiation of Plan | 6 |
| 7. Burton Wells Regional Park Development: Phase IV Design, Funding | 5 |
| 8. Lady's Island Park Development: Phase II and III Funding, Direction | 4 |
| 9. County Facilities Safety and Security: Direction, Funding | 4 |
| 10. Detention Center Maintenance: Analysis, Direction, Funding | 4 |
| 11. Buckwalter Park – Phase II and Phase III: Design, Funding | 4 |
| 12. Private Roads Policy: Review, Future Direction | 2 |
| 13. Hilton Head Airport Master Plan: Initiating Environmental Studies and Design | 1 |
| 14. Beaufort County Airport Master Plan (Lady's Island): Adoption, Direction | 1 |
| 15. 3 rd Crossing Plan: Evaluation, Direction | 1 |
| 16. Penny Sales: Prioritization of Projects when Funds Become Available | 1 |
| 17. Pinckney Island Parking and Wharf Improvement: Analysis, Direction, Funding | 1 |
| 18. Public Restrooms on Daufuskie Island: Analysis, Direction, Funding | 0 |

► **Major Projects 2011**

1. St. Helena Island Library: Plan I Bid, Construction, Opening
2. Bluffton 5A Project
3. New Bridge to Lady's Island and Highway 802 Improvements

SECTION IV

BEAUFORT COUNTY ACTION AGENDA 2011

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Council; or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (county government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Council has set the overall direction and provided initial funding (e.g. phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)-questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Council has set the direction, needs staff work before going to Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Council action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

Beaufort County Policy Agenda 2011

TOP PRIORITY

County Services: Review, Prioritization, Budget

Debt and Reserve Policy: Review, Direction

**Bond Referendum for Rural and Critical Lands: Evaluation,
Development, Direction**

Commerce Park: Appraisal Completion, Decision

**Economic Development Network: Performance Evaluation,
Performance Goals, Monitoring and Reporting, Funding Level**

HIGH PRIORITY

Privatization/Contracting of County Services: Identification of Possible Services, Evaluation, Direction

Stormwater Management: Evaluation of Retrofit Opportunities/Projects, Direction

Economic Development Task Force: Report Direction, Action Plan

County Courthouse Project: Architectural Design, Direction

Fire/EMS Study: Completion, Direction, County's Role

Heritage Golf Tournament: County's Role

Tree Problem Solution: Negotiated Agreement, Trimming Actions

Beaufort County Policy Agenda 2011

POLICY ACTIONS	PRIORITY	
	Top	High
1. County Services: Review, Prioritization, Budget	7	0
2. Debt and Reserve Policy: Review, Direction	7	0
3. Bond Referendum for Rural and Critical Lands: Evaluation, Development, Direction	6	0
4. Commerce Park: Appraisal Completion, Decision	6	0
5. Economic Development Network: Performance Evaluation, Performance Goals, Monitoring and Reporting, Funding Level	6	0
6. Privatization/Contracting of County Services: Identification of Possible Services, Evaluation, Direction	5	6
7. Mitchelville Historic Site: Funding for Study Decision	5	2
8. Stormwater Management: Evaluation of Retrofit Opportunities/Projects, Direction	4	7
9. Economic Development Task Force: Report Direction, Action Plan	4	6
10. County Courthouse Project: Architectural Design, Direction	3	7
11. Fire/EMS Study: Completion, Direction, County's Role	3	6
12. Heritage Golf Tournament: County's Role	3	6
13. Consolidation of Services: Identification of Opportunities, Evaluation, Direction	3	5
14. Tree Problem Solution: Negotiated Agreement, Trimming Actions	2	7
15. Hilton Head Bridges Replacement Plan: Direction, Initiation of Plan	2	4
16. Ferry Service for Daufuskie Island/Pinckney Island: Evaluation, Direction, County's Role, Funding	1	5
17. North Regional Plan Implementation: Participation	0	2

Beaufort County Management Agenda 2011

TOP PRIORITY

**Reassessment: Monitoring Property Values, Public Education
Program, Preparation**

Form based Code: Completion Draft

**Water Quality Office: Evaluation of Costs and Benefits,
Operational Purpose, Direction, Funding, Partners**

Port Royal Island (AICUZ) TDR Program: Adoption

**Comprehensive Inventory of Real, Commercial and Public
Owned Land**

BMP Manual: Meeting with Homebuilders, Review, Direction

HIGH PRIORITY

Arthur Horne Facility: Assessment, Potential Future Plan, Costs

**Animal Shelter Facility Expansion: Analysis, Direction, Funding
Expansion, 2nd Facility Evaluation**

**Solid Waste Disposal and Recycling: Transfer Station Decision,
Negotiations: Build Transfer Station**

**County Processes and Requirements: Evaluation of the Impact
on Economic Development Direction**

Concessions at County Facilities: Evaluation, Direction

Local Preference Ordinance: Review, Direction

Transportation Model Development: Completion

Beaufort County Management Agenda 2011

MANAGEMENT ACTIONS	PRIORITY	
	Top	High
1. Reassessment: Monitoring Property Values, Public Education Program, Preparation	8	0
2. Form based Code: Completion Draft	7	0
3. Water Quality Office: Evaluation of Costs and Benefits, Operational Purpose, Direction, Funding, Partners	6	0
4. Port Royal Island (AICUZ) TDR Program: Adoption	6	0
5. Comprehensive Inventory of Real, Commercial and Public Owned Land	6	0
6. BMP Manual: Meeting with Homebuilders, Review, Direction	5	0
7. Arthur Horne Facility: Assessment, Potential Future Plan, Costs	5	0
8. Animal Shelter Facility Expansion: Analysis, Direction, Funding Expansion, 2 nd Facility Evaluation	5	0
9. Solid Waste Disposal and Recycling: Transfer Station Decision, Negotiations: Build Transfer Station	4	0
10. County Processes and Requirements: Evaluation of the Impact on Economic Development Direction	3	0
11. Concessions at County Facilities: Evaluation, Direction	3	0
12. Local Preference Ordinance: Review, Direction	2	0
13. Transportation Model Development: Completion	?	?

Beaufort County Management in Progress 2011

- 1. Employee Handbook Update (7/11)**
- 2. Rural and Critical Lands Implementation: Direction (\$10 million)**

Beaufort County Major Projects 2011

- 1. St. Helena Island Library: Plan I Bid, Construction, Opening**
- 2. Bluffton 5A Project**
- 3. New Bridge to Lady's Island and Highway 802 Improvements**

SECTION V

GOVERNANCE REFINEMENTS: COUNTY COUNCIL IN ACTION

Governance Topics

1. E-mails to Staff for Information Requests
2. Direction to County Staff: Protocol
3. School Relations
4. Transfer within Council/Council Line Item
5. Television Programs: Council/Administration
6. Meeting Times
7. Committee of the Whole
8. Representation at Regional Meeting
9. Internal-External Communications
10. Joint Meeting with Other Governments
11. Work Session: Purposes, Direction
12. Strategic Plan: Follow Through

PRIORITY

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Governance Refinement

1. Council Caucus Hour

Purposes:

- Add item to agenda
- General discussion
- Identify topics for removal from "Consent Agenda"
- Executive Session
- Share information
- Reports from liaison

Time: 4pm – 5pm

2. Council e-Mails for Information Requests

- Send to County Administrator
- If a significant time, requests may be taken to the Committee Chair

3. Council Line Item Transfer

- Referred to Finance Committee for discussion and recommendation to County Council



Beaufort County: Strategic Plan

GOALS 2016

Financially Sound County Providing Quality Core Services Efficiently

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

Growing, Diversified Regional Economy

More Sustainable County Through Planned, Managed Development

Upgraded County Infrastructure and Facilities

POLICY AGENDA 2011

Top Priority

County Services, Review, Prioritization, Budget

Debt and Reserve Policy: Review, Direction

Board Referendum for Rural and Critical Lands: Evaluation, Development, Direction

Commerce Park: Appraisal Completion, Decision

Economic Development Network: Performance Evaluation, Performance Goals, Monitoring and Reporting, Funding Level

High Priority

Privatization/Contracting of County Services: Identification of Possible Services, Evaluation, Direction

Stormwater Management: Evaluation of Retrofit Opportunities/Projects, Direction

Economic Development Task Force: Report Direction, Action Plan

County Courthouse Project: Architectural Design, Direction

Fire/EMS Study: Completion, Direction, County's Role

Heritage Golf Tournament: County's Role

Tree Problem Solution: Negotiated Agreement, Trimming Actions

MANAGEMENT AGENDA 2011

Top Priority

Reassessment: Monitoring Property Values, Public Education Program, Preparation

Form-Based Code: Completion Draft

Water Quality Office: Evaluation of Costs and Benefits, Operational Purpose, Direction, Funding, Partners

Port Royal Island (AICUZ) TDR Program: Adoption

Comprehensive Inventory of Real, Commercial and Public Owned Land

BMP Manual: Meeting with Homebuilders, Review, Direction

High Priority

Arthur Horne Facility: Assessment, Potential Future Plan, Costs

Animal Shelter Facility Expansion: Analysis, Direction, Funding Expansion, 2nd Facility Evaluation

Solid Waste Disposal and Recycling: Transfer Station Decision, Negotiations: Building Transfer Station

County Processes and Requirements: Evaluation of the Impact on Economic Development Direction

Concessions at County Facilities: Evaluation, Direction

Local Preference Ordinance: Review, Direction

Transportation Model Development: Completion

**MANAGEMENT IN PROGRESS
2011**

Employee Handbook Update (7/11)

Rural and Critical Lands Implementation:
Direction (\$10 million)

**MAJOR PROJECTS
2011**

St Helena Island Library: Plan I Bid, Construction, Opening

Bluffton 5A Project

New Bridge to Lady's Island and
Highway 802 Improvements

STRATEGIC PLAN

2011 → 2016

EXECUTIVE SUMMARY

County Council



Beaufort County, South Carolina
March 2011



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@cfl.rr.com

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EXECUTIVE SUMMARY

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STRATEGIC FRAMEWORK

VISION 2026

“Desired Destination for Beaufort County”

PLAN 2016

“Map to Beaufort County’s Destination”

EXECUTION

“Route for Next Year”

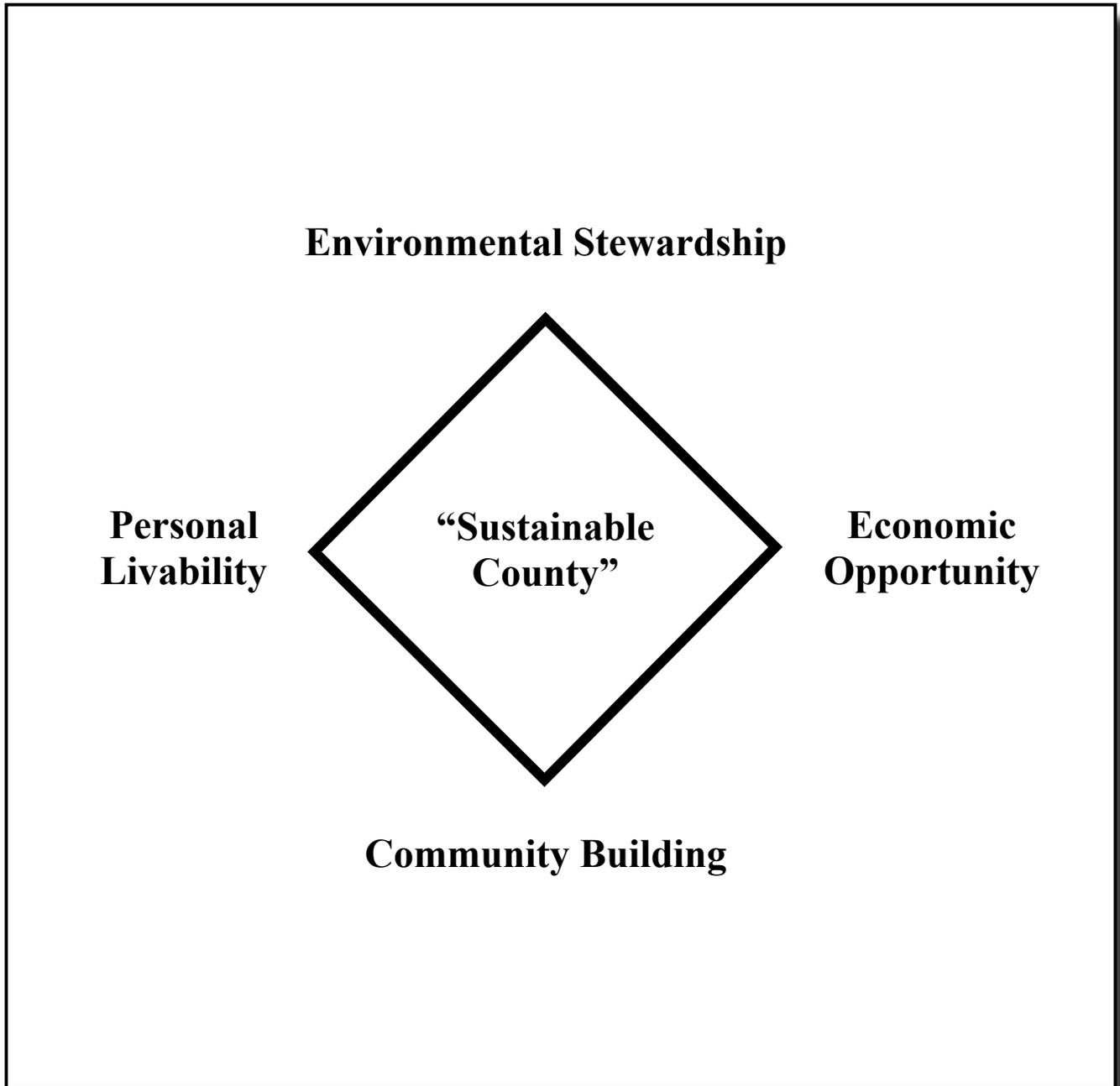
MISSION

“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 demonstrable 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 2016

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

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

Growing, Diversified Regional Economy

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

Upgraded County Infrastructure and Facilities

GOAL 1

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

► **Objectives**

Objective 1 Maintain financial reserves consistent with County’s policies

Objective 2 Align County services with core responsibilities and financial resources

Objective 3 Reduce the cost of services through partnership, contracting for services

Objective 4 Maintain stable taxes and fees for valued services

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

► **Short-Term Challenges and Opportunities**

1. Decline in property values and upcoming reassessments
2. Defining core services and the service responsibilities of County government
3. Federal and state governments: Less dollars and more regulations
4. Keeping a stable tax rate
5. Working with other governments on service consolidation

► **Actions 2011**

PRIORITY

Policy Agenda

1. County Services: Review, Prioritization, Budget
2. Debt and Reserve Policy: Review, Direction
3. Fire/EMS Study: Completion, Direction, County's Role
4. Privatization/Contracting of County Services: Identification of Possible Services, Evaluation, Direction
5. Consolidation of Services: Identification of Opportunities, Evaluation, Direction

Top Priority

Top Priority

High Priority

High Priority

Management Agenda

1. Reassessment: Monitoring Property Values, Public Education Program, Preparation
2. Local Preference Ordinance: Review, Direction

Top Priority

High Priority

Management in Progress

1. Employee Handbook Update (7/11)

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 to shellfish harvesting level

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. Funding for facilities, programs, projects and services
3. Expanding the marketing of the "Lowcountry" brand, including ecotourism, food production
4. Preserving local business dependent on water quality and natural resources
5. Multijurisdictional cooperation on water

► **Actions 2011**

PRIORITY

Policy Agenda

1. Bond Referendum for Rural and Critical Lands: Evaluation, Development, Direction Top Priority
2. Stormwater Management: Evaluation of Retrofit Opportunities/Projects, Direction High Priority
3. Mitchelville Historic Site: Funding for Study Decision

Management Agenda

1. Water Quality Office: Evaluation of Costs and Benefits, Operational Purpose, Direction, Funding, Partners Top Priority
2. BMP Manual: Meeting with Homebuilders, Review, Direction Top Priority
3. Solid Waste Disposal and Recycling: Transfer Station Decision, Negotiations: Build Transfer Station High Priority

Management in Progress

1. Rural and Critical Lands Implementation: Direction (\$10 million)

GOAL 3

GROWING, DIVERSIFIED REGIONAL ECONOMY

► **Objectives**

Objective 1 Attract new diverse businesses

Objective 2 Increase number of family wage jobs

Objective 3 Have a reputation as a “business friendly” county with streamlined regulations and processes

Objective 4 Retain the native population and multi family generation

Objective 5 Strengthen and diversify existing businesses

Objective 6 Support local small and minority businesses through the county’s procurement practices

Objective 7 Increase number of tourists

► **Short-Term Challenges and Opportunities**

1. Tapping Beaufort County’s economic strengths: military, education, tourism
2. Simplifying and streamlining County regulations and processes
3. Defining economic development for Beaufort County
4. Attracting businesses with quality jobs with higher salaries
5. Defining County’s role in economic development

► **Actions 2011**

PRIORITY

Policy Agenda

- | | |
|---|---------------|
| 1. Commerce Park: Appraisal Completion, Decision | Top Priority |
| 2. Economic Development Network: Performance Evaluation, Performance Goals, Monitoring and Reporting, Funding Level | Top Priority |
| 3. Economic Development Task Force: Report Direction, Action Plan | High Priority |
| 4. Heritage Golf Tournament: County's Role | High Priority |

Management Agenda

- | | |
|--|---------------|
| 1. County Processes and Requirements: Evaluation of the Impact on Economic Development Direction | High Priority |
|--|---------------|

GOAL 4

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

► **Objectives**

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

Objective 2 Have wastewater treatment including increasing the number of homes on sewer collections system, reducing number on septic systems

Objective 3 Apply SMART Growth and new urbanism principles in selected locations

Objective 4 Preserve/enhance property values

Objective 5 Improve the affordable workforce housing

Objective 6 Develop effective relations with municipalities on managed development issues

Objective 7 Improve customer service during the development processes

► **Short-Term Challenges and Opportunities**

1. Appropriate development occurring in appropriate locations
2. Understanding the meaning of the Form based Code
3. Encouraging “SMART” growth and its application to Beaufort County
4. Decline in property values and impact on future growth
5. County’s role in preserving/enhancing property values
6. Problem of heirs property and County’s role

► **Actions 2011**

PRIORITY

Policy Agenda

1. Ferry Service for Daufuskie Island/Pinckney Island: Evaluation, Direction, County's Role, Funding
2. North Regional Plan Implementation: Participation

Management Agenda

1. Form based Code: Completion Draft
2. Port Royal Island (AICUZ) TDR Program: Adoption
3. Comprehensive Inventory of Real, Commercial and Public Owned Land
4. Transportation Model Development: Completion

Top Priority

Top Priority

Top Priority

High Priority

GOAL 5

UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

► **Objectives**

Objective 1 Repair and renovate 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 and boat landings with restrooms

► **Short-Term Challenges and Opportunities**

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.

► **Actions 2011**

PRIORITY

Policy Agenda

1. County Courthouse Project: Architectural Design, Direction
2. Tree Problem Solution: Negotiated Agreement, Trimming Actions
3. Hilton Head Bridges Replacement Plan: Direction, Initiation of Plan

High Priority

High Priority

Management Agenda

1. Animal Shelter Facility Expansion: Analysis, Direction, Funding Expansion, 2nd Facility Evaluation
2. Arthur Horne Facility: Assessment, Potential Future Plan, Costs
3. Concessions at County Facilities: Evaluation, Direction

High Priority

High Priority

High Priority

► **Major Projects 2011**

1. St. Helena Island Library: Plan I Bid, Construction, Opening
2. Bluffton 5A Project
3. New Bridge to Lady's Island and Highway 802 Improvements

Beaufort County Policy Agenda 2011

TOP PRIORITY

County Services: Review, Prioritization, Budget

Debt and Reserve Policy: Review, Direction

**Bond Referendum for Rural and Critical Lands: Evaluation,
Development, Direction**

Commerce Park: Appraisal Completion, Decision

**Economic Development Network: Performance Evaluation,
Performance Goals, Monitoring and Reporting, Funding Level**

HIGH PRIORITY

Privatization/Contracting of County Services: Identification of Possible Services, Evaluation, Direction

Stormwater Management: Evaluation of Retrofit Opportunities/Projects, Direction

Economic Development Task Force: Report Direction, Action Plan

County Courthouse Project: Architectural Design, Direction

Fire/EMS Study: Completion, Direction, County's Role

Heritage Golf Tournament: County's Role

Tree Problem Solution: Negotiated Agreement, Trimming Actions

Beaufort County Management Agenda 2011

TOP PRIORITY

**Reassessment: Monitoring Property Values, Public Education
Program, Preparation**

Form based Code: Completion Draft

**Water Quality Office: Evaluation of Costs and Benefits,
Operational Purpose, Direction, Funding, Partners**

Port Royal Island (AICUZ) TDR Program: Adoption

**Comprehensive Inventory of Real, Commercial and Public
Owned Land**

BMP Manual: Meeting with Homebuilders, Review, Direction

HIGH PRIORITY

Arthur Horne Facility: Assessment, Potential Future Plan, Costs

**Animal Shelter Facility Expansion: Analysis, Direction, Funding
Expansion, 2nd Facility Evaluation**

**Solid Waste Disposal and Recycling: Transfer Station Decision,
Negotiations: Build Transfer Station**

**County Processes and Requirements: Evaluation of the Impact
on Economic Development Direction**

Concessions at County Facilities: Evaluation, Direction

Local Preference Ordinance: Review, Direction

Transportation Model Development: Completion

Beaufort County Management In Progress 2011

- 1. Employee Handbook Update (7/11)**
- 2. Rural and Critical Lands Implementation: Direction (\$10 million)**

Beaufort County Major Projects 2011

- 1. St. Helena Island Library: Plan I Bid, Construction, Opening**
- 2. Bluffton 5A Project**
- 3. New Bridge to Lady's Island and Highway 802 Improvements**