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[Leader's Guide 2016](#)

2016



Beaufort County: Strategic Plan

BEAUFORT COUNTY VISION A SUSTAINABLE COUNTY

PERSONAL LIVABILITY

ENVIRONMENTAL STEWARDSHIP

ECONOMIC OPPORTUNITY

COMMUNITY BUILDING

GOALS 2021

Financially Sound County Providing
Quality Core Services Efficiently

Growing, Diversified Regional Economy

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

Upgraded County Infrastructure and Facilities

More Sustainable County through Planned,
Managed Development

POLICY AGENDA 2016 – 2017

Top Priority

County Economic Development Policy
Framework

Detention Center Study

Windmill Harbour Entrance Solution

Bridge Replacement Plan (Hilton Head Island)

Capital Project Sales Tax

Health Insurance Cost Containment/Affordable
Care Act

Retiree Healthcare Policy

High Priority

Affordable/Workforce Housing

Comprehensive Impact Fee Review/Reassessment

Stormwater Management Program

Solid Waste Curbside Pick

Up/Recycling/Convenience Centers/Landfill

Comprehensive Financial Plan: Revenues and
Expenditures

Quick Response Vehicles

Ditch Maintenance and Drainage Policy

Comprehensive Plan for County-owned Land

MANAGEMENT AGENDA 2016 – 2017

Top Priority

Arthur Horne Building

PALS Transfer to Town of Hilton Head Island

County Facilities Condition Assessment and Plan

Countywide Information Technology Evaluation
Report

Connectivity in Rural Areas/Wi-Fi Expansion

County Facilities Condition Assessment and Plan

High Priority

Residential Homes (2) (South)

Management Succession Plan

Okatie River Restoration: Direction and Funding

May River

Smoke Free Campus

Software Review

Community Development Code: Refinements

MANAGEMENT IN PROGRESS 2016 – 2017

MUNIS Software: Update	450 th Year Celebration of Santa Elena – “Spring Tour”
Library Webpage: Upgrade	“First Shore” – Tours Series
Debris Management Plan: Update	MOU with St. James Baptist Church
Legislative Program: 2016 – 2017	Lady’s Island Airport Private Hangar Proposal
Employee Manual: Update	CRS FEMA Audit: 6 or Better Rating
Carolina Retirement Plan: Liability	2016 FEMA Flood Maps
Planning and Zoning Website: Citizen Tracking of Projects/Issues	Building Online
IT Reorganization	Water Quality Office: Agreement with USCB
2017 Reassessment Preparation	Tree History Report
Library KAJEET Smartspot Education	County Five-Year Energy Recovery/Improvement Plan
Broadband: Expansion	Ambulance Purchase
Library Launch Pad: Expansion	Power Stretchers (12)
Library Strategic Plan	Heirs Property Public Awareness
Workers’ Compensation Evaluation	Northern Regional Plan: Implementation

MAJOR PROJECTS 2016 – 2017

Hilton Head Island Airport Project: FAA Safety Improvements	Buckwalter Regional Park Recreation Center Expansion: Phase II
Spec Building	Myrtle Park Administrative Complex Improvements
U.S. Highway 17	Daufuskie Island Fishing Pier Improvements
Flyover: Design, Bid	Broad River Fishing Pier Improvements
St. Gregory the Great Church Catholic Access	Animal Services/Shelter Building

STRATEGIC PLAN

2016 → 2021 → 2031

EXECUTIVE SUMMARY

Chairman and County Council



Beaufort County, South Carolina
February 2016



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STRATEGIC FRAMEWORK

VISION 2031

“Desired Destination for Beaufort County”

PLAN 2021

“Map to Beaufort County’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Beaufort County Government”

BELIEFS

“Expectations of Beaufort County Employees”

Beaufort County Goals 2021

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

Growing, Diversified Regional Economy

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

Upgraded County Infrastructure and Facilities

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

GOAL 1

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

► Objectives

1. Growing/maintaining financial reserves consistent with County’s policies
2. Align County services with core responsibilities and financial resources
3. Maintain/enhance strong bond rating
4. Enhance the budget process and financial reporting
5. Provide adequate resources to support defined County services and level of services
6. Retain a top quality County workforce dedicated to serving the County residents and businesses

► Short-Term Challenges and Opportunities

1. Potential increases in costs: healthcare, raw materials, and outside contracts
2. Federal and State legislative actions impacting County revenues, services and capital projects
3. Retaining a top quality County workforce and competitive compensation
4. Increasing demands for County services and facilities for residents
5. Countywide benefits vs. individual interests and priorities
6. Defining the role of County government, service responsibilities/levels and relationship to municipalities
7. Absence of long-range revenue/expenditure projections and financial plan

► **Actions 2016 – 2017**

PRIORITY

Policy Agenda

- | | |
|--|---------------|
| 1. Capital Project Sales Tax | Top Priority |
| 2. Health Insurance Cost Containment/Affordable Care Act | Top Priority |
| 3. Retiree Healthcare Policy | Top Priority |
| 4. Comprehensive Impact Fee Review/Reassessment | High Priority |
| 5. Solid Waste Curbside Pick Up/Recycling/Convenience Centers/Landfill | High Priority |
| 6. Comprehensive Financial Plan: Revenues and Expenditures | High Priority |
| 7. Salary and Compensation Study and Implementation Funding | |

Management Actions

- | | |
|--|---------------|
| 1. PALS Transfer to Town of Hilton Head Island | Top Priority |
| 2. Connectivity in Rural Areas/Wi-Fi Expansion | Top Priority |
| 3. Management Succession Plan | High Priority |
| 4. Smoke Free Campus | High Priority |
| 5. Software Review | High Priority |

Management in Progress

1. MUNIS Software: Update
2. Library Webpage: Upgrade
3. Debris Management Plan: Update
4. Legislative Program: 2016 – 2017
5. Employee Manual: Update
6. South Carolina Retirement Plan: Liability
7. Planning and Zoning Website: Citizen Tracking of Projects/ Issues
8. IT Reorganization
9. 2017 Reassessment Preparation
10. Library KAJEET Smartspot Education Broadband: Expansion
11. Library Launch Pad: Expansion
12. Library Strategic Plan
13. Workers' Compensation Evaluation

GOAL 2

GROWING, DIVERSIFIED REGIONAL ECONOMY

► Objectives

1. Support business retention and growth
2. Attract new diverse businesses
3. Have a reputation as a “business friendly” county with streamlined regulations and processes
4. Expand Heritage Tourism throughout the County
5. Maintain/enhance the working relationship with the military
6. Increase number of jobs with “living wages” and career path

► Short-Term Challenges and Opportunities

1. Working with other governments: municipalities and counties
2. Tapping access to I-95 and Ports opportunities
3. Funding mechanism for economic development
4. Determining partnership with regional alliance(s)
5. Balancing business development and economic growth with protection of natural resources
6. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development
7. Availability of workforce housing

► Actions 2016 – 2017

PRIORITY

Policy Agenda

1. Stormwater Management and Rate Analysis
2. Ditch Maintenance and Drainage Policy and Funding
3. Okatie River Restoration: Direction, Funding
4. Battery Creek Restoration: Funding

Top Priority

► **Actions 2016 – 2017** (*Continued*)

PRIORITY

Management in Progress

1. 450th Year Celebration of Santa Elena – “Spring Tour”
2. “First Shore” – Tours Series
3. MOU with St. James Baptist Church
4. Lady’s Island Airport Private Hangar Proposal

Major Projects

1. Hilton Head Island Airport Project: FAA Safety Improvements
2. Spec Building

GOAL 3

**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
6. Expand passive and active recreation uses within watershed areas

► Short-Term Challenges and Opportunities

1. Preserving local businesses dependent upon water quality and natural resources
2. Preserving and enhancing water quality
3. Sprawl development and impervious surfaces impacting water quality and natural resources
4. Federal and State of South Carolina regulations and mandates impacting water and our natural environment
5. Opening up rural and critical lands for public uses

► Actions 2016 – 2017

PRIORITY

Policy Agenda

1. Stormwater Management Program
2. Ditch Maintenance and Drainage Policy
3. Creek Restoration: Progressive Projects for Saltwater, Quality, Recommendations
4. Tree Ordinance: Evaluation Report, Revision

High Priority

High Priority

Management Agenda

1. Okatie River Restoration: Direction and Funding
2. May River

High Priority

High Priority

► **Actions 2016 – 2017** (*Continued*)

PRIORITY

Management In Progress

1. CRS FEMA Audit: 6 or Better Rating
2. 2016 FEMA Flood Maps
3. Building Online
4. Water Quality Office: Agreement with USCB
5. Tree History Report

GOAL 4

UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

► Objectives

1. Develop County Campus/Complex
2. Define, plan, develop all types of infrastructure to support future growth and development
3. Plan for upgrading bridges throughout the County
4. Upgrade quality of public roads to County standards “D” or better
5. Upgrade and expand County parks and boat landings with restrooms
6. Develop Countywide technology connection for residents and businesses
7. Place on SCDOT List: Hilton Head Island Bridges

► Short-Term Challenges and Opportunities

1. Deteriorating bridges needing repairs or replacement
2. Increasing road and pedestrian safety
3. Aging County facilities needing major repairs and/or replacement
4. Reduced funding for roads from Federal government and State of South Carolina
5. Funding for operations and ongoing maintenance
6. Connecting Spanish Moss Trail to various community destinations
7. Determining direction for County campuses
8. Prioritizing and funding County infrastructure and facilities projects
9. Determining and funding service level for roads
10. Determining funding mechanism and who should pay for projects

► **Actions 2016 – 2017**

PRIORITY

Policy Agenda

- | | |
|---|---------------|
| 1. Detention Center Study | Top Priority |
| 2. Windmill Harbour Entrance Solution | Top Priority |
| 3. Bridge Replacement Plan (Hilton Head Island) | Top Priority |
| 4. Quick Response Vehicles | High Priority |
| 5. Daufuskie Island Public Improvements | |
| 6. Long-term County Offices Plan/Strategy | |

Management Actions

- | | |
|--|--------------|
| 1. Arthur Horne Building | Top Priority |
| 2. County Facilities Condition Assessment and Plan | Top Priority |
| 3. Countywide Information Technology Evaluation Report | Top Priority |
| 4. Physical Security Plan For County Facilities | |

Management in Progress

1. County Five-Year Energy Recovery/Improvement Plan
2. Ambulance Purchase
3. Power Stretchers (12)

Major Projects

1. U.S. Highway 17
2. Flyover: Design, Bid
3. St. Gregory the Great Catholic Church Access
4. Buckwalter Regional Park Recreation Center Expansion: Phase II
5. Myrtle Park Administrative Complex Improvements
6. Daufuskie Island Fishing Pier Improvements
7. Broad River Fishing Pier Improvements
8. Animal Services/Shelter Building

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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- Objectives**
1. Develop effective relations with municipalities on managing development issues
 2. Preserve/enhance property values
 3. Improve walkability in rural and other incorporated communities
 4. Apply “SMART” Growth and new urbanism principles in selected locations
 5. Improve/increase affordable and workforce housing
 6. Improve customer service and public access to information during the development process

- Short-Term Challenges and Opportunities**
1. Balancing personal property rights and regulations for community benefits
 2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton and Hilton Head Island
 3. County’s role in preserving or enhancing property values
 4. Understanding the Community Development Code and related processes
 5. Adapting County land use and development regulations to each community

► Actions 2016 – 2017	PRIORITY
<i>Policy Agenda</i>	
1. Affordable/Workforce Housing	High Priority
2. Comprehensive Plan for County-owned Land	High Priority
3. Pepper Hall Planation Site	
4. Sidewalks/Biking in Rural Areas Plan and Funding	
5. Comprehensive Plan: Update	
6. Park Potential Development	

► **Actions 2016 – 2017** (*Continued*)

PRIORITY

Management Actions

1. Residential Homes (2) (South)
2. Community Development Code: Refinements

High Priority

High Priority

Management in Progress

1. Heirs Property Public Awareness
2. Northern Regional Plan: Implementation

Beaufort County Policy Agenda 2016 – 2017

TOP PRIORITY

County Economic Development Policy Framework
Detention Center Study
Windmill Harbour Entrance Solution
Bridge Replacement Plan (Hilton Head Island)
Capital Project Sales Tax
Health Insurance Cost Containment/Affordable Care Act
Retiree Healthcare Policy

HIGH PRIORITY

Affordable/Workforce Housing
Comprehensive Impact Fee Review/Reassessment
Stormwater Management Program
**Solid Waste Curbside Pick Up/Recycling/
Convenience Centers/Landfill**
Comprehensive Financial Plan: Revenues and Expenditures
Quick Response Vehicles
Ditch Maintenance and Drainage Policy
Comprehensive Plan for County-owned Land

Beaufort County Management Agenda 2016 – 2017

TOP PRIORITY

Arthur Horne Building
PALS Transfer to Town of Hilton Head Island
County Facilities Condition Assessment and Plan
Countywide Information Technology Evaluation Report
Connectivity in Rural Areas/Wi-Fi Expansion
County Facilities Condition Assessment and Plan

HIGH PRIORITY

Residential Homes (2) (South)
Management Succession Plan
Okatie River Restoration: Direction and Funding
May River
Smoke Free Campus
Software Review
Community Development Code: Refinements

Beaufort County Management in Progress 2016 – 2017

1. MUNIS Software: Update
2. Library Webpage: Upgrade
3. Debris Management Plan: Update
4. Legislative Program: 2016 – 2017
5. Employee Manual: Update
6. South Carolina Retirement Plan: Liability
7. Planning and Zoning Website: Citizen Tracking of Projects/Issues
8. IT Reorganization
9. 2017 Reassessment Preparation
10. Library KAJEET Smartspot Education Broadband: Expansion
11. Library Launch Pad: Expansion
12. Library Strategic Plan
13. Workers' Compensation Evaluation
14. 450th Year Celebration of Santa Elena – “Spring Tour”
15. “First Shore” – Tours Series
16. MOU with St. James Baptist Church
17. Lady's Island Airport Private Hangar Proposal
18. CRS FEMA Audit: 6 or Better Rating
19. 2016 FEMA Flood Maps
20. Building Online
21. Water Quality Office: Agreement with USCB
22. Tree History Report
23. County Five-Year Energy Recovery/Improvement Plan
24. Ambulance Purchase
25. Power Stretchers (12)
26. Heirs Property Public Awareness
27. Northern Regional Plan: Implementation

Beaufort County Major Projects 2016 – 2017

1. Hilton Head Island Airport Project: FAA Safety Improvements
2. Spec Building
3. U.S. Highway 17
4. Flyover: Design, Bid
5. St. Gregory the Great Church Catholic Access
6. Buckwalter Regional Park Recreation Center Expansion: Phase II
7. Myrtle Park Administrative Complex Improvements
8. Daufuskie Island Fishing Pier Improvements
9. Broad River Fishing Pier Improvements
10. Animal Services/Shelter Building

STRATEGIC PLAN

2016 → 2021 → 2031



Beaufort County, South Carolina
February 2016



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STRATEGIC PLANNING FOR BEAUFORT COUNTY

Strategic Planning Model for the 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

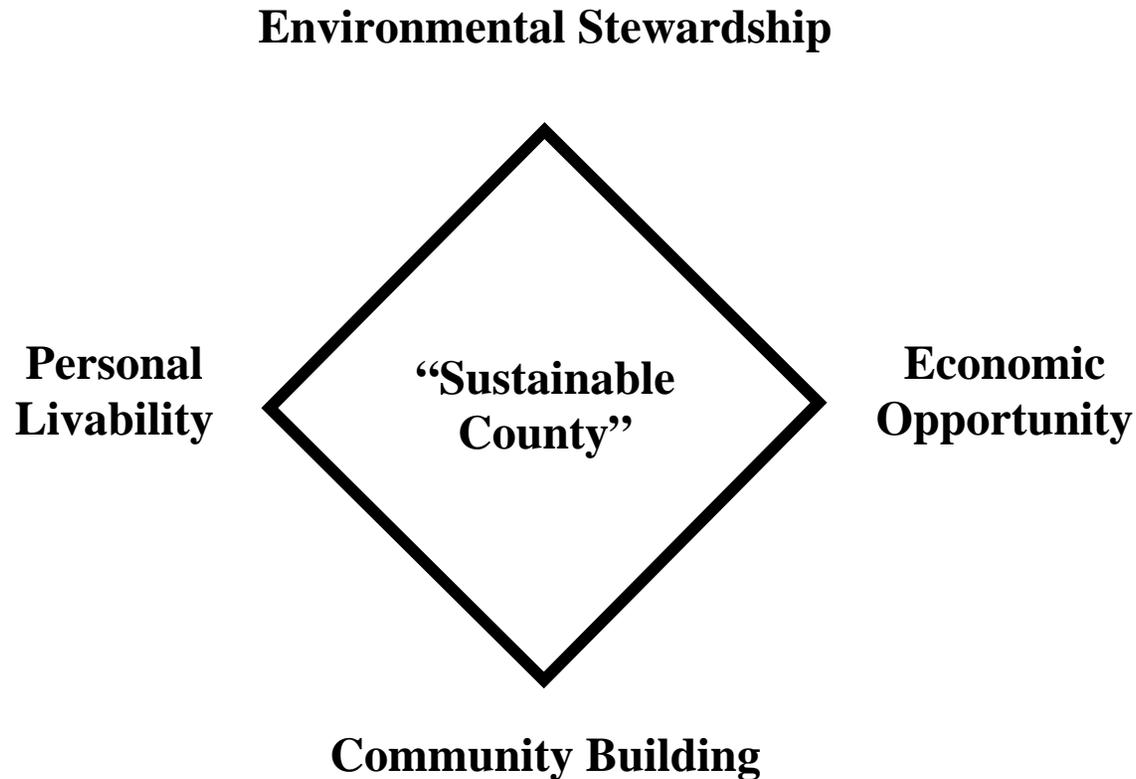
CORE BELIEFS

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

BEAUFORT COUNTY PLAN FOR 2016 – 2021

Beaufort County Goals for 2021

Financially Sound County Providing Quality Core Services Efficiently



Growing, Diversified Regional Economy



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



Upgraded County Infrastructure and Facilities



More Sustainable County through Planned, Managed Development

Goal 1

Financially Sound County Providing Quality Core Services Efficiently

OBJECTIVES

1. Growing/maintaining financial reserves consistent with County's policies
2. Align County services with core responsibilities and financial resources
3. Maintain/enhance strong bond rating
4. Enhance the budget process and financial reporting
5. Provide adequate resources to support defined County services and level of services
6. Retain a top quality County workforce dedicated to serving the County residents and businesses

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.
5. County reducing the cost of service delivery

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Potential increases in costs: healthcare, raw materials, and outside contracts
2. Federal and State legislative actions impacting County revenues, services and capital projects
3. Retaining a top quality County workforce and competitive compensation
4. Increasing demands for County services and facilities for residents
5. Countywide benefits vs. individual interests and priorities
6. Defining the role of County government, service responsibilities/levels and relationship to municipalities
7. Absence of long-range revenue/expenditure projections and financial plan

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Providing services for those who need or are dependent on County services
2. Determining County's funding for outside organizations
3. Residents understanding of County finances/revenues, services, reassessment process
4. Slow growth in County revenues
5. Reassessment of property values and the impact on County revenues

POLICY ACTIONS 2016 – 2017

	PRIORITY
1. Capital Project Sales Tax	Top Priority
2. Health Insurance Cost Containment/Affordable Care Act	Top Priority
3. Retiree Healthcare Policy	Top Priority
4. Comprehensive Impact Fee Review/Reassessment	High Priority
5. Solid Waste Curbside Pick Up/Recycling/ Convenience Centers/Landfill	High Priority
6. Comprehensive Financial Plan: Revenues and Expenditures	High Priority
7. Salary and Compensation Study and Implementation Funding	

MANAGEMENT ACTIONS 2016 – 2017

	PRIORITY
1. PALS Transfer to Town of Hilton Head Island	Top Priority
2. Connectivity in Rural Areas/Wi-Fi Expansion	Top Priority
3. Management Succession Plan	High Priority
4. Smoke Free Campus	High Priority
5. Software Review	High Priority

MANAGEMENT IN PROGRESS 2016 – 2017

1. MUNIS Software: Update
2. Library Webpage: Upgrade
3. Debris Management Plan: Update
4. Legislative Program: 2016 – 2017
5. Employee Manual: Update
6. South Carolina Retirement Plan: Liability
7. Planning and Zoning Website: Citizen Tracking of Projects/ Issues
8. IT Reorganization
9. 2017 Reassessment Preparation
10. Library KAJEET Smartspot Education Broadband: Expansion
11. Library Launch Pad: Expansion
12. Library Strategic Plan
13. Workers' Compensation Evaluation

ON THE HORIZON 2017 – 2021

1. Fire Charters Change
2. Daufuskie Island Convenience Center
3. Accommodations Fee/Allocation to Projects Revised Process
4. Local Option Sales Tax (LOST) Direction
5. Police Services Study
6. PALS Evaluation Report
7. Fire Districts Consolidation Study (Incorporation)
8. Joint Use of School Facilities
9. Treasury Investment Committee: Creation
10. Matching Funds for Grants

Goal 2

Growing, Diversified Regional Economy

OBJECTIVES

1. Support business retention and growth
2. Attract new diverse businesses
3. Have a reputation as a “business friendly” county with streamlined regulations and processes
4. Expand Heritage Tourism throughout the County
5. Maintain/enhance the working relationship with the military
6. Increase number of jobs with “living wages” and career path

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.
5. Business friendly County government.

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Working with other governments: municipalities and counties
2. Tapping access to I-95 and Ports opportunities
3. Funding mechanism for economic development
4. Determining partnership with regional alliance(s)
5. Balancing business development and economic growth with protection of natural resources
6. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development
7. Availability of workforce housing

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Creating a positive environment for business investment and growth
2. Cost of land in Beaufort County and availability of “ready” sites with infrastructure
3. Defining Beaufort County economic policies, tool kit
4. Link economic opportunities to USCB and TCL
5. Tapping the potential of “Heritage Tourism”
6. Defining what is “real” economic development with outcome-base metrics and performance standards
7. Producing tangible results: real new businesses, more value-added jobs
8. Performance accountability and return on County investment
9. Strengthening/expanding the tourism base

POLICY ACTIONS 2016 – 2017

1. County Economic Development Policy Framework
2. Business License: Direction on Funding Source for Economic Development
3. Heritage/Historic Tourism Plan
4. Capitalizing on Jasper Port Opportunities for Beaufort County

PRIORITY

Top Priority

MANAGEMENT IN PROGRESS 2016 – 2017

1. 450th Year Celebration of Santa Elena – “Spring Tour”
2. “First Shore” – Tours Series
3. MOU with St. James Baptist Church
4. Lady’s Island Airport Private Hangar Proposal

MAJOR PROJECTS 2016 – 2017

1. Hilton Head Island Airport Project: FAA Safety Improvements
2. Spec Building

ON THE HORIZON 2017 – 2021

1. Sports Tourism Strategy
2. Visitor Centers Development (3)
3. Hilton Head Island Pier Development
4. BRAC Strategy
5. Airport Master Plan: Update
6. USCB Campus
7. Convention Center

Goal 3

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
6. Expand passive and active recreation uses within watershed areas

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.
5. Improved water quality.

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Preserving local businesses dependent upon water quality and natural resources
2. Preserving and enhancing water quality
3. Sprawl development and impervious surfaces impacting water quality and natural resources
4. Federal and State of South Carolina regulations and mandates impacting water and our natural environment
5. Opening up rural and critical lands for public uses

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Expanding the “Lowcountry” brand including food production (farming and fishing) and ecotourism
2. Sea level rise

POLICY ACTIONS 2016 – 2017

1. Stormwater Management Program
2. Ditch Maintenance and Drainage Policy
3. Creek Restoration: Progressive Projects for Saltwater, Quality, Recommendations
4. Tree Ordinance: Evaluation Report, Revision

PRIORITY

- | |
|---------------|
| High Priority |
| High Priority |

MANAGEMENT ACTIONS 2016 – 2017

1. Okatie River Restoration: Direction and Funding
2. May River

PRIORITY

- | |
|---------------|
| High Priority |
| High Priority |

MANAGEMENT IN PROGRESS 2016 – 2017

1. CRS FEMA Audit: 6 or Better Rating
2. 2016 FEMA Flood Maps
3. Building Online
 - A. Secure Portal for Contractors
 - B. Permit Application for Registered Use
 - C. Payment Processing
4. Water Quality Office: Agreement with USCB
5. Tree History Report

ON THE HORIZON 2017 – 2021

1. Battery Creek Restoration: Direction and Funding

Goal 4

Upgraded County Infrastructure and Facilities

OBJECTIVES

1. Develop County Campus/Complex
2. Define, plan, develop all types of infrastructure to support future growth and development
3. Plan for upgrading bridges throughout the County
4. Upgrade quality of public roads to County standards “D” or better
5. Upgrade and expand County parks and boat landings with restrooms
6. Develop Countywide technology connection for residents and businesses
7. Place on SCDOT List: Hilton Head Island Bridges

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.
5. County investing in infrastructure for future growth

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Deteriorating bridges needing repairs or replacement
2. Increasing road and pedestrian safety
3. Aging County facilities needing major repairs and/or replacement
4. Reduced funding for roads from Federal government and State of South Carolina
5. Funding for operations and ongoing maintenance
6. Connecting Spanish Moss Trail to various community destinations
7. Determining direction for County campuses
8. Prioritizing and funding County infrastructure and facilities projects
9. Determining and funding service level for roads
10. Determining funding mechanism and who should pay for projects

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Increasing energy efficiency of County buildings and facilities
2. Expanding, improving the quality of parks and recreational facilities
3. County investing in infrastructure for future growth
4. Traffic volume and road capacity
5. Expanding solar energy and renewable energy for County facility

POLICY ACTIONS 2016 – 2017

1. Detention Center Study
2. Windmill Harbour Entrance Solution
3. Bridge Replacement Plan (Hilton Head Island)
4. Quick Response Vehicles
5. Daufuskie Island Public Improvements
6. Long-term County Offices Plan/Strategy

PRIORITY

Top Priority
Top Priority
Top Priority
High Priority

MANAGEMENT ACTIONS 2016 – 2017

1. Arthur Horne Building
2. County Facilities Condition Assessment and Plan
3. Countywide Information Technology Evaluation Report
4. Physical Security Plan For County Facilities

PRIORITY

Top Priority
Top Priority
Top Priority

MANAGEMENT IN PROGRESS 2016 – 2017

1. County Five-Year Energy Recovery/Improvement Plan
2. Ambulance Purchase
3. Power Stretchers (12)

MAJOR PROJECTS 2016 – 2017

1. U.S. Highway 17
2. Flyover: Design, Bid
3. St. Gregory the Great Catholic Church Access
 - Permit
 - Construction
4. Buckwalter Regional Park Recreation Center Expansion: Phase II
5. Myrtle Park Administrative Complex Improvements
6. Daufuskie Island Fishing Pier Improvements
7. Broad River Fishing Pier Improvements
8. Animal Services/Shelter Building

ON THE HORIZON 2017 – 2021

1. Disabilities and Special Needs Day Program Facility (South)
2. EMS Facilities
3. Dirt Roads
4. Private Road Improvements
5. Rural Communities Sidewalks
6. Pinckney Island Intersection
7. Passive Parks
8. Burton Wells Branch Library
9. Road Repairs
10. Dale Community Center/Sports Complex Development:
Parking, Concession, Tennis Court
11. Spanish Moss Trail Phase VIII
12. Sidewalks
13. Burton Wells Regional Park: Phase III
14. Parking Lot Lighting at Human Services Building
15. Eagles Field: Restroom
16. Law Enforcement Center
17. Hampton Parkway
18. Library Headquarters
19. Shell Point Access Problems to Charter Schools
20. Bluffton Parkway 6A to I-95
21. Future Boat Landings/Ramps/Docks/Piers Plan and Funding

Goal 5

More Sustainable County Through Planned, Managed Development

OBJECTIVES

1. Develop effective relations with municipalities on managing development issues
2. Preserve/enhance property values
3. Improve walkability in rural and other incorporated communities
4. Apply “SMART” Growth and new urbanism principles in selected locations
5. Improve/increase affordable and workforce housing
6. Improve customer service and public access to information during the development process

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.
5. Consistent land use and development in the county

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Balancing personal property rights and regulations for community benefits
2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton and Hilton Head Island
3. County's role in preserving or enhancing property values
4. Understanding the Community Development Code and related processes
5. Adapting County land use and development regulations to each community

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Problem of heirs property and defining the County's role
2. Defining Beaufort County's role in redevelopment, infill development and increasing density
3. Encouraging "SMART" growth principles and their application to Beaufort County
4. Implementation of abandoned or deteriorated buildings and structures program
5. Future of single family homes and home ownership and the development of vacant lots

POLICY ACTIONS 2016 – 2017

- 1. Affordable/Workforce Housing
- 2. Comprehensive Plan for County-owned Land
- 3. Pepper Hall Plantation Site
- 4. Sidewalks/Biking in Rural Areas Plan and Funding
- 5. Comprehensive Plan: Update
- 6. Park Potential Development

PRIORITY

- High Priority
- High Priority

MANAGEMENT IN PROGRESS 2016 – 2017

- 1. Heirs Property Public Awareness
- 2. Northern Regional Plan: Implementation

ON THE HORIZON 2017 – 2021

- 1. U.S. Marine Corps Air Station Beaufort Land Use Study
- 2. Homeless Strategy
- 3. Transfer of Development Rights
- 4. Street Lighting Plan for Collectors/Arterials County Roads

MANAGEMENT ACTIONS 2016 – 2017

- 1. Residential Homes (2) (South)
- 2. Community Development Code: Refinements

PRIORITY

- High Priority
- High Priority

BEAUFORT COUNTY ACTION AGENDA 2016 – 2017

Beaufort County Policy Agenda 2016 – 2017

TOP PRIORITY

County Economic Development Policy Framework

Detention Center Study

Windmill Harbour Entrance Solution

Bridge Replacement Plan (Hilton Head Island)

Capital Project Sales Tax

Health Insurance Cost Containment/Affordable Care Act

Retiree Healthcare Policy

HIGH PRIORITY

Affordable/Workforce Housing

Comprehensive Impact Fee Review/Reassessment

Stormwater Management Program

Solid Waste Curbside Pick Up/Recycling/Convenience Centers/Landfill

Comprehensive Financial Plan: Revenues and Expenditures

Quick Response Vehicles

Ditch Maintenance and Drainage Policy

Comprehensive Plan for County-owned Land

Beaufort County Management Agenda 2016 – 2017

TOP PRIORITY

Arthur Horne Building

PALS Transfer to Town of Hilton Head Island

County Facilities Condition Assessment and Plan

Countywide Information Technology Evaluation Report

Connectivity in Rural Areas/Wi-Fi Expansion

County Facilities Condition Assessment and Plan

HIGH PRIORITY

Residential Homes (2) (South)

Management Succession Plan

Okatie River Restoration: Direction and Funding

May River

Smoke Free Campus

Software Review

Community Development Code: Refinements

Beaufort County Management in Progress 2016 – 2017

MUNIS Software: Update

Library Webpage: Upgrade

Debris Management Plan: Update

Legislative Program: 2016 – 2017

Employee Manual: Update

South Carolina Retirement Plan: Liability

Planning and Zoning Website: Citizen Tracking of Projects/Issues

IT Reorganization

2017 Reassessment Preparation

Library KAJEET Smartspot Education Broadband: Expansion

Library Launch Pad: Expansion

Library Strategic Plan

Workers' Compensation Evaluation

450th Year Celebration on Santa Elena – “Spring Tour”

“First Shore” – Tours Series

MOU with St. James Baptist Church
Lady's Island Airport Private Hangar Proposal
CRS FEMA Audit: 6 or Better Rating
2016 FEMA Flood Maps
Building Online
Water Quality Office: Agreement with USCB
Tree History Report
County Five-Year Energy Recovery/Improvement Plan
Ambulance Purchase
Power Stretchers (12)
Heirs Property Public Awareness
Northern Regional Plan: Implementation

Beaufort County Major Projects 2016 – 2017

Hilton Head Island Airport Project: FAA Safety Improvements

Spec Building

U.S. Highway 17

Flyover: Design, Bid

St. Gregory the Great Church Catholic Access

Buckwalter Regional Park Recreation Center Expansion: Phase II

Myrtle Park Administrative Complex Improvements

Daufuskie Island Fishing Pier Improvements

Broad River Fishing Pier Improvements

Animal Services/Shelter Building

LEADER'S GUIDE

2016

WORKING DOCUMENT

Chairman and County Council



Beaufort County, South Carolina
February 2016



Lyle Sumek Associates, Inc.

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Section 9 Plan 2016 – 2021

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SECTION 1

LEADERSHIP AND STRATEGIC PLANNING WORKSHOP AGENDA

COUNTY COUNCIL OF BEAUFORT COUNTY
ADMINISTRATION BUILDING
BEAUFORT COUNTY GOVERNMENT ROBERT SMALLS COMPLEX
100 RIBAUT ROAD
POST OFFICE DRAWER 1228
BEAUFORT, SOUTH CAROLINA 29901-1228

D. PAUL SOMMERVILLE
CHAIRMAN

GERALD W. STEWART
VICE CHAIRMAN

COUNCIL MEMBERS

CYNTHIA M. BENSCH
RICK CAPORALE
GERALD DAWSON
BRIAN E. FLEWELLING
STEVEN G. FOBES
ALICE G. HOWARD
WILLIAM L. MCBRIDE
STEWART H. RODMAN
ROBERTS "TABOR" VAUX

TELEPHONE: (843) 255-2000

FAX: (843) 255-9401

www.bcgov.net

GARY T. KUBIC
COUNTY ADMINISTRATOR

JOSHUA A. GRUBER
DEPUTY COUNTY ADMINISTRATOR
SPECIAL COUNSEL

THOMAS J. KEAVENY, II
COUNTY ATTORNEY

SUZANNE M. RAINEY
CLERK TO COUNCIL

AGENDA
COUNTY COUNCIL OF BEAUFORT COUNTY

LEADERSHIP AND STRATEGIC PLANNING WORKSHOP

February 11, 12 and 13, 2016

Bluffton Branch Library
120 Palmetto Way, Bluffton

Thursday, February 11 (Day 1 of 3)
1:00 p.m.

1. OPENING REMARKS
A. D. Paul Sommerville, Council Chairman
2. PLEDGE OF ALLEGIANCE
3. COMMITTEE CHAIRMEN / FY 2016 RECAP / FY 2017 GOALS
 - A. Jerry Stewart, Chairman, Executive and Finance Committees
 - B. Brian Flewelling, Chairman, Natural Resources Committee
 - C. William McBride, Chairman, Community Services Committee
 - D. Gerald Dawson, Chairman, Public Facilities Committee
 - E. Stu Rodman, Chairman, Governmental Committee
4. COUNTY ADMINISTRATOR / GARY KUBIC / JOSHUA GRUBER
 - A. FY 2016 Recap / FY 2017 Outlook
5. DIRECTOR OF LIBRARY SERVICES / RAY MCBRIDE
 - A. FY 2016 Recap / FY 2017 Outlook

Friday, February 12 (Day 2 of 3)
8:30 a.m.

1. LOOKING TOWARD BEAUFORT COUNTY’S FUTURE: COUNCIL MEMBERS’ VIEW
 - A. Beaufort County Success in 2031: Discussion and Direction
 - B. Outcomes for 2016: Discussion
 - C. Personal Action Priorities for 2017

2. COUNCIL STRATEGIC DISCUSSION OF CRITICAL ISSUES
 - A. Tax Rates: 2017 Revenues
Mrs. Alicia Holland, CPA, Deputy County Administrator-Finance
 1. Beaufort County Government
 2. Beaufort County School District
 3. Fire Districts
 4. Elected Officials
 5. Technical College of the Lowcountry
 6. USC – Beaufort
 - B. Historic / Heritage Tourism: Vision / Direction / County Role / Strategy

3. PLAN 2016 – 2020
 - A. Discussion
 1. Goals for 2016 - 2020
 2. Review
 3. Priority for 2016
 - B. For Each Goal
 1. Objectives / Outcomes for 2020
 - (a) Review / Refinement
 - (b) Priority for 2016
 2. Challenges and Opportunities
 - (a) Review / Refinement
 - (b) Priority / Short Term
 3. Actions 2016: Status, Expectations / Activities / Committee / Priority

Saturday, February 13 (Day 3 of 3)
8:30 a.m.

1. PLAN 2016 – 2020: UPDATE
2. ACTION AGENDA 2016
 - A. Policy Agenda 2016
 1. “Top” Priority
 2. “High” Priority
 - B. Making the Strategic Planning Work for Beaufort County
 1. Mid-Year Workshop (After Budget)
 2. Status Reports from Committees: Monthly / Bi-Monthly / Quarterly
3. GOVERNANCE TOPICS: COUNTY COUNCIL IN ACTION
 - A. Discussion
 - B. Economic Development: Vision / Direction / Strategy
 - C. Direction / Actions
 - D. Retreat Review Post FY 2017 Adoption
4. FINAL COMMENTS
 - A. Chairman
 - B. Council Members
 - C. Lyle Sumek / Written Retreat Results / Timeline
5. ADJOURNMENT

SECTION 2

CHAIR AND COMMITTEE CHAIR REPORTS

SECTION 3

COUNTY ADMINISTRATOR REPORTS

SECTION 4

STRATEGIC PLANNING FOR BEAUFORT COUNTY

Strategic Planning: Connecting the “Dots”

Strategic planning is not a strategic plan. Strategic planning is developing and institutionalizing a process that connects the "Dots" linking a long term vision and mission of the county with goals for five years and performance expectations to a one year "to do" list for Chair and County Council, management and the County.

A simple way of conceptualizing this model is to think about taking your county to a trip to the future. One difference is that the county is going on a trip to the future, the question is – who will lead the journey? Will county leaders react to the situation/moment or lead with intention. Strategic planning is a tool for leading to the future. You begin with determining the destination, then selecting the best vehicle for the trip, then making a map to the designation, then fueling the vehicle and selecting the route. Let's begin the journey by defining the "Dots"

CREATING THE "DOTS"

STEP 1: DESTINATION

The destination is the Chair and County council's vision for the county's future. Vision is a set of value-based principles that describe the desired future for the county. It is a combination of realism of today, current and untapped assets, and dreams for the future. Each principle is defined by descriptive statements paint a picture of tomorrow. A true vision is unique for that county, should evoke reactions and feelings, and inspire other community leaders. A county without a true vision is like taking a trip to nowhere.

STEP 2: VEHICLE

The vehicle for the trip to the destination is the county government's mission. The mission is defining the purposes of the county government – why the county should exist and its service responsibilities. Each county government has its own unique mission based upon the state legal framework, the needs of the community and the available resources. The right vehicle is needed if the trip is to be successful.

STEP 3: MAP

The map to the county's destination is a five-year plan. This plan begins by focusing the areas of importance, which become goals. Each goal consists of five-year outcome based objectives, criteria for measuring value to residents, understanding the short/long term challenges and opportunities to achieving the goal, and action ideas for 1-5 years. This plan is the guide to policy development, land use and development planning, master plans for infrastructure and facilities, budget: services and resource allocation, and decision-making. It guides the creation of the county's future.

STEP 4: FUEL

The fuel is the people – the county's managers and employees. The fuel is defined not in octane but in the performance expectations and standards for all county employees. The performance standards are based upon personal values and defined in observable behaviors and actions by managers and employees. Vehicles need the right fuel for a trip to be successful; counties need the right people if they are to be successful in carrying out the mission. The fuel makes the vehicle go, people turn direction and ideas into reality through actions.

STEP 5: ROUTE TO DESTINATION

A map has multiple routes to the destination; a county has many routes to the future. Leaders define the route for the county in the development of action agenda for the year – an annual work program. The work plans consists of a policy agenda of the top ten priorities for the Chair and County Council, a management agenda of the top ten priorities for County management, a management in progress that need full implementation, and major projects that need to complete construction. The selection of the route provides focus for resources and work activities.

CONNECTING THE "DOTS"

The next step is to take the trip to the future. The decisions and actions by county leaders, managers and employees create the county's future. The "Dots" need to be connected through an ongoing process in order to reach the destination-to realize the vision and to achieve the goals. Let's take the journey by connecting the "Dots".

STEP 6: ITINERARY

The itinerary outlines the daily activities using the map and following the designated route. The itinerary for the county is annual action outlines for each priority and project. The action outline contains: key issues for direction and action, activities, milestones, time frame for completion, key partners and responsible person. Leaders can use the action outlines to guide and monitor work activities and products. When taking a trip, there is always something unexpected. The action outlines need to be modified when anomalies occur. This allows the county to be flexible and resilient in its pursuit of the vision and goals.

STEP 7: TOUR GUIDE

During our trip, every one has a copy of our Tour Guide. Everyone is expected to know and follow the guide. For the county, it begins with sharing and marketing the strategic plan with the community and with residents through a variety of methods – personal presentations, website, newsletters, etc. It is posting the strategic plan through the county as a daily reminder to all – in departments and in the Council Chambers. Repetition is good, people will remember and use the strategic plan to guide their actions.

STEP 8: TAKING THE TRIP

We take the trip following our map with the designated route and our itinerary. Taking the Trip for the county means using the strategic plan in daily operations, in policy development, and in decision-making.

It is developing and refining organizational processes to maximize capacity by using the strategic plan as a guide. It is managers and employees using it to improve daily work activities. County leaders receive regular performance reports on recent accomplishment, setbacks and obstacles, next steps and areas for adjustment or modification. Taking the trip is an ongoing process if the county is to be successful.

STEP 9: ACHIEVING A MILESTONE AND CELEBRATING

When we have achieved major milestones on our trip or successfully completed activities, we pause and take time to toast and celebrate our success. County leaders and managers need to make the time to recognize the contributions of others who have contributed to the success and to share with residents how the successes have added value to their lives – great convenience, enrichment of lives, protection of property values and neighborhoods. A celebration of the success is a memorable event focusing what we have achieved as a county and energizes us for the next step in our journey to the future.

STEP 10: PREPARING FOR DAY TWO

At the end of the day, we review the past day, look at our map and route, and prepare for the next day. For counties, an annual strategic planning workshop updates the strategic plan and develops a new work plans for the next year. It is time to prepare a performance report for residents and the community, to discuss individual ideas about the next five years and specifically ideas for actions during the next year, to refine the goals, to have strategic discussions about critical issues and opportunities, and to prepare the work plans for the next year. We continue to connect the "Dots".

IMPORTANCE OF STRATEGIC PLANNING

The importance in institutionalizing a strategic planning process for counties can be found in the following:

1. Clear direction and performance standards for managers and employees: they know where we are going and what is expected of them.
2. Financial institutions and bond rating agencies having confidence in the county leadership and decision-making: bond rating, willingness to loan money.
3. Economic expansion and businesses having confidence in the county's future and as a reliable economic partner: willingness to invest in the county.
4. Community organizations having confidence in the county's direction: opportunities to partner with the County: contributing to the community.

5. Citizens having confidence in their county leaders and government's ability to deliver on their promises, respond to changing needs, add value in their daily lives.

KEYS TO A SUCCESSFUL TRIP/JOURNEY

County leaders can take the county to the future by demonstrating the following:

- 1) **DISCIPLINE** to follow and use the strategic planning process in light of pressure to go a different direction;
- 2) **ADVOCACY** to be a cheerleader for the vision and goals, project optimism about the future, get residents excited about the county's future;
- 3) **RESPONSIBLE CHOICES** to make timely decision based upon the vision, goals, plan and the best available data;
- 4) **ACCOUNTABILITY** to take responsibility for actions and results.

County leaders who connect the " Dots" create a better future guided by their vision and goals while others will be guided by political pressure and the moment.

STRATEGIC FRAMEWORK

VISION 2030

“Desired Destination for Beaufort County”

PLAN 2020

“Map to Beaufort County’s Destination”

EXECUTION

“Route for Next Year”

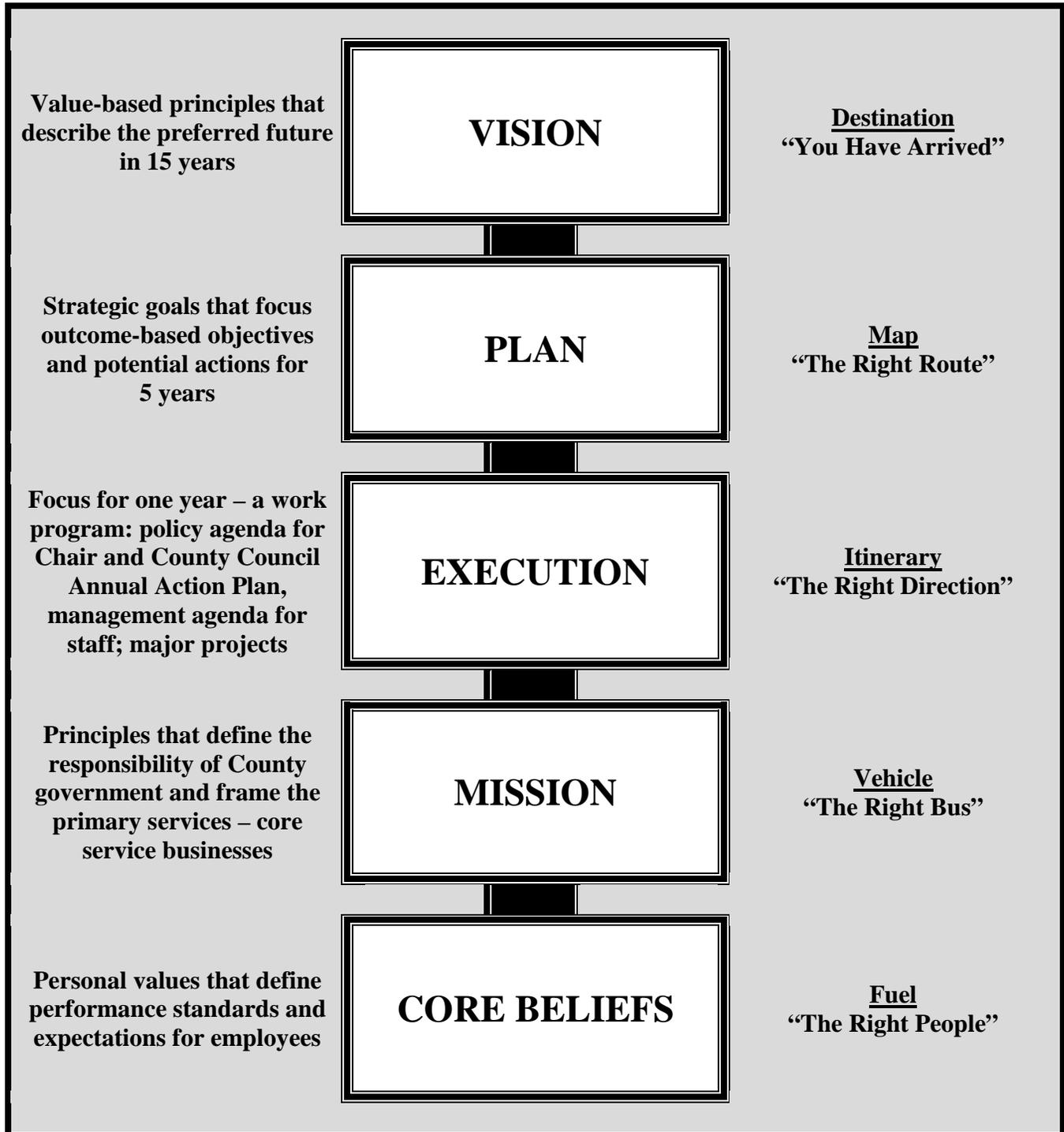
MISSION

***“Responsibilities of Beaufort County’s
Government”***

BELIEFS

***“How Beaufort County’s
Government Should Operate”***

STRATEGIC PLANNING MODEL



Formulas for Strategic Planning

P	≠	F
Past		Future

<i>FOCUS ON THE FUTURE</i>		

W₁	+	W₂	=	0
Why		What If	Lead to	Nothing

<i>FOCUS ON WHAT → HOW</i>				

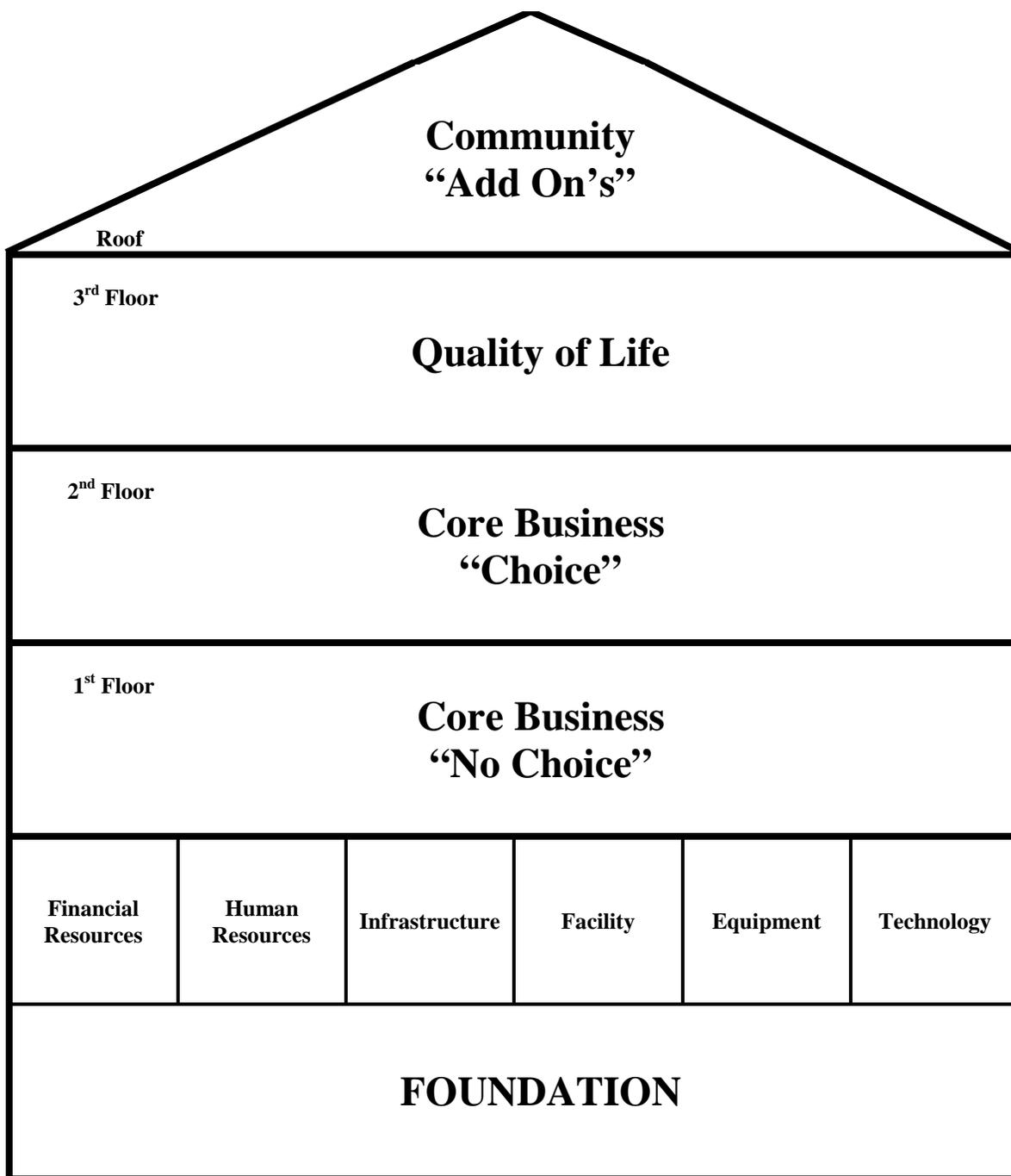
S	=	R	-	E
Satisfaction		Reality	Compared To	Expectation

<i>BUILD MOMENTUM THROUGH LITTLE SUCCESSES</i>				

MR	=	R	a₁	F₁
			a₂	F₂
		...		
Maximum Result		Ready	Aim	Fire
			<evaluate>	
			Aim	Fire

<i>HAVE AN END IN MIND – TAKE DECISIVE ACTION</i>				

County: Service Responsibilities



County Service Hierarchy House Model

FOUNDATION

"INVISIBLE" FROM VIEW, BUT NECESSARY FOR THE DELIVERY OF COUNTY SERVICES

1st FLOOR - NO CHOICE

SERVICES REQUIRED BY STATE OR FEDERAL LAWS; IF NO COMPLIANCE, PEOPLE GO JAIL, FINES ARE LEVIED

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

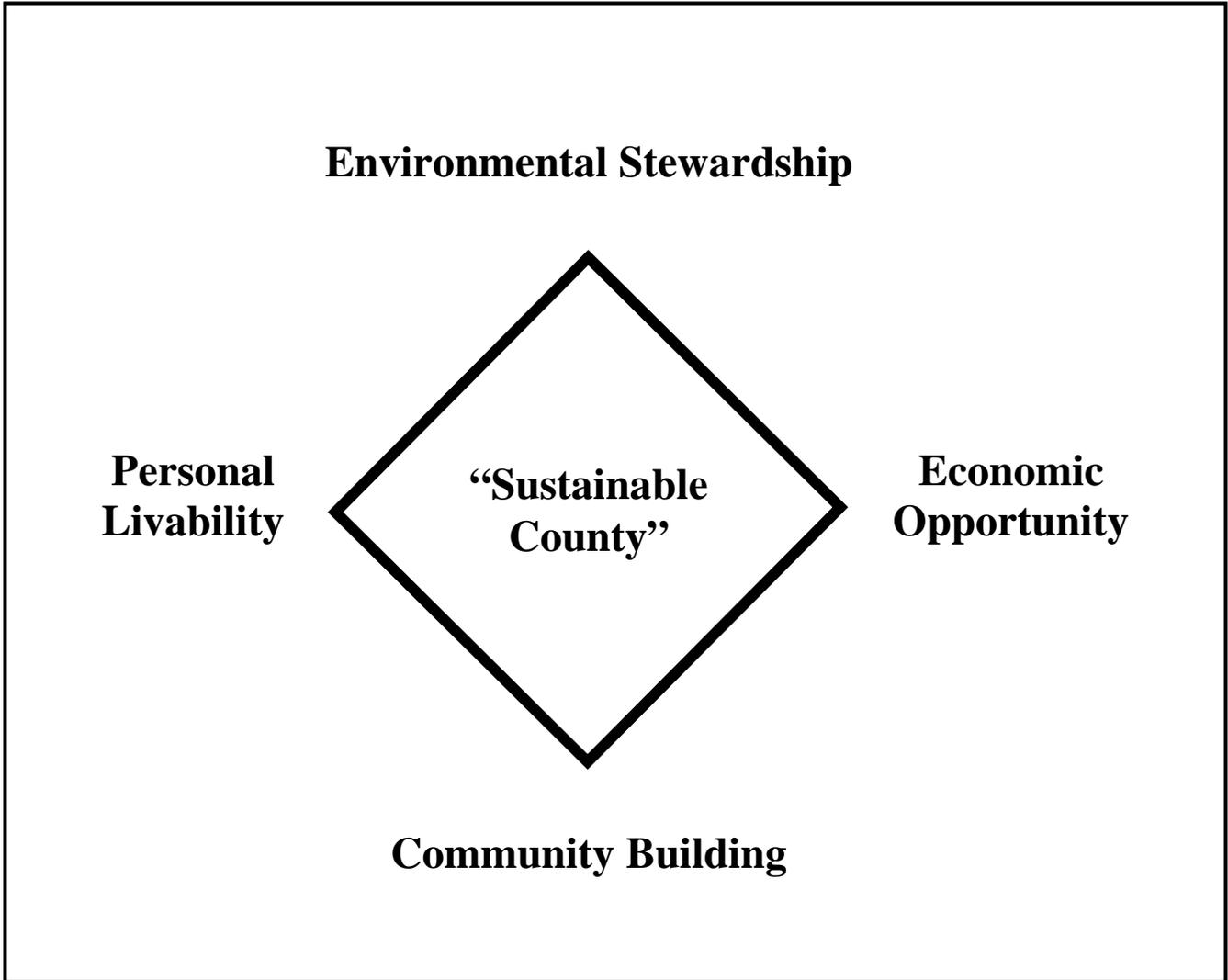
3rd FLOOR - QUALITY OF LIVING

SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

- Feeling safe
- Quality schools and educational programs for lifelong learning
- Quality medical services and personal wellness opportunities
- Neighborhoods with a ranges of housing opportunities
- Easy mobility within the county and to/from outside
- Reliable utility services: water, sewer, telecommunications
- Timely response to an emergency call for service

Environmental Stewardship

- Preservation of the county's natural resources
- Conservation of water
- Effective stormwater management system
- Recycling for residents and businesses
- Reducing the county's and community's carbon footprint
- Use of alternative energy sources

Economic Opportunities

- Creating a positive environment that supports private investments and entrepreneurship
- Retaining and growing current businesses
- Workforce trained for 21st century jobs
- Opportunities for higher education and job training
- Developing public-private relationships with a return on the investment
- Attracting businesses targeted for the community

Community Building

- Partnering with community based organizations
- Strong community events with active participation that bring neighbors together
- Community gathering places where residents go to enjoy
- Residents positively engaged in the county's governance processes
- Proactive communications about the county and the community
- Residents volunteering and contributing to the community
- Celebrating the community's history and heritage

SECTION 5

STRATEGIC PLAN 2015 – 2020 – 2030: BEAUFORT COUNTY

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

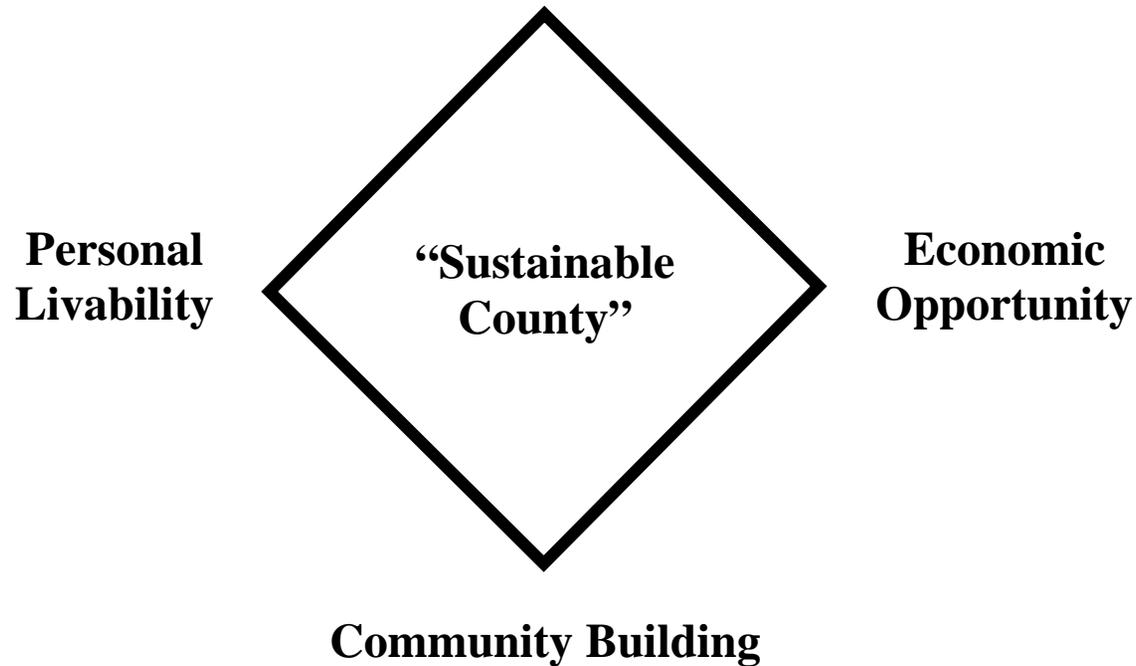
**Fuel
“The Right People”**

BEAUFORT COUNTY VISION A SUSTAINABLE COUNTY

Beaufort County Vision

A Sustainable County

Environmental Stewardship



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

BEAUFORT COUNTY PLAN FOR 2015 – 2020

Beaufort County Goals for 2020

Financially Sound County Providing Quality Core Services Efficiently

=====

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

=====

Growing, Diversified Regional Economy

=====

Upgraded County Infrastructure and Facilities

=====

More Sustainable County through Planned, Managed Development

Goal 1

Financially Sound County Providing Quality Core Services Efficiently

OBJECTIVES

1. Grow, maintain financial reserves consistent with County's policies
2. Align County services with core responsibilities and financial resources
3. Maintain/enhance strong bond rating
4. Enhance the budget process and financial reporting
5. Provide adequate resources to support defined County services and level of services
6. Retain a top quality County workforce dedicated to serving the County residents and businesses

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
5. County reducing the cost of service delivery

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

1. Potential increases in costs: healthcare, raw materials, outside contracts
2. Retaining a top quality County workforce and competitive compensation
3. Federal and State legislative actions impacting County revenues, services and capital projects
4. Providing services for those who need or are dependent on County services
5. Countywide benefits vs. individual interests and priorities
6. Increasing demands for County services and facilities from residents

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Determining County's funding for outside organizations
2. Residents understanding of County finances/revenues, services, reassessment process
3. Providing residents an opportunity to make the choice to fund quality of life facilities or services
4. Less outside funding through grants and earmarks
5. Slow growth in County revenues
6. Defining the role of County government, service responsibilities/levels and relationship to municipalities

POLICY ACTIONS 2015

- | | PRIORITY | |
|--|---|---------------|
| 1. Sales Tax Referendum: Preparation | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Library Operational Analysis and Master Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Solid Waste Curbside Pick Up/Recycling | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Comprehensive Impact Fee Review: Need Analysis and Report | | |

MANAGEMENT ACTIONS 2015

- | | PRIORITY | |
|--|---|---------------|
| 1. Solid Waste: Short-Term | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Comprehensive Financial Plan: Projections for Revenues/Expenditures | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Compensation Study and Implementation Funding | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 4. PALS Transfer to Town Hilton Head Island | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |

MANAGEMENT IN PROGRESS 2015

1. MUNIS Software: Implementation
2. Fleet Fuel Program: Implementation
3. Library Webpage: Upgrade
4. Debris Management Plan: Update
5. Legislative Program 2015
6. Employee Manual: Update

ON THE HORIZON 2016 – 2020

1. Fire District Consolidation: Study
2. Transfer Station
3. Retiree Healthcare Policy, Direction and Funding
4. Workers' Compensation: Evaluation and Actions
5. Joint Use of School Facilities
6. Treasury Investment Committee: Creation
7. Tag Fees: Direction
8. Specialized Capital Equipment Replacement Program: Plan and Funding Mechanism
9. Impact Fee Assistance Program: Re-Activate
10. Two years for AA Degree: Evaluation Direction
11. Schools/School Financial Policy: Agreement
12. Matching Funds for Grants
13. Resource Development Function: Establishment

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
6. Expand passive and active recreation uses within watershed areas

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
5. Improved water quality

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

1. Preserving and enhancing water quality
2. Preserving local businesses dependent upon water quality and natural resources
3. Sprawl development and impervious surfaces impacting water quality and natural resources
4. Federal and State of South Carolina regulations and mandates impacting water and our natural environment

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Expanding the “Lowcountry” brand including food production (farming and fishing) and ecotourism
2. Offshore drilling and testing
3. Sea level rise

POLICY ACTIONS 2015

1. Stormwater Management and Rate Analysis
2. Ditch Maintenance and Drainage Policy and Funding
3. Okatie River Restoration: Direction, Funding
4. Battery Creek Restoration: Funding

PRIORITY

High Priority

MANAGEMENT IN PROGRESS 2015

1. CRS FEMA Audit: 6 or Better Rating
2. 2016 FEMA Flood Maps
3. Building Online
 - A. Secure Portal for Contractors
 - B. Permit Application for Registered Use
 - C. Payment Processing
4. Water Quality Office: Certification of Application

Goal 3

Growing, Diversified Regional Economy

OBJECTIVES

1. Support business retention and growth
2. Attract new diverse businesses
3. Have a reputation as a “business friendly” county with streamlined regulations and processes
4. Expand Heritage Tourism throughout the County
5. Maintain/enhance the working relationship with the military
6. Increase number of jobs with “living wages” and career path

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
5. Business friendly County government

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

1. Funding mechanism for economic development
2. Determining partnership with regional alliance(s)
3. Creating a positive environment for business investment and growth
4. Working with other governments: municipalities and counties
5. Cost of land in Beaufort County and availability of “ready” sites with infrastructure
6. Producing tangible results: real new businesses, more value-added jobs
7. Link economic opportunities to USCB and TCL

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Balancing business development and economic growth with protection of natural resources
2. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development
3. Tapping the potential of “Heritage Tourism”
4. Chamber of Commerce focusing on tourism over economic development
5. Performance accountability and return on County investment
6. Availability of workforce housing
7. Tapping access to I-95 and ports opportunities
8. Defining Beaufort County economic policies, tool kit
9. Defining what is “real” economic development with outcome-base metrics and performance standards

POLICY ACTIONS 2015

- | | PRIORITY | |
|---|---|---------------|
| 1. Pepper Hall Site: Direction | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. County Economic Development Policy Framework, Strategy and Action Plan | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Heritage/Historic Tourism Plan: Development, Action Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Business License: Direction on Funding Source for Economic Development | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |

ON THE HORIZON 2016 – 2020

1. Convention Center: Direction
2. BRAC Strategy: Actions
3. Jasper Port Strategy
4. Film Festival: Evaluation and Direction
5. Hilton Head Island Pier Development (Longest Pier in South Carolina – 1200')
6. Sports Tourism Strategy: Actions

MAJOR PROJECTS 2015

1. Hilton Head Island Airport Project
2. Spec Building: Development

Goal 4

Upgraded County Infrastructure and Facilities

OBJECTIVES

1. Develop County Campus/Complex
2. Define, plan, develop all types of infrastructure to support future growth and development
3. Define mission and future direction for Beaufort County's airports
4. Plan for upgraded bridges throughout the County
5. Upgrade quality of public roads to County standards "D" or better
6. Upgrade and expand County parks and boat landings with restrooms
7. Develop Countywide technology connection for residents and businesses
8. Place on SCDOT List: Hilton Head Island Bridges

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
5. County investing in infrastructure for future growth

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

1. Prioritizing and funding County infrastructure and facilities projects
2. Aging County facilities needing major repairs and/or replacement
3. Deteriorating bridges needing repairs or replacement
4. Funding for operations and ongoing maintenance
5. Connecting Spanish Moss Trail to various community destinations
6. Determining direction for County campuses
7. Increasing road and pedestrian safety

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Expanding, improving the quality of parks and recreational facilities
2. Reduced funding for roads from Federal government and State of South Carolina
3. County investing in infrastructure for future growth
4. Determining and funding service level for roads
5. Determining funding mechanism and who should pay for projects
6. Increasing energy efficiency of County buildings and facilities
7. Traffic volume and road capacity
8. Residents expectations and “NIMBY” attitude
9. Expanding solar energy and renewable energy for County facility

POLICY ACTIONS 2015

	PRIORITY
1. Law Enforcement Center Study	Top Priority
2. Windmill Harbour Entrance Solution and Funding	Top Priority
3. Long -term County Offices/Satellites Plan/Strategy	Top Priority
4. Duncan Farm Shooting Range	High Priority
5. Bridge Replacement Plan	High Priority

MANAGEMENT ACTIONS 2015

	PRIORITY
1. Disabilities and Special Needs Day Program Facility	Top Priority
2. Arthur Horne Building	High Priority
3. Countywide Information Technology Plan and Funding	High Priority

MANAGEMENT IN PROGRESS 2015

1. County Five-Year Energy Recovery/Improvement Plan

MAJOR PROJECTS 2015

1. Spanish Moss Trail Development
2. U.S. Highway 17
3. Bluffton Parkway Phase 5A
4. St. Gregory the Great Church Frontage Road
5. S.C. Highway 170 Widening
6. Annual Dirt Road Improvements
7. Buckwalter Regional Park Recreation Center Expansion: Phase II
8. Wesley Felix PALS Park
9. Myrtle Park Administrative Complex Improvements
10. Perryclear Bridge Rehabilitation
11. Daufuskie Island Fishing Pier Improvements
12. Broad River Fishing Pier Improvements
13. Animal Services Building: Design
14. Mink Point Boulevard Project

ON THE HORIZON 2016 – 2020

1. Hampton Parkway
2. Library Headquarters
3. Shell Point Access Problems to Charter School
4. Burton Wells Park: Phase III
5. Burton Wells Library Project
6. Pinckney Island Plan
7. County Facilities Condition Assessment and Plan
8. Bluffton Parkway 6A to I-95
9. High Definition Teleconference Room
10. Future Boat Landing/Ramp/Dock/Piers Plan and Funding
11. Physical Security for County Facilities
12. Dale Community Center / Sports Complex Development: Parking, Concession Building, Tennis Courts
13. Passive Park Task Force: Report
14. Bluffton Parkway 5B Project: Funding
15. Oyster Factory Park Agreement with Bluffton

Goal 5

More Sustainable County Through Planned, Managed Development

OBJECTIVES

1. Develop effective relations with municipalities on managed development issues
2. Preserve/enhance property values
3. Improve walkability/bikability in rural communities
4. Apply SMART Growth and new urbanism principles in selected locations
5. Improve/increase workforce housing
6. Improve customer service during the development process

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
5. Consistent land use and development in the county

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

1. Balancing personal property rights and regulations for community benefits
2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton and Hilton Head Island
3. Defining Beaufort County's role in redevelopment, infill development and increasing density
4. County's role in preserving or enhancing property values
5. Problem of heirs property and defining the County's role

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Encouraging "SMART" growth principles and their application to Beaufort County
2. Understanding the Community Development Code and related processes
3. Implementation of abandoned or deteriorated buildings and structures program
4. Future of single family homes and home ownership and the development of vacant lots
5. Adapting County land use and development regulations to each community
6. Slow housing and development recovery

POLICY ACTIONS 2015

1. Comprehensive Plan: Update
2. Sidewalks/Biking in Rural Areas Plan and Funding
3. U.S. Marine Corps Air Station Beaufort Land Use

PRIORITY

- | |
|---------------|
| Top Priority |
| High Priority |

MANAGEMENT IN PROGRESS 2015

1. 2015 Building Codes: Adoption (state mandated)
2. Heirs Property Public Awareness
3. Northern Regional Plan: Implementation

MANAGEMENT ACTIONS 2015

1. Daufuskie Island Ferry Grant Application
2. Comprehensive Plan for County-Owned Land
3. Community Development Code: Refinement

PRIORITY

- | |
|---------------|
| Top Priority |
| High Priority |
| High Priority |

ON THE HORIZON 2016 – 2020

1. Workforce Housing Strategy
2. Transfer Development Rights
3. Street Lighting Plan for Collectors/Arterial County Road
4. North Sport Complex Improvements

BEAUFORT COUNTY ACTION AGENDA 2015

Beaufort County Policy Agenda 2015

TOP PRIORITY

Sales Tax Referendum: Preparation

Pepper Hall Site: Direction

County Economic Development Policy Framework, Strategy and Action Plan

Law Enforcement Center Study

Windmill Harbour Entrance Solution and Funding

Long-Term County Offices/Satellites Plan/Strategy

Comprehensive Plan: Update

HIGH PRIORITY

Heritage/Historic Tourism Plan: Development, Action Plan

Bridge Replacement Plan

Stormwater Management and Rate Analysis (including MS4)

Business License: Direction on Funding Source for Economic Development

Library Operational Analysis and Master Plan (with Partners) Including Upgrades

Solid Waste Curbside Pick Up/Recycling (Urbanized Areas)

Sidewalks/Biking in Rural Areas Plan and Funding

Beaufort County Management Agenda 2015

TOP PRIORITY

Solid Waste: Short-Term

Comprehensive Financial Plan: Projections for Revenues/Expenditures

Disabilities and Special Needs Day Program Facility

Daufuskie Island Ferry Grant Application

Compensation Study and Implementation Funding

HIGH PRIORITY

Arthur Horngh Building

Comprehensive Plan for County-Owned Land

PALS Transfer to Hilton Head Island

Countywide Information Technology Plan and Funding

Community Development Code: Refinement

Beaufort County Management in Progress 2015

MUNIS Software: Implementation

Fleet Fuel Program: Implementation

Library Webpage: Upgrade

Debris Management Plan: Update

Legislative Program

Employee Manual: Update

CRS FEMA Audit: 6 or Better Rating

2016 FEMA Flood Maps

**Building Online: Secure Portal for Contractors;
Permit Applications for Registered Use; and Payment Processing**

Water Quality Office: Certification of Application

County Five-Year Energy Recovery/Improvement Plan

2015 Building Codes: Adoption (state mandated)

Heirs Property Public Awareness

Northern Regional Plan: Implementation

Beaufort County Major Projects 2015

Hilton Head Island Airport Project

Spec Building: Development

Spanish Moss Trail Development

U.S. Highway 17

Bluffton Parkway Phase 5A

St. Gregory the Great Church Frontage Road

S.C. Highway 170 Widening

Annual Dirt Road Improvements

Buckwalter Regional Park Recreation Center Expansion: Phase II

Wesley Felix PALS Park

Myrtle Park Administrative Complex Improvements

Perryclear Bridge Rehabilitation

Daufuskie Island Fishing Pier Improvements

Broad River Fishing Pier Improvements

Animal Services Building: Design

Mink Point Boulevard Project

Beaufort County Action Outlines 2015

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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ACTION: SALES TAX REFERENDUM: PREPARATION		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Location Options • Sales Tax • Capital Sales Tax 	<u>Milestones/Activities</u> <ol style="list-style-type: none"> 1. Review Options 2. Report with Options 3. Decision: Overall Direction 	<u>Time</u>
Responsibility: Finance		

ACTION: LIBRARY OPERATIONAL ANALYSIS AND MASTER PLAN (WITH PARTNERS) INCLUDING UPGRADES		PRIORITY
		<i>Policy –High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u> <ol style="list-style-type: none"> 1. Review Charter 2. Decision: Review 3. Report with Options 4. Direction 5. Research on Comprehensive Master Plan 	<u>Time</u>
Responsibility: Community Service		

ACTION: SOLID WASTE CURBSIDE PICK UP/RECYCLING (URBANIZED AREAS)		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Contract 	<u>Milestones/Activities</u> <ol style="list-style-type: none"> 1. Evaluate Limited Franchise 2. Discuss with Beaufort County 3. Report with Recommendations 	<u>Time</u>
Responsibility: Public Facilities		

ACTION: COMPREHENSIVE IMPACT FEE REVIEW: NEED ANALYSIS AND REPORT		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. Need Analysis, including Library in Municipalities	
Responsibility: County Administrator		

ACTION: SOLID WASTE: SHORT-TERM		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. Transfer Station 2. Waste Management Contract 3. Waste Disposal	
Responsibility: County Administrator		

ACTION: COMPREHENSIVE FINANCIAL PLAN		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. Develop Process for Projections: Revenues/Expenditures 2. Present Plan	
Responsibility: Finance		

<p>ACTION: COMPENSATION STUDY AND IMPLEMENTATION FUNDING</p> <p><i>Key Issues</i></p> <p><i>Milestones/Activities</i></p> <ol style="list-style-type: none"> 1. Market Analysis 2. Job Description 3. Compensation 	<table border="1" style="margin: auto;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Mgmt – Top</i></td></tr> </table> <p><i>Time</i></p>	PRIORITY	<i>Mgmt – Top</i>
PRIORITY			
<i>Mgmt – Top</i>			
Responsibility: County Administrator			

<p>ACTION: PALS TRANSFER TO HILTON HEAD ISLAND</p> <p><i>Key Issues</i></p> <p><i>Milestones/Activities</i></p> <ol style="list-style-type: none"> 1. Meeting with Town and Island Recreation 2. Report: Transfer land and Contract of Park and Recreation Service 3. Decision: Direction 	<table border="1" style="margin: auto;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Mgmt – High</i></td></tr> </table> <p><i>Time</i></p>	PRIORITY	<i>Mgmt – High</i>
PRIORITY			
<i>Mgmt – High</i>			
Responsibility: County Administrator			

<p>► Management in Progress 2015</p>		
<ol style="list-style-type: none"> 1. MUNIS Software: Implementation 2. Fleet Fuel Program: Implementation 3. Library Webpage: Upgrade 4. Debris Management Plan: Update 5. Legislative Program 6. Employee Manual: Update 	<p>CA</p> <p>CA</p> <p>CA</p> <p>CA</p> <p>CA</p> <p>CO</p>	

GOAL 2	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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ACTION:	STORMWATER MANAGEMENT AND RATE ANALYSIS (INCLUDING MS4)	<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>
PRIORITY				
<i>Policy – High</i>				
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		
	<ol style="list-style-type: none"> 1. MS4 2. NPDES Permit 3. Decision: Rate 			
<table border="1" style="width: 100%;"> <tr><td>Responsibility: Natural Resources</td></tr> </table>			Responsibility: Natural Resources	
Responsibility: Natural Resources				

ACTION:	DITCH MAINTENANCE AND DRAINAGE POLICY AND FUNDING	<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>
PRIORITY				
<i>Policy</i>				
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		
	<ol style="list-style-type: none"> 1. Report 2. Decision: Funding 			
<table border="1" style="width: 100%;"> <tr><td>Responsibility: County Administrator</td></tr> </table>			Responsibility: County Administrator	
Responsibility: County Administrator				

ACTION:	OKATIE RIVER RESTORATION: DIRECTION, FUNDING	<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>
PRIORITY				
<i>Policy</i>				
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		
	<ol style="list-style-type: none"> 1. Report 2. Decision: Funding 			
<table border="1" style="width: 100%;"> <tr><td>Responsibility: County Administrator</td></tr> </table>			Responsibility: County Administrator	
Responsibility: County Administrator				

ACTION: BATTERY CREEK RESTORATION: FUNDING

PRIORITY

<i>Policy</i>

Key Issues

Milestones/Activities

Time

1. Report: Funding

Responsibility: County Administrator

► **Management in Progress 2015**

1. CRS FEMA Audit: 6 or Better Rating
2. 2016 FEMA Flood Maps
3. Building Online
 - A. Secure Portal for Contractors
 - B. Permit Application for Registered Use
 - C. Payment Processing
4. Water Quality Office: Certification of Application

GOAL 3	GROWING, DIVERSIFIED REGIONAL ECONOMY
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ACTION: PEPPER HALL SITE: DIRECTION	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>				
PRIORITY							
<i>Policy – Top</i>							
<table style="width: 100%;"> <tr> <td style="width: 33%;"><u>Key Issues</u></td> <td style="width: 33%;"><u>Milestones/Activities</u></td> <td style="width: 33%;"><u>Time</u></td> </tr> <tr> <td></td> <td> <ol style="list-style-type: none"> 1. Report: Requested Information 2. Decision: Funding Mechanism </td> <td></td> </tr> </table>	<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		<ol style="list-style-type: none"> 1. Report: Requested Information 2. Decision: Funding Mechanism 		
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>					
	<ol style="list-style-type: none"> 1. Report: Requested Information 2. Decision: Funding Mechanism 						
<table border="1" style="margin: auto; width: 80%;"> <tr> <td style="padding: 2px;">Responsibility: Executive</td> </tr> </table>			Responsibility: Executive				
Responsibility: Executive							

ACTION: COUNTY ECONOMIC DEVELOPMENT POLICY FRAMEWORK, STRATEGY AND ACTION PLAN	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>				
PRIORITY							
<i>Policy – Top</i>							
<table style="width: 100%;"> <tr> <td style="width: 33%;"><u>Key Issues</u></td> <td style="width: 33%;"><u>Milestones/Activities</u></td> <td style="width: 33%;"><u>Time</u></td> </tr> <tr> <td></td> <td> <ol style="list-style-type: none"> 1. Incentives: Zoning, Tax Incentives 2. Targeted Industries: Type and Facilitation 3. Product: Spec Buildings 4. PDC for North: Unincorporated Area 5. Regional Alliance: Direction </td> <td></td> </tr> </table>	<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		<ol style="list-style-type: none"> 1. Incentives: Zoning, Tax Incentives 2. Targeted Industries: Type and Facilitation 3. Product: Spec Buildings 4. PDC for North: Unincorporated Area 5. Regional Alliance: Direction 		
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>					
	<ol style="list-style-type: none"> 1. Incentives: Zoning, Tax Incentives 2. Targeted Industries: Type and Facilitation 3. Product: Spec Buildings 4. PDC for North: Unincorporated Area 5. Regional Alliance: Direction 						
<table border="1" style="margin: auto; width: 80%;"> <tr> <td style="padding: 2px;">Responsibility: Governmental</td> </tr> </table>			Responsibility: Governmental				
Responsibility: Governmental							

ACTION: HERITAGE/HISTORIC TOURISM PLAN: DEVELOPMENT, ACTION PLAN	<table border="1" style="margin: auto;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>				
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<i>Policy – High</i>							
<table style="width: 100%;"> <tr> <td style="width: 33%;"><u>Key Issues</u></td> <td style="width: 33%;"><u>Milestones/Activities</u></td> <td style="width: 33%;"><u>Time</u></td> </tr> <tr> <td></td> <td> <ol style="list-style-type: none"> 1. Santa Elena 2. South Working Group: Report 3. North Working Group: Report 4. Economic Analysis: Value of Heritage Tourism </td> <td></td> </tr> </table>	<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		<ol style="list-style-type: none"> 1. Santa Elena 2. South Working Group: Report 3. North Working Group: Report 4. Economic Analysis: Value of Heritage Tourism 		
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>					
	<ol style="list-style-type: none"> 1. Santa Elena 2. South Working Group: Report 3. North Working Group: Report 4. Economic Analysis: Value of Heritage Tourism 						
<table border="1" style="margin: auto; width: 80%;"> <tr> <td style="padding: 2px;">Responsibility: Governmental</td> </tr> </table>			Responsibility: Governmental				
Responsibility: Governmental							

**ACTION: BUSINESS LICENSE: DIRECTION ON
FUNDING SOURCE FOR ECONOMIC
DEVELOPMENT**

PRIORITY

Policy – High

Key Issues

Milestones/Activities

Time

1. Report
2. Decision: Funding Source for Economic Development

Responsibility: Governmental

► **Major Projects 2015**

1. Hilton Head Island Airport Project
2. Spec Building: Development

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
---------------	--

ACTION: LAW ENFORCEMENT CENTER STUDY		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
Responsibility: Public Facilities		

ACTION: WINDMILL HARBOUR ENTRANCE SOLUTION AND FUNDING		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Finalize State Planned Intersection 2. Funding 	
Responsibility: Public Facilities		

ACTION: LONG-TERM COUNTY OFFICES/SATELLITES PLAN/STRATEGY		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Locations 2. Layout/Map 3. Myrtle Park Phase 2: Direction 4. Projection/Future 	
Responsibility: Executive		

ACTION: BRIDGE REPLACEMENT PLAN

PRIORITY

Policy – High

Key Issues

Milestones/Activities

Time

- A. Hilton Head Island
 - Study: Replacement, Widening/Expansion
 - Report
 - Decision: Direction
 - Request State Funding
- B. Woods Swing Bridge
 - Request State Funding
- C. Other County Bridges
 - Inventory
 - Condition Assessment
 - Direction

Responsibility: Public Facilities

ACTION: DUNCAN FARM SHOOTING RANGE

PRIORITY

Policy

Key Issues

Milestones/Activities

Time

1. Siting
2. Feasibility Study
3. Public-Private Partnership/RFP
4. Proposal/Business
5. Direction

Responsibility: Governmental

ACTION: DISABILITIES AND SPECIAL NEEDS DAY PROGRAM FACILITY

PRIORITY

Mgmt – Top

Key Issues

Milestones/Activities

Time

1. Proposal
2. Funding

Responsibility: Community Services

ACTION: ARTHUR HORN BUILDING		<table border="1" style="margin: auto;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Mgmt – High</i></td></tr> </table>	PRIORITY	<i>Mgmt – High</i>
PRIORITY				
<i>Mgmt – High</i>				
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		
Responsibility: County Administrator				

ACTION: COUNTYWIDE INFORMATION TECHNOLOGY PLAN AND FUNDING		<table border="1" style="margin: auto;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Mgmt – High</i></td></tr> </table>	PRIORITY	<i>Mgmt – High</i>
PRIORITY				
<i>Mgmt – High</i>				
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		
Responsibility: County Administrator				

► Management in Progress 2015		
1. County 5 year Energy Recovery/Improvement Plan		CA

► Major Projects 2015		
1. Spanish Moss Trail Development		CA
		CC
2. U.S. Highway 17		CA
		CC
3. Bluffton Parkway Phase 5A		CA
4. St. Gregory the Great Church Frontage Road		CA
5. S.C. Highway 170 Widening		CA
6. Annual Dirt Road Improvements		CA
		CC
7. Buckwalter Regional Park Recreation Center Expansion: Phase II		CA
8. Wesley Felix PALS Park		CA
9. Myrtle Park Administrative Complex Improvements		CA
10. Perryclear Bridge Rehabilitation		CA
		CC
11. Daufuskie Island Fishing Pier Improvements		CA

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
---------------	---

ACTION: COMPREHENSIVE PLAN: UPDATE		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Public Involvement Opportunities/Guidelines in Development 2. Council Involvement in Development 3. Revise Comprehensive Plan 4. Adoption 5. Framework of Information 	
Responsibility: Natural Resources		

ACTION: SIDEWALKS/BIKING IN RURAL AREAS PLAN AND FUNDING		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Resolution Development: Road Improvement Projects and Funding 2. Incorporation into Comprehensive Plan 3. Funding Mechanism: Sidewalks to Major Highways 	
Responsibility: Public Facilities		

ACTION: MARINE AIR STATION LAND USE		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. JLUS 2. AICUZ (including Outside Landing Field) 	
Responsibility: Natural Resources		

ACTION: DAUFUSKIE ISLAND FERRY GRANT APPLICATION		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Grant Application 2. Direction 	
Responsibility: County Administrator		

ACTION: COMPREHENSIVE PLAN FOR COUNTY OWNED LAND		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. GIS 2. Report 3. Direction 	
Responsibility: County Administrator		

ACTION: COMMUNITY DEVELOPMENT CODE: REFINEMENT		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Evaluation Report 2. Council Decision: Modification 	
Responsibility: Natural Resources		

► **Management in Progress 2015**

1. 2015 Building Codes: Adoption (state mandated)
2. Heirs Property Public Awareness
3. Northern Regional Plan: Implementation

SECTION 6

PERFORMANCE REPORT 2015 FOR BEAUFORT COUNTY

Importance of the Performance Report

BOTTOM-LINE: Leaders being accountable for their decisions and actions

1. LEADERSHIP WITH INTENTIONS

- Acting with a sense of purpose and direction
- Defining a vision, setting goals, using them to guide decisions
- Establishing criteria to judge success
- Demonstrating an institutionalized strategic planning process
- Instilling confidence in financial institutions, customers

2. CONNECTION WITH CUSTOMERS' LIVES

- Providing services that add MEANS to the customers' lives
- Linking decisions and actions to improved services
- Linking decisions and actions to lower cost of service delivery
- Demonstrating the personal relevance of decisions and actions

3. CAPTURE OTHERS' ATTENTION

- Telling a story with a message
- Painting a picture
- Getting others to see it, to feel it
- Distinctive separating from the barrage of information

4. CELEBRATE - CREATE A MEMORY

- Developing a celebration that is unique-a standout experience
- Giving others a memento representing the success
- Saying "Thank You" to contributors to the success
- Demonstrating the significance of the achievement

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

- Developing a message based upon the audience
- Making a few relevant points
- Reaching out to a variety of groups
- Delivering the message personally by you as a leader

Beaufort County Vision

A Sustainable County

Environmental Stewardship

**Personal
Livability**



**Economic
Opportunity**

Community Building

Beaufort County Goals 2020

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

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

Growing, Diversified Regional Economy

Upgraded County Infrastructure and Facilities

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

Beaufort County Policy Agenda 2015

TOP PRIORITY

- √→Sales Tax Referendum: Preparation
- √→Pepper Hall Plantation Site: Direction
- √→County Economic Development Policy Framework,
Strategy and Action Plan
- √→Law Enforcement Center Study
- √→Windmill Harbour Entrance Solution and Funding
- Long-term County Offices/Satellites Plan/Strategy
- √→Comprehensive Plan: Update

HIGH PRIORITY

- √→Heritage/Historic Tourism Plan: Development, Action Plan
- Bridge Replacement Plan
- ☐Stormwater Management and Rate Analysis (including MS4)
- Business License: Direction on Funding Source for Economic Development
- ☐Library Operational Analysis and Master Plan
(with Partners) including Upgrades
- √→Solid Waste Curbside Pick Up/Recycling (Urbanized Areas)
- Sidewalks/Biking in Rural Areas Plan and Funding

☐= Completed √ = In Progress → = Significant Progress

Beaufort County Management Agenda 2015 Targets for Action

TOP PRIORITY

☐Solid Waste: Short-Term

√→Comprehensive Financial Plan: Projections for Revenues/Expenditures

√→Disabilities and Special Needs Day Program Facility

Daufuskie Island Ferry Grant Application

√→Compensation Study and Implementation Funding

HIGH PRIORITY

√→Arthur Horne Building

→Comprehensive Plan for County-owned Land

√→PALS Transfer to Town Hilton Head Island

→Countywide Information Technology Plan and Funding

☐Community Development Code: Refinement

☐= Completed

√ = In Progress

→ = Significant Progress

Beaufort County Management in Progress 2015

- ☐ 1. MUNIS Software: Implementation
- ☐ 2. Fleet Fuel Program: Implementation
- ☐ 3. Library Webpage: Upgrade
- ☐ 4. Debris Management Plan: Update
- ☐ 5. Legislative Program
- 6. Employee Manual: Update
- 7. CRS FEMA Audit: 6 or Better Rating
- 8. 2016 FEMA Flood Maps
- 9. Building Online
 - A. Secure Portal for Contractors
 - B. Permit Application for Registered Use
 - C. Payment Processing
- ☐ 10. Water Quality Office: Certification of Application
- 11. County Five-Year Energy Recovery/Improvement Plan
- ☐ 12. 2015 Building Codes: Adoption (state mandated)
- √→ 13. Heirs Property Public Awareness
- 14. Northern Regional Plan: Implementation

☐ = Completed √ = In Progress → = Significant Progress

Beaufort County Major Projects 2015

- √→ 1. Hilton Head Island Airport Project
- 2. Spec Building: Development
- 3. Spanish Moss Trail Development
- 4. U. S. Highway 17
- 5. Bluffton Parkway Phase 5A
- √→ 6. St. Gregory the Great Catholic Church Frontage Road
- 7. S. C. Highway 170 Widening
- 8. Annual Dirt Road Improvements
- 9. Buckwalter Regional Park Recreation Center Expansion: Phase II
- 10. Wesley Felix PALS Park
- 11. Myrtle Park Administrative Complex Improvements
- 12. Perryclear Bridge Rehabilitation
- 13. Daufuskie Island Fishing Pier Improvements
- 14. Broad River Fishing Pier Improvements
- √→ 15. Animal Services Building: Design
- 16. Mink Point Boulevard Project

□ = Completed √ = In Progress → = Significant Progress

Beaufort County County Successes for 2015 Chair and County Council Perspective

1. Animal Control Ordinance
2. Pepper Hall Planation Site Decision
3. Capital Improvement Tax Committee: Formation
4. New Animal Shelter Location and Partnership
5. New Library Director
6. Stormwater Fee: Increase
7. Stormwater Management Program: Implementation
8. Passive Parks Development
9. Budget: Fiscal Discipline and Spending Control
10. Community Development Code: Implementation
11. Spanish Moss Trail
12. Transfer Station Property Swap
13. Joint Land Use Study: Progress
14. County Transportation Committee: Established
15. St. Gregory the Great Catholic Church Road Access
16. Airport Extension
17. Perryclear Bridge: Project Completed
18. S. C. Highway 170 Project
19. Windmill Harbour: Working on the Issue and Solutions

GOAL 1**FINANCIALLY SOUND COUNTY PROVIDING
QUALITY CORE SERVICES EFFICIENTLY****ACHIEVEMENTS 2015****MEANS TO RESIDENTS**

- | | |
|---|---|
| 1. Budget: Fiscal Discipline and Spending Control, Smooth Process | + Fiscal responsible decisions by County Council |
| 2. Stormwater Fee: Increased | + County services delivered in a cost-effective, efficient manner |
| 3. New Library Director | |
| 4. Capital Project Sales Tax Commission: Formation | + Easy access to County information and services |
| 5. Animal Control Ordinance | + County services responsive to the residents |
| 6. New Animal Shelter Location and Partnership | + Services assisting special needs population |
| 7. Relations with Schools: Budget on Target | + Reliable delivery of County services |
| 8. Residential Homes (2) (South) | + County prepared for and investing in the future |
| 9. Rehabilitation Facilities: Re-Accreditation | |
| 10. Library Services and Hours | |
| 11. Veterans Affairs: Relocation to Beaufort City Hall | |
| 12. Human Services Alliance: Websites | |
| 13. Solid Waste: Short-Term – Extension with Waste Management | |
| 14. CAFR: GFOA Award | |
| 15. Salary and Compensation Study: Initiated | |
| 16. Reserves: Funding | |

GOAL 2	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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ACHIEVEMENTS 2015	MEANS TO RESIDENTS
1. Stormwater Management Program and Projects (MS4)	+ Quality water
2. Water Quality Office to USCB	+ Protection of the environment
	+ Preserving the Lowcountry character
	+ Protection from flooding
	+ Opportunities to experience natural areas

GOAL 3**GROWING, DIVERSIFIED REGIONAL ECONOMY****ACHIEVEMENTS 2015****MEANS TO RESIDENTS**

- | | |
|---|---|
| 1. Pepper Hall Plantation Site: Decision | + Diversifying the local economy |
| 2. Airport Extension Project: Continued Progress | + Celebrating historic/heritage: events, programs, facilities |
| 3. Economic Development: Temporary Committee | + County working with municipalities |
| 4. Heritage/Historic Tourism: 450 th Santa Elena Celebration | + Maintaining airport |
| 5. Mayors and County Working Group: Operating | + Preparing for future development |

GOAL 4**UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES****ACHIEVEMENTS 2015****MEANS TO RESIDENTS**

- | ACHIEVEMENTS 2015 | MEANS TO RESIDENTS |
|---|--|
| 1. Spanish Moss Trail Phase IV | + Improving roads: quality and mobility |
| 2. Transfer Station Property: Swap | + Improving County facilities |
| 3. St. Gregory the Great Catholic Church Road: Access | + Quality solid waste services |
| 4. Perryclear Bridge Project: Completed | + Opportunities to bike, jog, hike, and walk |
| 5. S. C. Highway 170 Project | + County addressing critical mobility problems |
| 6. Windmill Harbour: Working on Issues and Solutions | + Improving dirt roads |
| 7. County Transportation Committee: Established | + Enhancing public safety: responsive to hard to reach areas |
| 8. Mink Point Boulevard: Paved | |
| 9. Arthur Horne Building: Continued Progress | |
| 10. Dirt Road Paving | |
| 11. Detention Center | |

GOAL 5**MORE SUSTAINABLE COUNTY THROUGH
PLANNED, MANAGED DEVELOPMENT****ACHIEVEMENTS 2015**

1. Community Development Code:
Implementation, National Recognition
2. Passive Parks: Development
3. Joint Land Use Study: Progress
4. Southern Beaufort County Beautification
Board: Implementation
5. Boundary Street Master Plan
6. Electric Transmission Line: Relocation
7. Rural and Critical Lands Preserve
Program: Review
8. Comprehensive Plan: Update –
Significant Progress

MEANS TO RESIDENTS

- + Protection of property values
- + Consistent quality development throughout
the County
- + Protection of critical land
- + More attractive County
- + Planning for Beaufort County's future
- + County working with the military on land
use issues

SECTION 7

LOOKING TO BEAUFORT COUNTY'S FUTURE

Beaufort County Vision 2031

**Beaufort County
Success in 2021 means...**

Beaufort County Actions for 2016

Beaufort County Strengths – Weaknesses Threats - Opportunities

► Strengths

1. Tourism
2. Destination for retirees
3. Marine Presence: Parris Island and Air Base
4. Lowcountry lifestyle
5. History
6. Community Wealth
7. Organizations willingness to partner with County
8. County administration and professional staff
9. Community Development Code
10. Location: near Savannah and Charleston
11. Low tax rate
12. Water: access, views, and improving quality
13. Natural resources and environment
14. Financial condition of County Government
15. Quality of life
16. Strong local economy: retirees, military and tourism

► **Areas for Improvement**

1. Working relations with municipalities
2. Lack of agreement on economic development
3. North-South split and differences
4. Lack of Council teamwork
5. Limited revenue options for the County
6. Lack of agreement on the role and service responsibilities of County government
7. Aging and failing County buildings and facilities needing maintenance, major repairs or replacement
8. Lack of credibility and trust in County government
9. Lack of community wealth
10. Rural roads without sidewalks
11. Increasing traffic volume and limited road/highway capacity
12. Condition of the Detention Center
13. Solid waste management and public information
14. Schools funding and reliance on Second Home Owners
15. Understanding and responding to the changing demographics
16. Cap on property tax
17. Aging and failing County infrastructure
18. Lack of proactivity

► **Threats to the Future**

1. Lack of a diverse economy
2. Sea level rise
3. North-South difference and County Council split
4. Uncertain future of military, particularly the Air Base
5. School and the quality of public education
6. Act 388
7. Over development/uncontrolled population growth and the threat to the environment
8. Lack of leadership: future for the entire county

► **Opportunities for the Future**

1. Relations with England
2. Water quality
3. Tourism development

Beaufort County Actions Ideas for 2016 Chair and County Council

1. Capital Improvement Sales Tax
2. Comprehensive Plan: Update
3. Graves Property: Development Agreement, Rezoning
4. Economic Development: Direction, County Actions
5. Joint Land Use Study: Completion
6. PALS: Evaluation Report with Options, Direction
7. Rural and Critical Lands: Direction, Next Steps
8. Stormwater Projects: Priority, Planning/Design, Construction
9. Recycling Program: Evaluation, Direction
10. Solid Waste Management: Comprehensive Evaluation Report with Options, Direction, County Role (including Convenience Centers, Landfill, etc.)
11. Detention Center: Condition Assessment Report, Direction, Funding
12. EMS facilities: Evaluation Report, Direction, Funding
13. Homeless: Evaluation Report with Options, Shelter, Services
14. Joint Land Use Study/AICUZ
15. Fire District Consolidation Study and Direction
16. Comprehensive County Facilities Condition Assessment and Long Range Plan with Funding Mechanism

17. Management Succession Plan: Review, Next Steps
18. Management and Employee Compensation: Evaluation, Policy Direction and Funding
19. Airport Master Plan: Update

20. Wind Mill Harbor Traffic Solution: Completion
21. Finance and Spending Plan: 5 Years, 10 Years
22. USCB Project

23. Sidewalks
 - a) Salem Road
 - b) Burton Road
 - c) Old Salem Road
24. Flyover Project

25. Boundary Street/Highway 21

26. Park Development
 - a) Okatie Regional Reserve
 - b) New River Park

27. Road Repair Projects
 - a) Salem Road
 - b) Joe Frasier

28. Health Insurance Cost Containment/Affordable Care Act: Monitoring, Actions

29. Law Enforcement Center

30. Pepper Hall: Completion

31. Bridge Repair and Replacement

32. Hilton Head Island Bridge: Replacement Plan and Funding Mechanism

33. Heritage Tourism: Development, County Participation

34. Impact Fees: Direction

35. Private Road Improvements
36. Police Services Consolidation: Study, Direction
37. Tourism Development: Direction, Partners, County Participation
38. Hospitality Tax Increase: Evaluation, Direction
39. Business License: Evaluation, Direction
40. Visitor Centers: Direction
41. Information Technology Plan: Development, Funding
42. Capital Project: Project Review, Project Priority, Funding
43. Arthur Horn Building: Direction
44. Condemnation Process: Evaluation and Options, Direction
45. Daufuskie Island Transfer Station

Top “10” Priorities for 2016

EXECUTIVE PERSPECTIVE

- 1.**
- 2.**
- 3.**
- 4.**
- 5.**
- 6.**
- 7.**
- 8.**
- 9.**
- 10.**

New Realities for Counties: Trends

1. COMMUNICATING WITH COMMUNITY

- Social media as the #1 source of news, following by online media, then cable news
- Unverified information as the source
- Emphasis on "headlines" rather than the story
- Desire for instant information while it is happening
- Traditional method of communicating ineffective

2. AGING POPULATION: MORE 80+

- Limited housing options
- Many seniors aging in place (single family homes)
- Increasing demands for County services, particularly Fire and Police
- Lack of affordable independent and assisted living facilities
- Looking to government for wellness and leisure facilities, programs and services

3. SHRINKING PRESENCE OF RETAIL

- Online retail experiencing growth
- Store going to online sales and reducing/eliminating retail store
- Retail space more expensive than distribution space
- Availability of next day delivery
- Too much land zoned for commercial retail

4. SLOW ECONOMIC RECOVERY

- Significant foreign investment in the United States
- China investing in Midwest infrastructure and land in strategic locations
- Businesses challenge of accessing the capital markets
- Expectations: Public-Private partnerships for new business growth
- Opportunities for entrepreneurialism

5. EVOLVING HOUSING MARKET

- Difficulty in obtaining loans to purchase a house (e.g. Student Loans)
- Rise of micro rentals: 250-400 square feet with mini kitchenette
- Baby boomer questioning homeownership
- Lack of supply of higher end and large rentals in mixed used developments
- Increasing single family home rentals

6. FINANCIAL SELF SUFFICIENT COUNTY GOVERNMENT

Fewer outside funding sources: grants and earmarks

Unfunded liability of pension systems

Costs of healthcare and insurance and the uncertain impacts of Affordable Care Act

States restricting revenue options for local governments

Higher taxes or less government services on the way

7. FEDERAL GOVERNMENT IS BROKEN



Beaufort County
Our New Reality

SECTION 8

STRATEGIC DISCUSSION ON CRITICAL ISSUES

Beaufort County Critical Topics for Discussion

► **Topics**

1. Economic Development

2. County Facilities: Long Term Plan

- 3.

- 4.

- 5.

- 6.

- 7.

- 8.

- 9.

- 10.

PRIORITY

Critical Issue: Economic Development

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
County Facilities: Long Term Plan

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:

PROBLEM ANALYSIS

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STRATEGIC ACTIONS

Critical Issue:

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

SECTION 9

BEAUFORT COUNTY PLAN 2016 – 2021

Beaufort County Goals 2021

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

Growing, Diversified Regional Economy

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

Upgraded County Infrastructure and Facilities

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

Beaufort County Goals 2021 Worksheet

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

IMPORTANCE	
Personal	Team
18	1
27	2
32	3
39	4
40	5

*** The Chairman, Vice Chairman, County Council and County Administrator ranked the five goals from “most important” = 1 to “lesser importance” = 5. The number in this column represents the total score for each goal.**

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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- Objectives**
1. Growing/maintaining financial reserves consistent with County’s policies
 2. Align County services with core responsibilities and financial resources
 3. Maintain/enhance strong bond rating
 4. Enhance the budget process and financial reporting
 5. Provide adequate resources to support defined County services and level of services
 6. Retain a top quality County workforce dedicated to serving the County residents and businesses

- 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.
 5. County reducing the cost of service delivery.

► Challenges and Opportunities	PRIORITY
1. Potential increases in costs: healthcare, raw materials, and outside contracts	11
2. Federal and State legislative actions impacting County revenues, services and capital projects	11
3. Retaining a top quality County workforce and competitive compensation	10
4. Increasing demands for County services and facilities for residents	9
5. Countywide benefits vs. individual interests and priorities	6
6. Defining the role of County government, service responsibilities/levels and relationship to municipalities	6

► **Challenges and Opportunities** (*Continued*)

	PRIORITY
7. Absence of long-range revenue/expenditure projections and financial plan	6
8. Providing services for those who need or are dependent on County services	3
9. Determining County's funding for outside organizations	2
10. Residents understanding of County finances/revenues, services, reassessment process	2
11. Slow growth in County revenues	1
12. Reassessment of property values and the impact on County revenues	1
13. Providing residents an opportunity to make the choice to fund quality of life facilities or services	0
14. Less outside funding through grants and earmarks	0

► **Actions 2016 – 2017**

		PRIORITY
1. Comprehensive Impact Fee Review/Reassessment	Adm	10
• Purpose	Fin	
• Types	CC	
• Revenues/Expenditures	2015	
• Rates		
2. Capital Project Sales Tax	FIN	9
• Projects	CC	
• Ballot Measure	T 2015	
3. Solid Waste Curbside Pick Up/Recycling/Convenience Centers/ Landfill	CC	9
	H 2015	
• Final Draft and Plan		
• Direction		
• Ordinances		
4. Salary and Compensation Study and Implementation Funding	Adm	9
• Report	Fin	
• Policy Framework	CC	
• Funding	T 2015	
5. Health Insurance Cost Containment/Affordable Care Act	Fin	9
• Options	CC	
• Direction		

► **Actions 2016 – 2017 (Continued)**

			PRIORITY
6.	Comprehensive Financial Plan: Revenues and Expenditures <ul style="list-style-type: none"> • 3-Year • 5-Year 		6
7.	PALS Transfer to Town of Hilton Head Island <ul style="list-style-type: none"> • Negotiation • Agreement 	CC H 2015	6
8.	Retiree Healthcare Policy <ul style="list-style-type: none"> • Direction 	Adm Fin CC OTH	6
9.	Management Succession Plan <ul style="list-style-type: none"> • Review • Next Steps 	CC	Mgmt
10.	Software Review	Adm	Mgmt
11.	Smoke Free Campus	Adm	Mgmt
12.	Connectivity in Rural Areas/Wi-Fi Expansion	Adm	Mgmt
13.	Fire Charters Change <ul style="list-style-type: none"> • Legal Analysis • County 		5
14.	Daufuskie Island Convenience Center <ul style="list-style-type: none"> • Location • Funding 	CC	4
15.	Accommodations Fee/Allocation to Projects <ul style="list-style-type: none"> • Revised Process 	Fin	3
16.	Local Option Sales Tax (LOST) <ul style="list-style-type: none"> • Direction 	Fin CC	1
17.	Police Services Study <ul style="list-style-type: none"> • Cost Analysis • Services/Service Level • Areas of Duplication • Staff Level 	CC	1
18.	PALS Evaluation Report	CC	0

► **Management in Progress 2016 – 2017**

1. MUNIS Software: Update	2015
2. Library Webpage: Upgrade	2015
3. Debris Management Plan: Update	2015
4. Legislative Program: 2016 – 2017	2015
5. Employee Manual: Update	2015
6. South Carolina Retirement Plan: Liability	Fin
7. Planning and Zoning Website: Citizen Tracking of Projects/ Issues	NR
8. IT Reorganization	Adm
9. 2017 Reassessment Preparation	Adm
10. Library KAJEET Smartspot Education Broadband: Expansion	Lib
11. Library Launch Pad: Expansion	Lib
12. Library Strategic Plan	Lib
13. Workers' Compensation Evaluation	OTH

► **On the Horizon 2017 – 2021**

1. Fire Districts Consolidation Study (Incorporation)	CC OTH
2. Joint Use of School Facilities	OTH
3. Treasury Investment Committee: Creation	OTH
4. Matching Funds for Grants	OTH

GOAL 2

GROWING, DIVERSIFIED REGIONAL ECONOMY

► Objectives

1. Support business retention and growth
2. Attract new diverse businesses
3. Have a reputation as a “business friendly” county with streamlined regulations and processes
4. Expand Heritage Tourism throughout the County
5. Maintain/enhance the working relationship with the military
6. Increase number of jobs with “living wages” and career path

► 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.
5. Business friendly County government.

► Challenges and Opportunities

1. Working with other governments: municipalities and counties
2. Tapping access to I-95 and Ports opportunities
3. Funding mechanism for economic development
4. Determining partnership with regional alliance(s)
5. Balancing business development and economic growth with protection of natural resources
6. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development
7. Availability of workforce housing
8. Creating a positive environment for business investment and growth
9. Cost of land in Beaufort County and availability of “ready” sites with infrastructure

PRIORITY
10
9
8
7
6
6
6
4
4

► **Challenges and Opportunities** (*Continued*)

	PRIORITY
10. Defining Beaufort County economic policies, tool kit	4
11. Link economic opportunities to USCB and TCL	3
12. Tapping the potential of “Heritage Tourism”	3
13. Defining what is “real” economic development with outcome-base metrics and performance standards	3
14. Producing tangible results: real new businesses, more value-added jobs	2
15. Performance accountability and return on County investment	1
16. Strengthening/expanding the tourism base	1
17. Chamber of Commerce focusing on tourism over economic development	0

► **Actions 2016 – 2017**

		PRIORITY
1. County Economic Development Policy Framework	CC T2015	10
2. Heritage/Historic Tourism Plan	CC H 2015	9
3. Capitalizing on Jasper Port Opportunities for Beaufort County	CC OTH	7
4. Business License: Direction on Funding Source for Economic Development	CC H 2015	6
5. Sports Tourism Strategy	CC OTH	2
6. Visitor Centers Development (3)	CC	1
7. Hilton Head Island Pier Development		0

► **Management in Progress 2016 – 2017**

1. 450 th Year Celebration of Santa Elena – “Spring Tour”	G
2. “First Shore” – Tours Series	G
3. MOU with St. James Baptist Church	Adm
4. Lady’s Island Airport Private Hangar Proposal	Adm

► **Major Projects 2016 – 2017**

- | | |
|--|------------|
| 1. Hilton Head Island Airport Project: FAA Safety Improvements | CC
2015 |
| 2. Spec Building | 2015 |

► **On the Horizon 2017 – 2021**

- | | |
|--------------------------------|-----------|
| 1. BRAC Strategy | CC
OTH |
| 2. Airport Master Plan: Update | CC |
| 3. USCB Campus | CC |
| 4. Convention Center | OTH |

GOAL 3

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
6. Expand passive and active recreation uses within watershed areas

► 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.
5. Improved water quality.

► Challenges and Opportunities

1. Preserving local businesses dependent upon water quality and natural resources
2. Preserving and enhancing water quality
3. Sprawl development and impervious surfaces impacting water quality and natural resources
4. Federal and State of South Carolina regulations and mandates impacting water and our natural environment
5. Opening up rural and critical lands for public uses
6. Expanding the "Lowcountry" brand including food production (farming and fishing) and ecotourism
7. Sea level rise
8. Offshore drilling and testing

PRIORITY
10
9
9
6
6
3
1
0

► Actions 2016 – 2017			PRIORITY
1. Stormwater Management Program	CC		
• Regulatory Ordinance	H 2015		
• Credit Manual Adjustment			
• Project Priority			
2. Ditch Maintenance and Drainage Policy	NR		
	2015		
3. Creek Restoration: Progressive Projects for Saltwater, Quality, Recommendations	NR		
4. Tree Ordinance: Evaluation Report, Revision	NR		
5. Okatie River Restoration: Direction and Funding	NR		Mgmt
	CC		
	2015		
6. May River			Mgmt

► Management in Progress 2016 – 2017		
1. CRS FEMA Audit: 6 or Better Rating	2015	
2. 2016 FEMA Flood Maps	2015	
3. Building Online	2015	
A. Secure Portal for Contractors		
B. Permit Application for Registered Use		
C. Payment Processing		
4. Water Quality Office: Agreement with USCB	2015	
5. Tree History Report	Adm	

► On the Horizon 2017 – 2021		
1. Battery Creek Restoration: Direction and Funding	NR	
	CC	
	2015	

GOAL 4**UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES****► Objectives**

1. Develop County Campus/Complex
2. Define, plan, develop all types of infrastructure to support future growth and development
3. Plan for upgrading bridges throughout the County
4. Upgrade quality of public roads to County standards “D” or better
5. Upgrade and expand County parks and boat landings with restrooms
6. Develop Countywide technology connection for residents and businesses
7. Place on SCDOT List: Hilton Head Island Bridges

► 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.
5. County investing in infrastructure for future growth.

► Challenges and Opportunities

- | | |
|--|----|
| 1. Deteriorating bridges needing repairs or replacement | 11 |
| 2. Increasing road and pedestrian safety | 8 |
| 3. Aging County facilities needing major repairs and/or replacement | 7 |
| 4. Reduced funding for roads from Federal government and State of South Carolina | 7 |
| 5. Funding for operations and ongoing maintenance | 6 |
| 6. Connecting Spanish Moss Trail to various community destinations | 6 |
| 7. Determining direction for County campuses | 6 |
| 8. Prioritizing and funding County infrastructure and facilities projects | 4 |

PRIORITY

► **Challenges and Opportunities** (*Continued*)

9. Determining and funding service level for roads
10. Determining funding mechanism and who should pay for projects
11. Increasing energy efficiency of County buildings and facilities
12. Expanding, improving the quality of parks and recreational facilities
13. County investing in infrastructure for future growth
14. Traffic volume and road capacity
15. Expanding solar energy and renewable energy for County facility
16. Residents expectations and “NIMBY” attitude

PRIORITY
4
4
3
2
2
2
1
0

► **Actions 2016 – 2017**

		PRIORITY
1.	Detention Center Study <ul style="list-style-type: none"> • Award Contract • Complete Study 	CC T 2015 10
2.	Windmill Harbour Entrance Solution <ul style="list-style-type: none"> • Permits • Funding (Capital Project Sales Tax/Funding Options) 	CC T 2015 9
3.	Disabilities and Special Needs Day Program Facility (South) <ul style="list-style-type: none"> • Identify Facility 	T 2015 8
4.	Bridge Replacement Plan (Hilton Head Island) <ul style="list-style-type: none"> • Project Scope • Funding (Capital Project Sales Tax) • SCDOT List 	H 2015 7
5.	Long-term County Offices Plan/Strategy <ul style="list-style-type: none"> • Options • Staff Relocation 	CC T 2015 6
6.	Quick Response Vehicles A. St. Helena Island B. Lady’s Island <ul style="list-style-type: none"> • Direction • Funding 	Adm 6
7.	Daufuskie Island Public Improvements A. Restrooms B. Park <ul style="list-style-type: none"> • Study • Funding 	Adm 6
8.	Arthur Horne Building <ul style="list-style-type: none"> • Direction 	CC H2015 Mgmt

► **Actions 2016 – 2017**

		PRIORITY
9.	Countywide Information Technology Evaluation Report	Mgmt
		CC H 2015
10.	County Facilities Condition Assessment and Plan	Mgmt
	• Report: Condition, Life Expectancy	Fin CC
	• Direction	OTH
11.	Physical Security Plan for County Facilities	Mgmt
		Adm OTH
12.	EMS Facilities	4
	• Evaluation Report	CC
	• Direction	
	• Funding	
13.	Dirt Roads	3
	• Direction	CC MP
	• Funding	
	• Condemnation Policy: Change	
14.	Private Road Improvements	3
	• Definition: "Private Road"	CC
	• Evaluation: Public Safety	
	• Direction: Overall Scope of Projects	
	• Funding/Special Assessment	
15.	Rural Communities Sidewalks	3
	• Project	PF
	• Funding	
16.	Pinckney Island Intersection	3
17.	Passive Parks	2
	• Evaluation Report: Public Access	NR OTH
	• Recommendations	
	• Direction	
18.	Burton Wells Branch Library	2
		OTH
19.	Road Repairs	2
	A. Salem Road	CC
	B. Joe Frasier Road	
	• Funding	
20.	Dale Community Center/Sports Complex Development: Parking, Concession, Tennis Court	2
21.	Spanish Moss Trail Phase VIII	1
	• Direction	NR CC
	• Funding	

► **Actions 2016 – 2017 (Continued)**

		PRIORITY
22.	Sidewalks A. Salem Road B. Burton Wells Road C. Old Salem Road • Application: CDBG Grant • Funding Options	1
23.	Burton Wells Regional Park: Phase III	0
24.	Parking Lot Lighting at Human Services Building	0
25.	Eagles Field: Restroom	0

► **Management in Progress 2016 – 2017**

1.	County Five-Year Energy Recovery/Improvement Plan	2015
2.	Ambulance Purchase	Adm
3.	Power Stretchers (12)	Adm

► **Major Projects 2016 – 2017**

1.	U.S. Highway 17	2015
2.	Flyover: Design, Bid	2015
3.	St. Gregory the Great Catholic Church Access • Permit • Construction	2015
4.	Buckwalter Regional Park Recreation Center Expansion: Phase II	Adm 2015
5.	Myrtle Park Administrative Complex Improvements	Adm 2015
6.	Daufuskie Island Fishing Pier Improvements	2015
7.	Broad River Fishing Pier Improvements	2015
8.	Animal Services/Shelter Building	CC OTH

► **On the Horizon 2017 – 2021**

- | | |
|--|-----|
| 1. Law Enforcement Center | CC |
| 2. Hampton Parkway | OTH |
| 3. Library Headquarters | OTH |
| 4. Shell Point Access Problems to Charter Schools | OTH |
| 5. Bluffton Parkway 6A to I-95 | OTH |
| 6. Future Boat Landings/Ramps/Docks/Piers Plan and Funding | OTH |

GOAL 5

MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

► Objectives

1. Develop effective relations with municipalities on managing development issues
2. Preserve/enhance property values
3. Improve walkability in rural and other incorporated communities
4. Apply “SMART” Growth and new urbanism principles in selected locations
5. Improve/increase affordable and workforce housing
6. Improve customer service and public access to information during the development process

► 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.
5. Consistent land use and development in the county.

► Challenges and Opportunities

1. Balancing personal property rights and regulations for community benefits
2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton and Hilton Head Island
3. County’s role in preserving or enhancing property values
4. Understanding the Community Development Code and related processes
5. Adapting County land use and development regulations to each community
6. Problem of heirs property and defining the County’s role
7. Defining Beaufort County’s role in redevelopment, infill development and increasing density

PRIORITY
11
8
7
6
6
5
3

► **Challenges and Opportunities** (*Continued*)

8. Encouraging “SMART” growth principles and their application to Beaufort County
9. Implementation of abandoned or deteriorated buildings and structures program
10. Future of single family homes and home ownership and the development of vacant lots
11. Variable pace of housing development

PRIORITY
3
3
1
0

► **Actions 2016 – 2017**

1. Affordable/Workforce Housing
 - Evaluation Report
 - Policy: Review
 - County Role
 - State Regulation
2. Pepper Hall Planation Site
 - Rezoning
 - Development Agreement
3. Comprehensive Plan for County-owned Land
 - Inventory Completed
 - Direction
 - Next Step
4. Comprehensive Plan: Update
 - Review
 - Adoption
5. Sidewalks/Biking in Rural Areas Plan and Funding
6. Park Potential Development:
 - A. Okatie Regional Preserve
 - B. New River Park
 - C. Crystal Lake Park
 - D. Fort Fremont
 - Evaluation
 - Funding
7. Community Development Code: Refinements
8. Residential Homes (2) (South)

PRIORITY
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Mgmt
Mgmt

► Actions 2016 – 2017 (Continued)			PRIORITY
9.	U.S. Marine Corps Air Station Beaufort Land Use Study	CC	4
	<ul style="list-style-type: none"> • AICUZ Map • JLUS Recommendation: Evaluation 	2015	
10.	Homeless Strategy	CC	3
	<ul style="list-style-type: none"> • Evaluation Report • Shelter • Services 		

► Management in Progress 2016 – 2017		
1.	Heirs Property Public Awareness	2015
2.	Northern Regional Plan: Implementation	2015

► On the Horizon 2017 – 2021		
1.	Transfer of Development Rights	OTH
2.	Street Lighting Plan for Collectors/Arterials County Roads	OTH

SECTION 10

ACTION AGENDA 2016 – 2017

Strategic Plan Update

STRATEGIC PLAN UPDATE

Not a List to be

Forgotten Tomorrow

STRATEGIC PLAN

is an Ongoing Process

that Produces Results

with Performance Accountability

Discussion Purposes

Clarity of Direction



Focus Expectations



Identify “Deliverables”



Define Responsibility

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 county governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE COUNTY'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 COUNTY; 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, county 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 2016 – 2017 Targets for Action

TOP PRIORITY

**County Economic Development Policy Framework
Detention Center Study
Windmill Harbour Entrance Solution
Bridge Replacement Plan (Hilton Head Island)
Capital Project Sales Tax
Health Insurance Cost Containment/Affordable Care Act
Retiree Healthcare Policy**

HIGH PRIORITY

**Affordable/Workforce Housing
Comprehensive Impact Fee Review/Reassessment
Stormwater Management Program
Solid Waste Curbside Pick Up/Recycling/Convenience
Centers/Landfill
Comprehensive Financial Plan: Revenues and Expenditures
Quick Response Vehicles
Ditch Maintenance and Drainage Policy
Comprehensive Plan for County-owned Land**

Beaufort County Policy Agenda 2016 – 2017

► Targets for Action

	PRIORITY	PRIORITY	
		TOP	HIGH
1. County Economic Development Policy Framework	Top	9	-
2. Detention Center Study	Top	7	-
3. Windmill Harbour Entrance Solution	Top	7	-
4. Bridge Replacement Plan (Hilton Head Island)	Top	7	-
5. Capital Project Sales Tax	Top	6	-
6. Health Insurance Cost Containment/Affordable Care Act	Top	6	-
7. Retiree Healthcare Policy	Top	6	
8. Affordable/Workforce Housing	High	2	7
9. Comprehensive Impact Fee Review/Reassessment	High	0	7
10. Stormwater Management Program	High	4	6
11. Solid Waste Curbside Pick Up/Recycling/Convenience Centers/Landfill	High	3	6
12. Comprehensive Financial Plan: Revenues and Expenditures	High	3	6
13. Quick Response Vehicles	High	3	6
14. Ditch Maintenance and Drainage Policy	High	2	6
15. Comprehensive Plan for County-owned Land	High	1	6
16. Business License: Direction on Funding Source for Economic Development		1	5
17. Sidewalks/Biking in Rural Areas Plan and Funding		3	4
18. Heritage/Historic Tourism Plan		3	4
19. Daufuskie Island Public Improvements		3	4
20. Pepper Hall Plantation Site		2	4
21. Salary and Compensation Study and Implementation Funding		4	3
22. Creek Restoration: Progressive Projects for Saltwater, Quality, Recommendations		1	3
23. Comprehensive Plan: Update		1	3

► **Targets for Action** *(Continued)*

- 24. Capitalizing on Jasper Port Opportunities for Beaufort County
- 25. Long-term County Offices Plan/Strategy
- 26. Tree Ordinance: Evaluation Report, Revision

	PRIORITY	
PRIORITY	TOP	HIGH
	1	2
	0	2
	2	1

**Beaufort County
Management Agenda 2016 – 2017
Targets for Action**

TOP PRIORITY

**Arthur Horne Building
PALS Transfer to Town of Hilton Head Island
County Facilities Condition Assessment and Plan
Countywide Information Technology Evaluation Report
Connectivity in Rural Areas/Wi-Fi Expansion
County Facilities Condition Assessment and Plan**

HIGH PRIORITY

**Residential Homes (2) (South)
Management Succession Plan
Okatie River Restoration: Direction and Funding
May River
Smoke Free Campus
Software Review
Community Development Code: Refinements**

Beaufort County Management Agenda 2016 – 2017

► **Targets for Action**

1. Arthur Horne Building
2. PALS Transfer to Town of Hilton Head Island
3. County Facilities Condition Assessment and Plan
4. Countywide Information Technology Evaluation Report
5. Connectivity in Rural Areas/Wi-Fi Expansion
6. Physical Security Plan for County Facilities
7. Residential Homes (2) (South)
8. Management Succession Plan
9. Okatie River Restoration: Direction and Funding
10. May River
11. Smoke Free Campus
12. Software Review
13. Community Development Code: Refinements

PRIORITY	
PRIORITY	TOP
Top	10
Top	9
Top	8
Top	7
Top	6
Top	6
High	5
High	5
High	3
High	2
High	1
High	0
High	0

Beaufort County Management in Progress 2016 – 2017

1. MUNIS Software: Update
2. Library Webpage: Upgrade
3. Debris Management Plan: Update
4. Legislative Program: 2016 – 2017
5. Employee Manual: Update
6. South Carolina Retirement Plan: Liability
7. Planning and Zoning Website: Citizen Tracking of Projects/Issues
8. IT Reorganization
9. 2017 Reassessment Preparation
10. Library KAJEET Smartspot Education Broadband: Expansion
11. Library Launch Pad: Expansion
12. Library Strategic Plan
13. Workers' Compensation Evaluation
14. 450th Year Celebration of Santa Elena – “Spring Tour”
15. “First Shore” – Tours Series
16. MOU with St. James Baptist Church
17. Lady's Island Airport Private Hangar Proposal
18. CRS FEMA Audit: 6 or Better Rating

19. 2016 FEMA Flood Maps
20. Building Online
21. Water Quality Office: Agreement with USCB
22. Tree History Report
23. County Five-Year Energy Recovery/Improvement Plan
24. Ambulance Purchase
25. Power Stretchers (12)
26. Heirs Property Public Awareness
27. Northern Regional Plan: Implementation

Beaufort County Major Projects 2016 – 2017

1. Hilton Head Island Airport Project: FAA Safety Improvements
2. Spec Building
3. U.S. Highway 17
4. Flyover: Design, Bid
5. St. Gregory the Great Church Catholic Access
6. Buckwalter Regional Park Recreation Center Expansion: Phase II
7. Myrtle Park Administrative Complex Improvements
8. Daufuskie Island Fishing Pier Improvements
9. Broad River Fishing Pier Improvements
10. Animal Services/Shelter Building

**Beaufort County
Action Outlines 2016 – 2017**

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
---------------	---

ACTION: CAPITAL PROJECT SALES TAX	PRIORITY												
	<i>Policy – Top</i>												
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 30%;"><u>Key Issues</u></th> <th style="text-align: left; width: 40%;"><u>Activities/Milestones</u></th> <th style="text-align: left; width: 30%;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td>• County Project List</td> <td>1. Finalize County Project Report</td> <td>--</td> </tr> <tr> <td>• Ballot Measure</td> <td>2. Report from Commission</td> <td>5/16</td> </tr> <tr> <td>• Relations to CIP</td> <td>3. Finalize Ballot Measure</td> <td>8/16</td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	• County Project List	1. Finalize County Project Report	--	• Ballot Measure	2. Report from Commission	5/16	• Relations to CIP	3. Finalize Ballot Measure	8/16	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>											
• County Project List	1. Finalize County Project Report	--											
• Ballot Measure	2. Report from Commission	5/16											
• Relations to CIP	3. Finalize Ballot Measure	8/16											
Responsibility: Executive													

ACTION: HEALTH INSURANCE COST CONTAINMENT/AFFORDABLE CARE ACT	PRIORITY															
	<i>Policy – Top</i>															
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 30%;"><u>Key Issues</u></th> <th style="text-align: left; width: 40%;"><u>Activities/Milestones</u></th> <th style="text-align: left; width: 30%;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td>• Self Insurance</td> <td>1. Finalize report with options</td> <td></td> </tr> <tr> <td>• State Insurance</td> <td>2. Council Workshop</td> <td>3/16</td> </tr> <tr> <td>• Competitive Bid</td> <td>3. Council Decision: Direction</td> <td>5/16</td> </tr> <tr> <td></td> <td>4. Incorporate in FY 2017 Budget</td> <td>6/16</td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	• Self Insurance	1. Finalize report with options		• State Insurance	2. Council Workshop	3/16	• Competitive Bid	3. Council Decision: Direction	5/16		4. Incorporate in FY 2017 Budget	6/16	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>														
• Self Insurance	1. Finalize report with options															
• State Insurance	2. Council Workshop	3/16														
• Competitive Bid	3. Council Decision: Direction	5/16														
	4. Incorporate in FY 2017 Budget	6/16														
Responsibility: Finance																

ACTION: RETIREE HEALTHCARE POLICY

PRIORITY
<i>Policy – Top</i>

Key Issues

- Costs
- Funding
- Fire Districts
- Sheriff
- County Retirees
- Options
- Relations to Affordable Care Act

Activities/Milestones

1. Finalize report
2. Council Workshop
3. Council Decision: Direction, Funding

Time

- 2/16
3/16
4/16

Responsibility: Finance

ACTION: COMPREHENSIVE IMPACT FEE REVIEW/REASSESSMENT

PRIORITY
<i>Policy – High</i>

Key Issues

- Purposes
- Types
- Revenues/Expenditures
- Rates
- Impacts on Economic Development, Housing Development
- Who Pays for Growth

Activities/Milestones

1. Review historic review
2. Prepare report with recommendations
3. Council: Decision
4. Decision: Direction

Time

- 4/16/16
6/16/15

Responsibility: Finance

ACTION: SOLID WASTE CURBSIDE PICK UP/ RECYCLING/CONVENIENCE CENTERS/ LANDFILL

PRIORITY
<i>Policy – High</i>

Key Issues

Activities/Milestones

1. Prepare Final Draft Plan
2. Council Decision: Direction

Time

- 5/16

Responsibility: Public Facility

ACTION: COMPREHENSIVE FINANCIAL PLAN: REVENUES AND EXPENDITURES		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • 3-Year • 5-Year 	<ol style="list-style-type: none"> 1. Develop Projections 2. Council Presentation: Financial Plan 	10/16
Responsibility: Finance		

ACTION: SALARY AND COMPENSATION STUDY AND IMPLEMENTATION FUNDING		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Job Description • Market Analysis • Workers' Compensation 	<ol style="list-style-type: none"> 1. Receive Report 2. Develop Policy Framework 3. Council Decision: Policy Direction, Funding 	 4/16 6/16
Responsibility: Finance		

ACTION: PALS TRANSFER TO TOWN OF HILTON HEAD ISLAND		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Transfer Land • County Role 	<ol style="list-style-type: none"> 1. Meet with Town and Island Recreation 2. Response from Town of Hilton Head Island 3. Prepare Report: Transfer Land and Contract for Parks and Recreation Services 	 Completed TBD TBD
Responsibility: County Administrator		

ACTION: CONNECTIVITY IN RURAL AREAS/WI-FI EXPANSION	PRIORITY	
	<i>Mgmt – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Report: Council	6/16
	2. Council Decision: Direction	6/16
Responsibility: Community Services/Library Director		

ACTION: MANAGEMENT SUCCESSION PLAN	PRIORITY	
	<i>Mgmt – High</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Review Job Description – Clerk to County Council	6/16
	2. Report: Finance	7/16
	3. Develop County Administrator Process	8/16
Responsibility: County Administrator		

ACTION: SMOKE FREE CAMPUS	PRIORITY	
	<i>Mgmt – High</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Committee Report	2/16
	2. Council Decision: Direction	3/16
Responsibility: Community Services/County Administrator		

ACTION: SOFTWARE REVIEW	PRIORITY	
	<i>Mgmt – High</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Report: Finance	7/16
Responsibility: County Administrator		

► **Management in Progress 2016 – 2017**

1. MUNIS Software: Update	2015
2. Library Webpage: Upgrade	2015
3. Debris Management Plan: Update	2015
4. Legislative Program: 2016 – 2017	2015
5. Employee Manual: Update	2015
6. South Carolina Retirement Plan: Liability	Fin
7. Planning and Zoning Website: Citizen Tracking of Projects/ Issues	NR
8. IT Reorganization	Adm
9. 2017 Reassessment Preparation	Adm
10. Library KAJEET Smartspot Education Broadband: Expansion	Lib
11. Library Launch Pad: Expansion	Lib
12. Library Strategic Plan	Lib
13. Workers' Compensation Evaluation	OTH

GOAL 2**GROWING, DIVERSIFIED REGIONAL ECONOMY****ACTION: COUNTY ECONOMIC DEVELOPMENT
POLICY FRAMEWORK****PRIORITY***Policy – Top*Key Issues

- Plan
- Policy Framework
- Funding
- Alliance Direction
- Structure
- Roles and Responsibilities
- Advisory Referendum on Economic Development

Activities/Milestones

1. Convene Temporary Board
2. Select Facilitator Council: Report
3. Council: Report
4. Engage alliance – gather date/information
5. Prepare Policy Framework Plan, Funding
6. Council Presentation

Time

2/16
2/16
4/16
5/16
6/16

Responsibility: Governmental

**ACTION: BUSINESS LICENSE: DIRECTION ON
FUNDING SOURCE FOR ECONOMIC
DEVELOPMENT****PRIORITY***Policy*Key Issues

- State Actions
- Direction
- Support for Economic Development Plan
- Impact on Municipalities

Activities/Milestones

1. Prepare report
2. Council Decision: Funding Source for Economic Development

Time

9/16
10/16

Responsibility: Finance

ACTION: HERITAGE/HISTORIC TOURISM PLAN

PRIORITY
<i>Policy</i>

Key Issues

- County Role
- Level of Participation
- Partners
- County Action
- Funding
- Visitor Centers (3)

Activities/Milestones

1. Council Report: Quarterly
2. Prepare Plan
3. Council Presentation: Plan

Time

- 4/16
7/16
8/16

Responsibility: Governmental

ACTION: CAPITALIZING ON JASPER PORT OPPORTUNITIES FOR BEAUFORT COUNTY

PRIORITY
<i>Policy</i>

Key Issues

- Economic Interest
- County Role
- County Actions
- Infrastructure Impacts

Activities/Milestones

1. Monitor activity
2. Council Report: Quarterly

Time

- Ongoing
4/16

Responsibility: Governmental

► Management in Progress 2016 – 2017

- | | |
|--|-----|
| 1. 450 th Year Celebration of Santa Elena – “Spring Tour” | G |
| 2. “First Shore” – Tours Series | G |
| 3. MOU with St. James Baptist Church | Adm |
| 4. Lady’s Island Airport Private Hangar Proposal | Adm |

► Major Projects 2015

- | | |
|--|------------|
| 1. Hilton Head Island Airport Project: FAA Safety Improvements | CC
2015 |
| 2. Spec Building | 2015 |

GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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ACTION: STORMWATER MANAGEMENT PROGRAM		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Regulatory Ordinance • Credit Manual Adjustment • Project Priority • Monitor Frequency 	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Finalize Ordinance draft 2. Council Decision: Ordinance 3. Council Decision: Project Priority 	<u>Time</u> <p>5/16 6/16 10/16</p>
Responsibility: Natural Resources		

ACTION: DITCH MAINTENANCE AND DRAINAGE POLICY		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • County Responsibility • Policy Direction • Funding • State Roads – Ditch Cleaning • Maintenance Schedule • 5-Year Maintenance • Relationship to Stormwater 	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Develop Plan for Ditch Cleaning – Current Work Program 2. Committee: Presentation 3. Council: Direction, Funding 4. Discuss with State Delegation 	<u>Time</u> <p>6/16 7/16 TBD TBD</p>
Responsibility: Public Facilities		

ACTION: CREEK RESTORATION: PROGRESSIVE PROJECTS FOR SALTWATER, QUALITY, RECOMMENDATIONS

PRIORITY
<i>Policy</i>

Key Issues

- County Role
- County Responsibility
- Projects
- County Actions

Activities/Milestones

1. Monthly Reports on Projects
2. Progressive Projects for Saltwater Quality
3. Report with Recommendations
4. Committee: Review
5. Council Decision: Direction

Time

- Ongoing
7/16
8/16
9/16
10/16

Responsibility: Natural Resources

ACTION: TREE ORDINANCE: EVALUATION REPORT, REVISION

PRIORITY
<i>Policy</i>

Key Issues

- Types of Trees
- Re-Planting Guidelines
- Tree Cutting Policy
- Degree of Regulation
- Relationship to Municipal Ordinance

Activities/Milestones

1. Complete Evaluation Report: Problems
2. Revise Tree Ordinance
3. Council Decision: Revised Ordinance Adoption

Time

- 4/16
4/16
7/16

Responsibility: Natural Resources

ACTION: OKATIE RIVER RESTORATION: DIRECTION AND FUNDING

PRIORITY
<i>Mgmt – High</i>

Key Issues

Activities/Milestones

Time

Responsibility: County Administrator

ACTION: MAY RIVER

PRIORITY

Mgmt – High

Key Issues

Activities/Milestones

Time

1. Monitor Actions by Town of Bluffton

Responsibility: County Administrator

► **Management in Progress 2016 – 2017**

- | | |
|--|------|
| 1. CRS FEMA Audit: 6 or Better Rating | 2015 |
| 2. 2016 FEMA Flood Maps | 2015 |
| 3. Building Online | 2015 |
| a) Secure Portal for Contractors | |
| b) Permit Application for Registered Use | |
| c) Payment Processing | |
| 4. Water Quality Office: Agreement with USCB | 2015 |
| 5. Tree History Report | Adm |

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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ACTION: DETENTION CENTER STUDY		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Overall Direction • Link to Campus Plan • Juvenile Detention to Columbia 	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Decision: Award Contract 2. Complete Study 3. Council Presentation: Study 4. Council Decision: Direction 5. Council Decision: Funding 	<u>Time</u> <p>2/16 10/16 11/16 12/16 TBD</p>
Responsibility: Public Facilities		

ACTION: WINDMILL HARBOUR ENTRANCE SOLUTION		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Permits • Funding: Capital Project Sales Tax/ Funding Options • Engineering Design • Residents’ Expectations • Alternatives • Roundabouts/Two Lights • Public Safety 	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Secure Permits 2. Council Decision: Direction and Engineering 3. Contract for Engineering 4. Council Decision: Funding Mechanism 	<u>Time</u> <p>2/16 3/16 6/17</p>
Responsibility: Public Facilities		

ACTION: BRIDGE REPLACEMENT PLAN (HILTON HEAD ISLAND)

PRIORITY
<i>Policy – Top</i>

Key Issues

- Scope
- Design
- Funding

Activities/Milestones

1. Define Project Scope
2. Decision: Capital Project Sales Tax
3. Secure SCDOT Project List

Time

- TBD
TBD
TBD

Responsibility: Public Facilities

ACTION: QUICK RESPONSE VEHICLES

PRIORITY
<i>Policy – High</i>

Key Issues

- Funding

Activities/Milestones

1. Incorporate in FY 2017 Budget
2. Decision: Funding in FY 2017 Budget

Time

- 6/16
6/16

Responsibility: Governmental County Administrator

ACTION: DAUFUSKIE ISLAND PUBLIC IMPROVEMENTS

PRIORITY
<i>Policy</i>

Key Issues

- Additional Restrooms
- Park
- Project Priority
- Funding
- Audits
- Lease
- County Role
- CDBG Relationship
- Project: Capital Project Sales Tax List

Activities/Milestones

1. Complete study
2. Prepare report
3. Council Decision: Project Direction, Priority, Funding

Time

- 5/16
5/16
6/16

Responsibility: Public Facilities

**ACTION: LONG-TERM COUNTY OFFICES
PLAN/STRATEGY**

PRIORITY
<i>Policy</i>

Key Issues

- Direction
- Funding
- Facilities
- Relationship to City of Beaufort
- Needs Assessment

Activities/Milestones

1. Council Decision: FY 2018 Budget for Plan Development
2. Identify/evaluate options
3. Prepare plan
4. Council Presentation: Plan

Time

6/17
TBD
TBD
TBD

Responsibility: Executive

ACTION: ARTHUR HORNE BUILDING

PRIORITY
<i>Mgmt – Top</i>

Key Issues

Activities/Milestones

1. Council Report: Direction

Time

2/16

Responsibility: County Administrator

**ACTION: COUNTY FACILITIES CONDITION
ASSESSMENT AND PLAN**

PRIORITY
<i>Mgmt – Top</i>

Key Issues

Activities/Milestones

1. Prepare Report on Condition and Life Expectancy
2. Presentation: Report

Time

12/16
1/17

Responsibility: Public Facilities

**ACTION: COUNTYWIDE INFORMATION TECHNOLOGY
EVALUATION REPORT**

PRIORITY

Mgmt – Top

Key Issues

- Funding

Activities/Milestones

1. Council Report

Time

6/16

Responsibility: County Administrator

**ACTION: PHYSICAL SECURITY PLAN FOR COUNTY
FACILITIES**

PRIORITY

Mgmt

Key Issues

- Funding

Activities/Milestones

1. Develop Plan
2. Council Decision: Funding in FY 2017
Budget

Time

5/16

6/16

Responsibility: County Administrator

► **Management in Progress 2016 – 2017**

- | | |
|--|------|
| 1. County Five-Year Energy Recovery/Improvement Plan | 2015 |
| 2. Ambulance Purchase | Adm |
| 3. Power Stretchers (12) | Adm |

► **Major Projects 2015**

1. U.S. Highway 17	2015
2. Flyover: Design, Bid	2015
3. St. Gregory the Great Catholic Church Access	2015
• Permit	
• Construction	
4. Buckwalter Regional Park Recreation Center Expansion: Phase II	Adm 2015
5. Myrtle Park Administrative Complex Improvements	Adm 2015
6. Daufuskie Island Fishing Pier Improvements	2015
7. Broad River Fishing Pier Improvements	2015
8. Animal Services/Shelter Building	CC OTH

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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ACTION: AFFORDABLE/WORKFORCE HOUSING		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • County’s Role • Definition/Scope • County Actions • Lowcountry Affordable Housing Coalition 	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Evaluate needs and current programs and options 2. Review current policies 3. Review State Regulations 4. Prepare Committee Report with Options 5. Council: Presentation 6. Council Decision: Directions, Actions 	<u>Time</u> <p>7/16</p> <p>7/16</p> <p>7/16</p> <p>8/16</p> <p>9/16</p> <p>10/16</p>
Responsibility: Natural Resources		

ACTION: COMPREHENSIVE PLAN FOR COUNTY OWNED LAND		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Use • Sale 	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Review Inventory 2. Committee of the Whole Decision: Direction, Next Steps 	<u>Time</u> <p>4/16</p> <p>5/16</p>
Responsibility: Chair/Committee of the Whole		

ACTION: PEPPER HALL PLANTATION SITE		PRIORITY
		<i>Policy</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Rezoning • Development Agreement 	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Decision: Rezoning 2. Decision: Development Agreement 	<u>Time</u> <p>TBD</p> <p>TBD</p>
Responsibility: Natural Resources		

ACTION: SIDEWALKS/BIKING IN RURAL AREAS PLAN AND FUNDING

PRIORITY
<i>Policy</i>

Key Issues

- Plan
- Projects
- Funding

Activities/Milestones

1. Committee Discussion: Sidewalks and Biking Projects

Time

Ongoing

Responsibility: Public Facilities

ACTION: COMPREHENSIVE PLAN: UPDATE

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

1. Planning Commission: Review
2. Committee Review: Planning Commission Recommendation
3. Council Decision: Plan Adoption
4. Develop Public Information Program

3/16
2/16 – 4/16
6/16

Responsibility: Natural Resources

ACTION: PARK POTENTIAL DEVELOPMENT
A. OKATIE REGIONAL PRESERVE (8/16)
B. NEW RIVER PARK – PLAN (8/16)
C. CRYSTAL LAKE PARK (3/16)
D. FORT FREMONT (8/16)

PRIORITY
<i>Policy</i>

Key Issues

- Goals
- Direction
- Annual Maintenance
- Park Fee: Direction
- Funding: Okatie Regional Park

Activities/Milestones

1. Prepare Evaluation Report
2. Presentation
3. Council Decision: Direction

Time

Ongoing
Ongoing
3/16
8/16

Responsibility: Natural Resources

ACTION: RESIDENTIAL HOMES (2) (SOUTH)		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Council Decision: FY 2017 Budget	6/17
Responsibility: Community Services		

ACTION: COMMUNITY DEVELOPMENT CODE: REFINEMENTS		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Monitor/evaluate impacts	Ongoing
	2. Prepare report with recommended changes	Ongoing
	3. Council Decision: Code Amendments	Ongoing
	4. Preparation: Annual Review	
	5. Council Presentation: Annual Report	12/16
		12/16
Responsibility: Natural Resources		

► Management in Progress 2016 – 2017		
1.	Heirs Property Public Awareness	2015
2.	Northern Regional Plan: Implementation	2015

Policy Calendar 2016 – 2017
County Council
Beaufort County

MONTH

February 2016

1. Decision: Engineering Contract for Windmill Harbour Entrance
2. Report: Arthur Horne Building

MONTH

March 2016

1. Workshop: Health Insurance Cost Containment Options
2. Workshop: Retiree Healthcare
3. Decision: Smoke Free County Campus
4. Natural Resources: Comprehensive Plan Update – Review
5. Decision: Crystal Lake Park Development

MONTH

April 2016

1. Discussion: Comprehensive Impact Fee Report
2. Decision: Health Insurance Direction
3. Decision: Retiree Healthcare
4. Report Economic Development – Report – Update
5. Report: Heritage/Historic Tourism Report – Update
6. Report: Capitalizing on Jasper Port

MONTH

May 2016

1. Decision: Solid Waste Curbside Pick-up Direction
2. Decision: Stormwater Management Regulatory Ordinance
3. Committee of the Whole: Comprehensive Plan for County-owned Land

MONTH

June 2016

1. Impact Fee Direction
2. Decision: Salary and Compensation Direction
3. Decision: Connectivity in Rural Areas/Wi-Fi Expansion
4. Presentation: Economic Development Policy and Plan
5. Decision: Funding Mechanism for Windmill Harbour Entrance
6. Decision: Quick Response Vehicles Funding – FY 2017 Budget
7. Decision: Daufuskie Island Public Improvements Direction and Funding
8. Report: Countywide Information Technology Plan
9. Decision: Physical Security Plan for County Facilities Funding in FY 2017 Budget
10. Decision: Comprehensive Plan Update

MONTH

July 2016

1. Finance: Management Succession Plan Report
2. Finance: Software Review Report
3. Public Facilities: Ditch Maintenance and Drainage Policy Presentation
4. Decision: Revised Tree Ordinance

MONTH

August 2016

1. Decision: Capital Project Sales Tax Ballot Measure

2. Presentation: Heritage/Historic Tourism Plan

3. Decision: A.) Okatie Regional Preserve Plan
B.) New River Park – Plan
C.) Fort Fremont

MONTH

September 2016

1. Natural Resources: Creek Restoration Report
2. Presentation: Affordable/Workforce Housing

MONTH

October 2016

1. Presentation: Financial Plan
2. Decision: Business License – Funding Source for Economic Development
3. Decision: Stormwater Project Priority
4. Decision: Creek Restoration Direction
5. Decision: Affordable/Workforce Housing Direction

MONTH

November 2016

1. Presentation: Detention Center Study

MONTH

December 2016

1. Decision: Detention Center Direction
2. Presentation: Community Development Code Annual Report

MONTH

January 2017

1. Presentation: County Facilities Condition Assessment Report

SECTION 11

GOVERNANCE: COUNTY COUNCIL IN ACTION

Governance Topics: County Council Interviews

1. Boards/Committees: Evaluation (including membership, term limits, purposes, work program, meeting times, etc.)
2. Respect for Professional Staff
3. Chairs: Agenda vs. Council Agenda
4. Relations with County Administration
5. Project Management
6. Performance Appraisal Process: Revision

County Council Success and Desired Image

▶ **County Council Success means . . .**

▶ **County Council Desired Image means . . .**

House Rules

Our Code of Conduct

Council Chair: Expectations and Actions

► Expectations

► Actions

Council Vice Chair: Expectations and Actions

► Expectations

► Actions

Executive Committee: Purposes and Actions

▶ Purposes

▶ Actions

Committees: Purposes and Actions

► Purposes

► Actions

Committee Chairs: Expectations and Actions

► Expectations

► Actions