

2012 Goals

[Strategic Plan](#)

[Strategic Plan – Executive Summary](#)



Beaufort County: Strategic Plan

GOALS 2017

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

MANAGEMENT AGENDA 2012

Top Priority

Salary Adjustment/Bonus for 2013

Restoration Projects: A. Battery Creek, B. Okatie Creek,
C. May River

State Infrastructure Bank (Road Project Funding)

MIS Relocation

High Priority

Joint Use of School Facilities

Rails to Trails Master Plan/Project

Ballfields Expansion

Heirs Property Strategy/Public Awareness

Bridges Replacement Plan: A. Hilton Head Bridges,
B. Woods Memorial Swing Bridge

Ditch Maintenance and Drainage

POLICY AGENDA 2012

Top Priority

Solid Waste management and Recycling

BRAC Strategy

Debt and Reserve Policy

County Courthouse

Major Road Project: Priority and Funding

County Economic Development Policy and Framework

High Priority

Economic Alliance

County Services (Essential/Non Essential)

Buckwalter Regional Recreation Park: Phase II

Community Development/Code and Process

Mitchelville Historic Site

Daufuskie Ferry Service

Sea Pines Dredging

Business License Fee

**MANAGEMENT IN PROGRESS
2012**

Local Preference Ordinance

Bond Referendum for Rural and Critical Lands

County Processes and Requirements Impacting
Economic Development

Arthur Home Facility: Relocation

Concessions at County Facilities

**MAJOR PROJECTS
2012**

Comprehensive Inventory of County-owned Land

Transportation Model/Development (LCOG)

St. Helena Island Library Project

Bluffton Parkway 5A Project (Current Phase)

Highway 170 Widening Project

Boundary Street Project

US 278 Frontage Roads

Lady's Island Park: Phase I

STRATEGIC PLAN

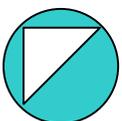
2012 → 2017 → 2027

EXECUTIVE SUMMARY

County Council



Beaufort County, South Carolina
February 2012



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STRATEGIC FRAMEWORK

VISION 2027

“Desired Destination for Beaufort County”

PLAN 2017

“Map to Beaufort County’s Destination”

EXECUTION

“Route for Next Year”

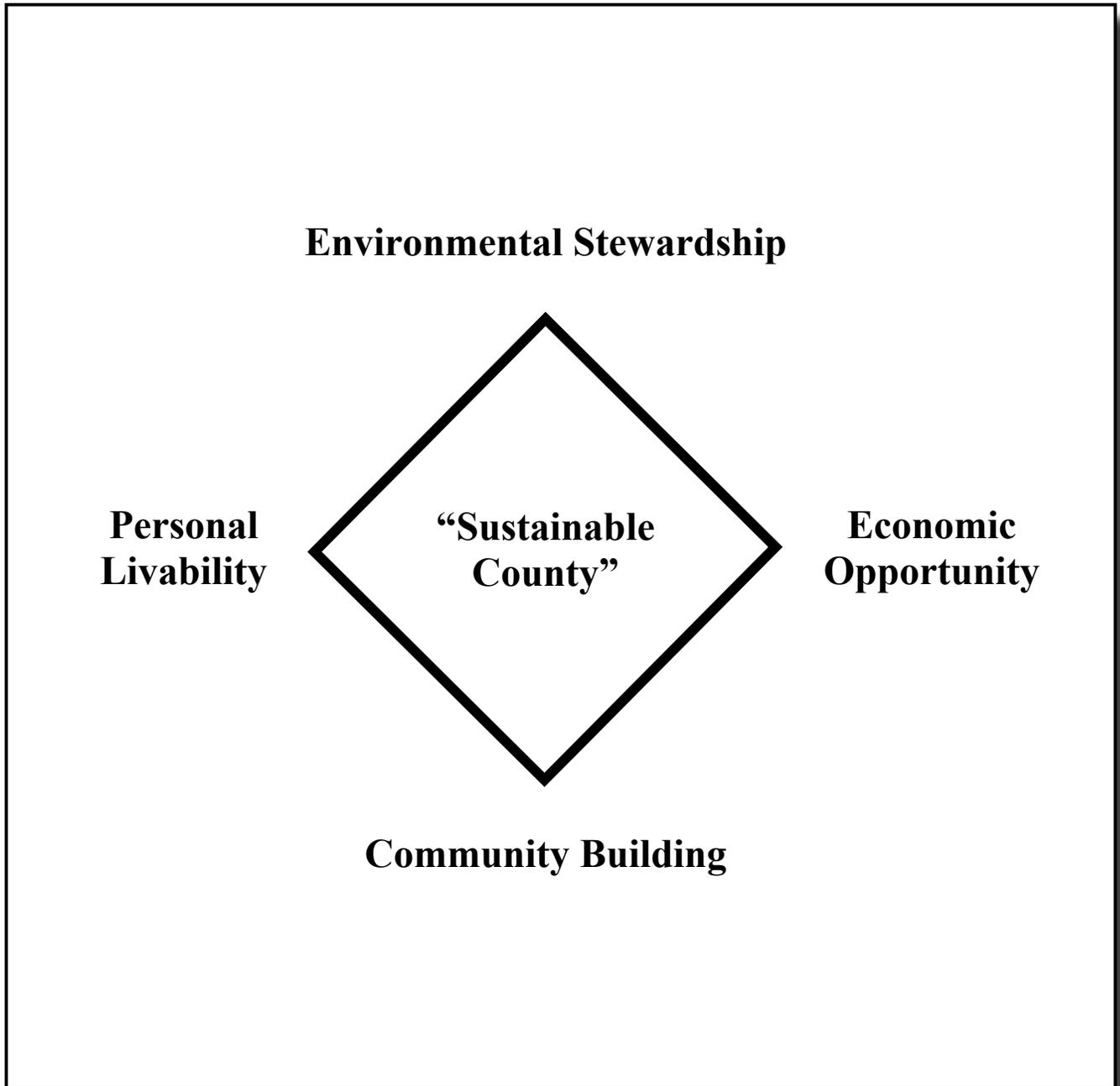
MISSION

“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 2017

**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. Defining criteria for essential/nonessential services and prioritization process
2. Continuing to increase the efficiency and cost effectiveness in delivering county services
3. State legislature actions impacting county services and revenues
4. Providing services for those who need or are dependent on these services
5. Retaining a top quality county workforce and competitive compensation

► **Actions 2012**

PRIORITY

Policy Agenda

1. Solid Waste Management and Recycling
2. Debt and Reserve Policy
 - A. County
 - Draft Policy
 - Decision: Adoption
 - B. School (Reserve Only)
 - Review
 - Decision: Adoption
3. County Services (Essential/Non Essential)
 - County Council Priority: Non Essential
 - Service Level: Review Options, Reduction: Costs of Service
 - Budget: Recommendations with Menu
4. Millage Rate: Policy 2013
 - Draft Policy: No Millage Increase (Operation/Debt)
 - Decision: Policy Direction

Top Priority

Top Priority

High Priority

Management Agenda

1. Salary Adjustment/Bonus for 2013
 - Recommendation: Options – COLA/Bonus and Percentage
 - Decision: Direction
2. State Infrastructure Bank (Road Project Funding)
 - Dollars to Completion of Road Projects with Matrix
 - Application: Revision (including Bond)

Top Priority

Top Priority

Management in Progress

1. Local Preference Ordinance
 - Performance Review

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. Preserving and enhancing water quality
2. Multijurisdictional cooperation on water issues and actions
3. Sprawl development and impervious surfaces impacting character and water quality
4. Federal and state regulations and mandates impacting water and our natural environment
5. Preserving local businesses dependent upon water quality and natural resources

► **Actions 2012**

PRIORITY

Policy Agenda

1. Mitchelville Historic Site
 - Plan Development: Partnering with Town and Committee
 - Decision: Plan Adoption, Funding Mechanism
2. Sea Pines Dredging
 - Alternatives: Evaluation
 - Decisions: County’s Role, Direction, Technical Advice
3. Water Quality Office
 - Office Definition: Clearing House, Partner with Municipalities and State Agencies
 - Decision: Structure/Organization Framework
 - Decision: Funding

High Priority

High Priority

Management Agenda

1. Restoration Projects: A. Battery Creek, B. Okatie Creek, C. May River
 - Projects
 - Partnering with Municipalities
 - Decision: Funding
2. Ditch Maintenance and Drainage
 - County’s Policy: Clarification
 - Needs Assessment
 - Decision: Direction, Easement
3. Stormwater Retrofit Plan
 - Agreements with Municipalities
 - Needs Analysis
 - Implementation Plan

Top Priority

High Priority

Management in Progress

1. Bond Referendum for Rural and Critical Lands

GOAL 3

GROWING, DIVERSIFIED REGIONAL ECONOMY

► **Objectives**

Objective 1 Attract new diverse businesses

Objective 2 Have a reputation as a “business friendly” county with streamlined regulations and processes

Objective 3 Recruit targeted businesses that are considering relocation

Objective 4 Increase number of family wage jobs

Objective 5 Support local small and minority businesses including the county’s procurement practices

Objective 6 Increase number of tourists, residents and retirees

► **Short-Term Challenges and Opportunities**

1. Defining economic expansion and development for Beaufort County: concept, outcomes and role
2. Funding mechanisms for economic development
3. Beaufort County becoming business friendly by reducing/eliminating barriers to economic expansion and private investment
4. Working with other governmental jurisdictions
5. Private sector’s expectations of public-private partnerships
6. BRAC and potential cutbacks in military spending, including redefining naval/marine aviation
7. Tapping Beaufort County’s strengths: military, education, tourism
8. Cost of land in Beaufort County and availability of “ready” sites

► **Actions 2012**

PRIORITY

Policy Agenda

1. BRAC Strategy
 - Coordination: Military Enhancement Committee
 - Decision: Direction, Funding
2. County Economic Development Policy and Framework
 - Goal: Definition
 - Targeted Business: Definition
 - Tools: Definition
 - Report Card on Economic Competitiveness
3. Economic Alliance
 - County Participation: Decision
4. Business License Fee
 - Evaluation: Report with Recommendations
 - Decision: Direction

Top Priority

Top Priority

High Priority

High Priority

Management in Progress

1. County Processes and Requirements Impacting Economic Development

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. Balancing personal property rights and regulations for community benefit
2. Understanding the distinction between economic growth and economic development
3. Encouraging “SMART” growth principles and their application to Beaufort County
4. Residents and businesses understanding of the community development code and related processes
5. County’s role in preserving or enhancing property values
6. Beaufort County’s role in redevelopment, infill development and increasing density

► **Actions 2012**

PRIORITY

Policy Agenda

1. Daufuskie Ferry Service
 - Proposal: Review
 - Recommendation
 - Decision: Direction, Funding
2. Community Development/Code and Processes

High Priority

High Priority

Management Agenda

1. Heirs Property Strategy/Public Awareness
 - Legal Framework/Options for Heir Property: Presentation/Forum
 - Problem Analysis
2. Short Term Buckwalter and Windmill Harbor Study
 - Study
 - Decision

High Priority

► **Major Projects 2012**

1. Comprehensive Inventory of County-owned Land
2. Transportation Model/Development (LCOG)
 - Long Term Regional Plan

GOAL 5

UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

► **Objectives**

Objective 1 Repair and renovate County Campus: Courthouse, Administration and Detention

Objective 2 Define, plan, develop all types of 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. Aging county facilities needing major repairs and replacement
2. Beaufort Vision and the impact on Beaufort County campus
3. Funding for County infrastructure and facilities
4. District projects vs. projects with countywide/multi-county benefit
5. Expanding, improving the quality of parks and recreational facilities

► **Actions 2012**

PRIORITY

Policy Agenda

1. County Courthouse
 - A. Courthouse Building
 - Meeting with Architect
 - Report: Replacement Cost, analysis of New Courthouse
 - B. Campus
 - Meeting with Beaufort City Council
 - Decision: Direction
2. Major Road Project: Priority and Funding
 - Project: 5A, 5B, 170, Boundary Street, Frontage Road
 - Decision: Direction, Funding
3. Buckwalter Regional Recreation Park: Phase II
 - Report: Joint Use of School Facilities
 - Decision: Direction, Funding
4. Burton Wells Park Phase III
 - Decision: Funding

Top Priority

Top Priority

High Priority

Management Agenda

1. MIS Relocation
 - Recommendations
 - Decision: Location, Direction, Funding
2. Joint Use of School Facilities
 - Report; Joint Use
 - Budget Discussion
3. Rails to Trails Master Plan/Project
 - Evaluation of marathon Capacity
 - Recommendation: Project
 - Decision: Direction, Funding Mechanism
 - Link to National Trail
4. Ballfields Expansion
 - Economic/Needs Study (for All Sports including USCB Baseball)
 - Analysis of financial Analysis/Funding Mechanism
 - Proposal: Concept, Design
 - Tax Former Baseball Players
5. Bridges Replacement Plan: A. Hilton Head Bridges, B. Woods Memorial Swing Bridge
 - Federal/State Transportation Plan: Designation
 - Maintenance for Woods Memorial Swing Bridge: Report

Top Priority

High Priority

High Priority

High Priority

High Priority

► **Actions 2012 (*Continued*)**

PRIORITY

Management in Progress

1. Arthur Home Facility: Relocation
2. Concessions at County Facilities
 - Reports from PALS/Friends of Library
 - Recommendation: Facilities Direction, Fees for Users

► **Major Projects 2012**

1. St. Helena Island Library Project
2. Bluffton Parkway 5A Project (Current Phase)
3. Highway 170 Widening Project
4. Boundary Street Project
5. US 278 Frontage Roads
6. Lady's Island Park: Phase I

Beaufort County Policy Agenda 2012

TOP PRIORITY

Solid Waste Management and Recycling

BRAC Strategy

Debt and Reserve Policy

County Courthouse

Major Road Project: Priority and Funding

County Economic Development Policy and Framework

HIGH PRIORITY

Economic Alliance

County Services (Essential/Non Essential)

Buckwalter Regional Recreation Park: Phase II

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Mitchelville Historic Site

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Sea Pines Dredging

Business License Fee

Beaufort County Management Agenda 2012

TOP PRIORITY

Salary Adjustment/Bonus for 2013

**Restoration Projects: A. Battery Creek, B. Okatie Creek,
C. May River**

State Infrastructure Bank (Road Project Funding)

MIS Relocation

HIGH PRIORITY

Joint Use of School Facilities

Rails to Trails Master Plan/Project

Ballfields Expansion

Heirs Property Strategy/Public Awareness

**Bridges Replacement Plan: A. Hilton Head Bridges, B. Woods
Memorial Swing Bridge**

Ditch Maintenance and Drainage

Beaufort County Management in Progress 2012

- 1. Local Preference Ordinance**
- 2. Bond Referendum for Rural and Critical Lands**
- 3. County Processes and Requirements Impacting Economic Development**
- 4. Arthur Home Facility: Relocation**
- 5. Concessions at County Facilities**

Beaufort County Major Projects 2012

- 1. Comprehensive Inventory of County-owned Land**
- 2. Transportation Model/Development (LCOG)**
- 3. St. Helena Island Library Project**
- 4. Bluffton Parkway 5A Project (Current Phase)**
- 5. Highway 170 Widening Project**
- 6. Boundary Street Project**
- 7. US 278 Frontage Roads**
- 8. Lady's Island Park: Phase I**