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[Leader's Guide 2018](#)

[Performance Report 2017](#)

2018



Beaufort County: Strategic Plan

BEAUFORT COUNTY VISION

*Beaufort County will continue to be
one of the most*

desirable places in the United States to live,

work and enjoy a sense of community

in a culturally diverse coastal setting

GOALS 2023

Growing, Diversified Regional Economy

Financially Sound County Providing Quality Core
Services Efficiently

Upgraded County Infrastructure and Facilities

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

More Sustainable County through Planned,
Managed Development

POLICY AGENDA 2018

Top Priority

Business License Fee: Direction
Regional Stormwater Management
Economic Development Corporation: Next Steps
Comprehensive Impact Fees Update
Sales Tax Referendum 2018
U.S. Highway 278 Expansion/Improvements
Litter Control/Reduction Action Plan
Affordable Housing Strategy and Actions

High Priority

Daufuskie Island Public Improvements
County Government County Manager
Form of Government
Solid Waste Curbside Pick Up/Recycling
Historic Tourism Destination: Development
Beaufort Memorial Hospital –
Indigent Healthcare Funding
Community Development Code/Comprehensive
Plan/Future Land Use Map
USCB/TCL Campus: Development/Expansion
Rivers and Creeks Water Quality: Evaluation
Passive County Parks: Direction

MANAGEMENT AGENDA 2018

Top Priority

County Road with Municipalities
“One Stop” Shop for Business: Expansion
FEMA Reimbursement
County Stormwater Management Program
CAFR – Financial Report for 2017
Employee Wellness Program
U.S. Highway 278 Corridor (Gateway): Environmental
Assessment for Bridge

High Priority

County Employee Satisfaction Survey
County Employee Clinic
Ditch Maintenance and Drainage Policy
County Facilities Condition Assessment and Plan
Residential Homes: Build
Salary and Compensation Study: Implementation
Pension: Annual Funding

MANAGEMENT IN PROGRESS 2018

Hilton Head Island Airport Project: FAA Safety Improvements	Public Safety Radios
MUNIS Software	County Five-Year Energy Recovery/Improvement Plan
Debris Management Plan: Update	FEMA Maps
Legislative Program; 2018 – 2019	Sea Level Rise Monitoring: Report
Planning & Zoning Website: Project Tracking by Citizens	Building Permits Online
Library Strategic Plan	Housing Coordinator: Hiring
Performance Metrics: Development	Passive Parks Coordinator: Hiring
Quick Response Vehicle	Heirs Property Public Awareness
	Northern Regional Plan: Implementation

MAJOR PROJECTS 2018

Arthur Horne Building	Battery Creek Stormwater Project
Administrative Building: Re-Skinning	Shell Point Stormwater Project
Windmill Harbour Entrance Project	St. Helena Island Stormwater Project
Passive Park for Fort Fremont	Lady's Island Stormwater Project
Pinckney Island Improvements	Crystal Lake Passive Park
U.S. Highway 17	Fort Fremont Passive Park
Broad River Fishing Pier Improvements	Okatie Regional Preserve
Voter Registration Building	New River Park
Okatie Stormwater Project	

BEAUFORT COUNTY GOVERNMENT: MISSION

Beaufort County Government exists to

serve the people of Beaufort County

in a cost effective manner, so all our citizens may enjoy

and appreciate a protected quality of life,

natural and developed resources in a coastal environment,

a diverse heritage and economic well being

STRATEGIC PLAN

2018 → 2023 → 2033

EXECUTIVE SUMMARY

Chairman and County Council



Beaufort County, South Carolina
February 2018



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STRATEGIC FRAMEWORK

VISION 2033

“Desired Destination for Beaufort County”

PLAN 2023

“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 VISION

***Beaufort County will continue to be one of the most
desirable places in the United States to live,
work and enjoy a sense of community
in a culturally diverse coastal setting***

***BEAUFORT COUNTY GOVERNMENT:
MISSION***

***Beaufort County Government exists to
serve the people of Beaufort County
in a cost effective manner,
so all our citizens may enjoy
and appreciate a protected quality of life,
natural and developed resources
in a coastal environment,
a diverse heritage and economic well being***

Beaufort County Goals 2023

Growing, Diversified Regional Economy

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

Upgraded County Infrastructure and Facilities

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

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

GOAL 1

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 paths
7. Establish trust among economic development partners: Economic Development Corporation, County, Municipalities

► **Short-Term Challenges and Opportunities**

1. Working and building trust with other governments: municipalities and counties
2. Funding mechanism for economic development
3. Creating a positive environment for business investment and growth
4. Tapping the potential of “Heritage Tourism”
5. Availability of workforce and housing
6. Balancing business development and economic growth with protection of natural resources
7. Defining what is “real” economic development with outcome-based metrics and performance standards

► **Actions 2018**

Policy Agenda

- 1. Business License Fee: Direction Top Priority
- 2. Economic Development Corporation: Next Steps Top Priority
- 3. Historic Tourism Destination: Development High Priority
 - a. Mitchelville Development
 - b. Penn Center Development
- 4. USCB/TCL Campus: Development/Expansion High Priority
 - a. Steps Academic Building
 - b. Regional Workforce Center

Management Agenda

- 1. “One Stop” Shop for Business: Expansion Top Priority

Management in Projects

- 1. Hilton Head Island Airport Project: FAA Safety Improvements

GOAL 2

**FINANCIALLY SOUND COUNTRY 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 strong bond rating
4. Continue to 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. Federal and State legislative actions impacting Beaufort County revenues, services and capital projects
2. Cost of living in Beaufort County
3. Providing services for those who need or are dependent on County services
4. Retaining a top quality Beaufort County workforce with competitive compensation
5. Increasing demands for County services and facilities by residents
6. Increasing interest rates
7. Defining the role of County government, service responsibilities/levels and relationship to municipalities
8. Potential increases in costs: healthcare, raw materials, and outside contracts

► **Actions 2018**

Policy Agenda

- | | |
|---|---------------|
| 1. Comprehensive Impact Fees Update | Top Priority |
| 2. Sales Tax Referendum 2018 | Top Priority |
| 3. County Government County Manager Form of Government | High Priority |
| 4. Solid Waste Curbside Pick Up/Recycling | High Priority |
| 5. Beaufort Memorial Hospital – Indigent Healthcare Funding | High Priority |

Management Actions

- | | |
|--|---------------|
| 1. FEMA Reimbursement | Top Priority |
| 2. CAFR – Financial Report for 2017 | Top Priority |
| 3. Employee Wellness Program | Top Priority |
| 4. County Employee Satisfaction Survey | High Priority |
| 5. County Employee Clinic | High Priority |
| 6. Salary and Compensation Study: Implementation | High Priority |
| 7. Pension: Annual Funding | High Priority |

Management In Progress

1. MUNIS Software
2. Debris Management Plan: Update
3. Legislative Program; 2018 – 2019
4. Planning & Zoning Website: Project Tracking by Citizens
5. Library Strategic Plan
6. Performance Metrics: Development

GOAL 3

UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

► Objectives

1. Develop County Campus/Complex
2. Upgrade quality of public roads to County standards “D” or better
3. Replace Hilton Head Island Bridges to SCDOT Priority
4. Expand sewer system to replace septics (in coordination with Beaufort/Jasper Water and Sewer) as defined by the community
5. Expand sidewalks along designated roads
6. Define, plan, develop all types of infrastructure to support future growth and development

► Short-Term Challenges and Opportunities

1. Growth impact on roads
2. Devolution of roads to municipalities
3. County investing in infrastructure for future growth
4. Aging County facilities needing major repairs and/or replacement
5. Determining funding mechanism and who should pay for projects
6. Reduced funding for roads from Federal government and State of South Carolina
7. Prioritizing and funding County infrastructure and facilities projects
8. Traffic volume and road capacity
9. Funding for operations and ongoing maintenance
10. Increasing energy efficiency of County buildings and facilities

► **Actions 2018**

Policy Agenda

- | | |
|--|---------------|
| 1. U.S. Highway 278 Expansion/Improvements | Top Priority |
| 2. Daufuskie Island Public Improvements | High Priority |
| 3. Passive County Parks: Direction | High Priority |

Management Agenda

- | | |
|---|---------------|
| 1. County Road with Municipalities | Top Priority |
| 2. U.S. Highway 278 Corridor (Gateway): Environmental Assessment for Bridge | Top Priority |
| 3. County Facilities Condition Assessment and Plan | High Priority |

Management In Progress

1. Quick Response Vehicle
2. Public Safety Radios
3. County Five-Year Energy Recovery/Improvement Plan

Major Projects

1. Arthur Horne Building
2. Administrative Building: Re-Skinning
3. Windmill Harbour Entrance Project
4. Passive Park for Fort Fremont
5. Pinckney Island Improvements
6. U.S. Highway 17
7. Broad River Fishing Pier Improvements
8. Voter Registration Building

GOAL 4

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

► **Short-Term Challenges and Opportunities**

1. Sprawl development and impervious surfaces impacting water quality and natural resources
2. Impact of rapid growth
3. Opening up rural and critical lands for public uses
4. Potential of regional stormwater management
5. Preserving and enhancing water quality
6. Increasing amount of litter
7. Managing the watershed

► **Actions 2018**

Policy Agenda

- | | |
|--|---------------|
| 1. Regional Stormwater Management | Top Priority |
| 2. Litter Control/Reduction Action Plan | Top Priority |
| 3. Rivers and Creeks Water Quality: Evaluation | High Priority |

Management Actions

- | | |
|--|---------------|
| 1. County Stormwater Management Program | Top Priority |
| 2. Ditch Maintenance and Drainage Policy | High Priority |

Management in Progress

1. FEMA Maps
2. Sea Level Rise Monitoring: Report
3. Building Permits Online

Major Projects

1. Okatie Stormwater Project
2. Battery Creek Stormwater Project
3. Shell Point Stormwater Project
4. St. Helena Island Stormwater Project
5. Lady's Island Stormwater Project

GOAL 5

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

► Objectives

1. Develop effective relations with adjacent counties and 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 affordable and workforce housing
6. Improve customer service during the development process

► Short-Term Challenges and Opportunities

1. Encouraging “SMART” growth principles and their application to Beaufort County
2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton, Hilton Head Island, and Military
3. Balancing personal property rights and regulations for community benefits
4. Understanding the Community Development Code and related processes
5. Adapting County land use and development regulations to each community
6. Rapid residential growth
7. Availability of affordable and workforce housing
8. Resolving annexation issues
9. Implementation of abandoned or deteriorated buildings and structures program
10. Addressing homeless and mental health issues

► **Actions 2018**

Policy Agenda

1. Affordable Housing Strategy and Actions
2. Community Development
Code/Comprehensive Plan/Future Land Use Map

Top Priority

High Priority

Management Actions

1. Residential Homes: Build

High Priority

Management in Progress

1. Housing Coordinator: Hiring
2. Passive Parks Coordinator: Hiring
3. Heirs Property Public Awareness
4. Northern Regional Plan: Implementation

Major Projects

1. Crystal Lake Passive Park
2. Fort Fremont Passive Park
3. Okatie Regional Preserve
4. New River Park

Beaufort County Policy Agenda 2018

TOP PRIORITY

Business License Fee: Direction
Regional Stormwater Management
Economic Development Corporation: Next Steps
Comprehensive Impact Fees Update
Sales Tax Referendum 2018
U.S. Highway 278 Expansion/Improvements
Litter Control/Reduction Action Plan
Affordable Housing Strategy and Actions

HIGH PRIORITY

Daufuskie Island Public Improvements
County Government County Manager Form of Government
Solid Waste Curbside Pick Up/Recycling
Historic Tourism Destination: Development
Beaufort Memorial Hospital – Indigent Healthcare Funding
**Community Development Code/Comprehensive
Plan/Future Land Use Map**
USCB/TCL Campus: Development/Expansion
Rivers and Creeks Water Quality: Evaluation
Passive County Parks: Direction

Beaufort County Management Agenda 2018

TOP PRIORITY

County Road with Municipalities
“One Stop” Shop for Business: Expansion
FEMA Reimbursement
County Stormwater Management Program
CAFR – Financial Report for 2017
Employee Wellness Program
**U.S. Highway 278 Corridor (Gateway): Environmental
Assessment for Bridge**

HIGH PRIORITY

County Employee Satisfaction Survey
County Employee Clinic
Ditch Maintenance and Drainage Policy
County Facilities Condition Assessment and Plan
Residential Homes: Build
Salary and Compensation Study: Implementation
Pension: Annual Funding

Beaufort County Management in Progress 2018

1. Hilton Head Island Airport Project: FAA Safety Improvements
2. MUNIS Software
3. Debris Management Plan: Update
4. Legislative Program; 2018 – 2019
5. Planning & Zoning Website: Project Tracking by Citizens
6. Library Strategic Plan
7. Performance Metrics: Development
8. Quick Response Vehicle
9. Public Safety Radios
10. County Five-Year Energy Recovery/Improvement Plan
11. FEMA Maps
12. Sea Level Rise Monitoring: Report
13. Building Permits Online
14. Housing Coordinator: Hiring
15. Passive Parks Coordinator: Hiring
16. Heirs Property Public Awareness
17. Northern Regional Plan: Implementation

Beaufort County Major Projects 2018

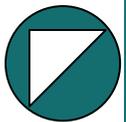
1. Arthur Horne Building
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4. Passive Park for Fort Fremont
5. Pinckney Island Improvements
6. U.S. Highway 17
7. Broad River Fishing Pier Improvements
8. Voter Registration Building
9. Okatie Stormwater Project
10. Battery Creek Stormwater Project
11. Shell Point Stormwater Project
12. St. Helena Island Stormwater Project
13. Lady's Island Stormwater Project
14. Crystal Lake Passive Park
15. Fort Fremont Passive Park
16. Okatie Regional Preserve
17. New River Park

STRATEGIC PLAN

2018 → 2023 → 2033



Beaufort County, South Carolina
February 2018



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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

***Beaufort County will continue to be one of the most
desirable places in the United States to live,
work and enjoy a sense of community
in a culturally diverse coastal setting***

***BEAUFORT COUNTY GOVERNMENT:
MISSION***

***Beaufort County Government exists to
serve the people of Beaufort County
in a cost effective manner, so all our citizens may enjoy
and appreciate a protected quality of life,
natural and developed resources in a coastal environment,
a diverse heritage and economic wellbeing***

BEAUFORT COUNTY PLAN FOR 2018 – 2023

Beaufort County Goals for 2023

Growing, Diversified Regional Economy

Financially Sound County Providing Quality Core Services Efficiently

Upgraded County Infrastructure and Facilities

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

More Sustainable County through Planned, Managed Development

Goal 1

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 paths
7. Establish trust among economic development partners: Economic Development Corporation, County, Municipalities

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 and building trust with other governments: municipalities and counties
2. Funding mechanism for economic development
3. Creating a positive environment for business investment and growth
4. Tapping the potential of “Heritage Tourism”
5. Availability of workforce and housing
6. Balancing business development and economic growth with protection of natural resources
7. Defining what is “real” economic development with outcome-based metrics and performance standards

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development
2. Producing tangible results: real new businesses, more value-added jobs
3. Strengthening/expanding the tourism base
4. Defining Beaufort County economic policies and tool kit
5. Cost of land in Beaufort County and availability of “ready” sites with infrastructure
6. Performance accountability and return on County investment
7. Link economic opportunities to USCB/TCL

POLICY ACTIONS 2018

- 1. Business License Fee: Direction Top Priority
- 2. Economic Development Corporation: Next Steps Top Priority
- 3. Historic Tourism Destination: Development High Priority
 - a. Mitchelville Development
 - b. Penn Center Development
- 4. USCB/TCL Campus: High Priority
 - Development/Expansion
 - a. Academic Building
 - b. Regional Workforce Center

MANAGEMENT ACTIONS 2018

- 1. “One Stop” Shop for Business: Expansion Top Priority

MANAGEMENT IN PROGRESS 2018

- 1. Hilton Head Island Airport Project: FAA Safety Improvements

ON THE HORIZON 2019 – 2023

- 1. Culinary Institute Development
- 2. Port Royal Port Development
- 3. Heritage/Historic Tourism Corporation: Funding
- 4. Feasibility Studies
 - a. Convention Center
 - b. Sports Facility (ies)
- 5. Agriculture/Aquaculture/Seafood Marketing Program
- 6. BRAC Strategy
- 7. Jasper Ocean Terminal
- 8. MOU with St. James Baptist Church
- 9. Beaufort County (Lady’s Island) Airport Private Hanger
- 10. Sports Tourism Strategy
- 11. Airport Master Plan: Update

Goal 2

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 strong bond rating
4. Continue to 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. Federal and State legislative actions impacting Beaufort County revenues, services and capital projects
2. Cost of living in Beaufort County
3. Providing services for those who need or are dependent on County services
4. Retaining a top quality Beaufort County workforce with competitive compensation
5. Increasing demands for County services and facilities by residents
6. Increasing interest rates
7. Defining the role of County government, service responsibilities/levels and relationship to municipalities
8. Potential increases in costs: healthcare, raw materials, and outside contracts

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Increasing property values
2. Increasing cost of construction
3. Determining County's funding for outside organizations
4. Countywide benefits vs. individual interests and priorities
5. Residents understanding of County finances/revenues, services, reassessment process

POLICY ACTIONS 2018

- 1. Comprehensive Impact Fees Update Top Priority
- 2. Sales Tax Referendum 2018 Top Priority
- 3. County Government County Manager Form of Government High Priority
- 4. Solid Waste Curbside Pick Up/Recycling High Priority
- 5. Beaufort Memorial Hospital – Indigent Healthcare Funding High Priority
- 6. Parks and Recreation: Direction
- 7. County Administrator: Hiring

MANAGEMENT ACTIONS 2018

- 1. FEMA Reimbursement Top Priority
- 2. CAFR – Financial Report for 2017 Top Priority
- 3. Employee Wellness Program Top Priority
- 4. County Employee Satisfaction Survey High Priority
- 5. County Employee Clinic High Priority
- 6. Salary and Compensation Study: Implementation High Priority
- 7. Pension: Annual Funding High Priority
- 8. Reserve Policy: Modification

MANAGEMENT IN PROGRESS 2018

- 1. MUNIS Software
- 2. Debris Management Plan: Update
- 3. Legislative Program; 2018 – 2019
- 4. Planning & Zoning Website: Project Tracking by Citizens
- 5. Library Strategic Plan
- 6. Performance Metrics: Development

ON THE HORIZON 2019 – 2023

- 1. General Obligation Bond
- 2. Beaufort Fire Department/Burton Fire District
- 3. Proactive County “Corporate” Communication Plan/Strategy
- 4. Fire Districts Charter/Consolidation
- 5. Information Technology Master Plan: Implementation
- 6. Retiree Benefits Termination: Lawsuit Resolution
- 7. Connectivity in Rural Areas/WiFi Expansion
- 8. Public Schools Strategy and Funding
- 9. Police Services Study
- 10. Joint Use of School Facilities
- 11. Treasury Investment Committee: Creation
- 12. Matching Funds for Grants

Goal 3

Upgraded County Infrastructure and Facilities

OBJECTIVES

1. Develop County Campus/Complex
2. Upgrade quality of public roads to County standards “D” or better
3. Replace Hilton Head Island Bridges to SCDOT Priority
4. Expand sewer system to replace septic (in coordination with Beaufort/Jasper Water and Sewer) as defined by the community
5. Expand sidewalks along designated roads
6. Define, plan, develop all types of infrastructure to support future growth and development

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. Growth impact on roads
2. Devolution of roads to municipalities
3. County investing in infrastructure for future growth
4. Aging County facilities needing major repairs and/or replacement
5. Determining funding mechanism and who should pay for projects
6. Reduced funding for roads from Federal government and State of South Carolina
7. Prioritizing and funding County infrastructure and facilities projects
8. Traffic volume and road capacity
9. Funding for operations and ongoing maintenance
10. Increasing energy efficiency of County buildings and facilities

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Link residents to jobs in Charleston and Savannah
2. Increasing road and pedestrian safety
3. Connecting Spanish Moss Trail to various community destinations
4. Taking over SCDOT roads
5. Structural and/or obsolete bridges and roads needing repairs or replacement
6. Expanding, improving the quality of parks and recreational facilities
7. Determining direction for Beaufort County campuses
8. Determining and funding service level for roads
9. Expanding solar energy and renewable energy for County facility

POLICY ACTIONS 2018

- 1. U.S. Highway 278 Expansion/Improvements Top Priority
- 2. Daufuskie Island Public Improvements High Priority
- 3. Passive County Parks: Direction High Priority
- 4. Camp St. Mary Plan
- 5. Priority Investment – Capital Projects Long Term Prioritization
- 6. Park and Recreation Facilities Master Plan

MANAGEMENT ACTIONS 2018

- 1. County Road with Municipalities Top Priority
- 2. U.S. Highway 278 Corridor (Gateway): Environmental Assessment for Bridge Top Priority
- 3. County Facilities Condition Assessment and Plan High Priority

MANAGEMENT IN PROGRESS 2018

- 1. Quick Response Vehicle
- 2. Public Safety Radios
- 3. County Five-Year Energy Recovery/Improvement Plan

MAJOR PROJECTS 2018

- 1. Arthur Horne Building
- 2. Administrative Building: Re-Skinning
- 3. Windmill Harbour Entrance Project
- 4. Passive Park for Fort Fremont
- 5. Pinckney Island Improvements
- 6. U.S. Highway 17
- 7. Broad River Fishing Pier Improvements
- 8. Voter Registration Building

ON THE HORIZON 2019 – 2023

1. Regional Public Transportation Organization and Services
2. Sewer Extension Policy and Strategy
3. Spanish Moss Trail Extension: Direction
4. Public Water throughout County
5. Lights at Edgar Glenn Boat Landing Policy
6. Detention Center: Site/Land Acquisition
7. Library at Burton Wells Regional Park
8. Joe Frazier Boulevard Widening Project
9. Private Dirt Roads Improvement Policy
10. New County Administration
11. U.S. Highway 21/S.C. Highway 802 Intersection Improvement
12. Library Ordinance: Amendment
13. Spanish Moss Trail Phase VIII: Direction, Funding
14. EMS Headquarters
15. Dirt Roads

ON THE HORIZON 2019 – 2023

16. Private Roads Improvements
17. Dale Community Center/Sports Complex Development
18. Burton Wells Regional Parks: Phase III
19. Law Enforcement Center
20. Hampton Parkway
21. Library Headquarters
22. Shell Point Access Problem to Charter Schools
23. Bluffton Parkway 6A to I-95
24. Future Boat Landings/Ramps/Docks/Piers Plan and Funding
25. Public Works Equipment (Specialized) (\$1 million)
26. Public Works Garage Replacement Facility (\$3 million)
27. Public Works/Stormwater Facility: Location

Goal 4

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. 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. Sprawl development and impervious surfaces impacting water quality and natural resources
2. Impact of rapid growth
3. Opening up rural and critical lands for public uses
4. Potential of regional stormwater management
5. Preserving and enhancing water quality
6. Increasing amount of litter
7. Managing the watershed

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Expanding the “Lowcountry” brand including food production (farming and fishing) and ecotourism
2. Preserving local businesses dependent upon water quality and natural resources
3. Federal and State of South Carolina regulations and mandates impacting water and our natural environment
4. Sea level rise
5. Enhancing the beauty of the County

POLICY ACTIONS 2018

1. Regional Stormwater Management
2. Litter Control/Reduction Action Plan
3. Rivers and Creeks Water Quality: Evaluation
4. Countywide/Regional Ferries Strategy and Action Plan

Top Priority

Top Priority

High Priority

MANAGEMENT IN PROGRESS 2018

1. FEMA Maps
2. Sea Level Rise Monitoring: Report
3. Building Permits Online

MAJOR PROJECTS 2018

1. Okatie Stormwater Project
2. Battery Creek Stormwater Project
3. Shell Point Stormwater Project
4. St. Helena Island Stormwater Project
5. Lady's Island Stormwater Project

MANAGEMENT ACTIONS 2018

1. County Stormwater Management Program
2. Ditch Maintenance and Drainage Policy

Top Priority

High Priority

ON THE HORIZON 2019 – 2023

1. Waddell Mariculture Extension Center
2. May River/Okatie River Action Plan
3. County Beautification Strategy and Action Plan
4. Rural and Critical Lands
5. Drainage Program
6. Buckingham Plantation Community Preservation District: Amendment
7. Sewer Services to Neighborhoods
8. Creek Restoration: Progressive Project for Saltwater Quality

Goal 5

More Sustainable County Through Planned, Managed Development

OBJECTIVES

1. Develop effective relations with adjacent counties and 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 affordable and 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. Encouraging “SMART” growth principles and their application to Beaufort County
2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton, Hilton Head Island, and Military
3. Balancing personal property rights and regulations for community benefits
4. Understanding the Community Development Code and related processes
5. Adapting County land use and development regulations to each community
6. Rapid residential growth
7. Availability of affordable and workforce housing
8. Resolving annexation issues
9. Implementation of abandoned or deteriorated buildings and structures program
10. Addressing homeless and mental health issues

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. County’s role in preserving or enhancing property values
2. Defining Beaufort County’s role in redevelopment, infill development and increasing density
3. Problem of heirs property and defining the County’s role
4. Enhancing or expanding the arts

POLICY ACTIONS 2018

- 1. Affordable Housing Strategy and Actions Top Priority
- 2. Community Development Code/
Comprehensive Plan/Future Land Use Map High Priority
- 3. Hilton Head National: Future Direction
- 4. Transfer of Development Rights

MANAGEMENT ACTIONS 2018

- 1. Residential Homes: Build High Priority

MANAGEMENT IN PROGRESS 2018

- 1. Housing Coordinator: Hiring
- 2. Passive Parks Coordinator: Hiring
- 3. Heirs Property Public Awareness
- 4. Northern Regional Plan: Implementation

MAJOR PROJECTS 2018

- 1. Crystal Lake Passive Park
- 2. Fort Fremont Passive Park
- 3. Okatie Regional Preserve
- 4. New River Park

ON THE HORIZON 2019 – 2023

- 1. Annexations: Agreements
 - a. Hilton Head Island
 - b. Bluffton
- 2. Homeless Strategy and Action Plan
- 3. Mental Health Strategy and Actions
- 4. “Donut Holes” in Municipalities – Elimination
- 5. Inclusionary Zoning
- 6. South of the Broad River: Center and Community Gathering Places
- 7. Performing Arts Expansion
- 8. Smart Growth/Managed Growth – Southern Beaufort/Jasper County
- 9. Transfer of Development Rights
- 10. Sidewalks/Biking in Rural Areas Plan

BEAUFORT COUNTY ACTION AGENDA 2018

Beaufort County Policy Agenda 2018

TOP PRIORITY

Business License Fee: Direction

Regional Stormwater Management

Economic Development Corporation: Next Steps

Comprehensive Impact Fees Update

Sales Tax Referendum 2018

U.S. Highway 278 Expansion/Improvements

Litter Control/Reduction Action Plan

Affordable Housing Strategy and Actions

HIGH PRIORITY

Daufuskie Island Public Improvements

County Government County Manager Form of Government

Solid Waste Curbside Pick Up/Recycling

Historic Tourism Destination: Development

Beaufort Memorial Hospital – Indigent Healthcare Funding

Community Development Code/Comprehensive Plan/Future Land Use Map

USCB/TCL Campus: Development/Expansion

Rivers and Creeks Water Quality: Evaluation

Passive County Parks: Direction

Beaufort County Management Agenda 2018

TOP PRIORITY

County Road with Municipalities

“One Stop” Shop for Business: Expansion

FEMA Reimbursement

County Stormwater Management Program

CAFR – Financial Report for 2017

Employee Wellness Program

U.S. Highway 278 Corridor (Gateway): Environmental Assessment for Bridge

HIGH PRIORITY

County Employee Satisfaction Survey

County Employee Clinic

Ditch Maintenance and Drainage Policy

County Facilities Condition Assessment and Plan

Residential Homes: Build

Salary and Compensation Study: Implementation

Pension: Annual Funding

Beaufort County Management in Progress 2018

Hilton Head Island Airport Project: FAA Safety Improvements

MUNIS Software

Debris Management Plan: Update

Legislative Program; 2018 – 2019

Planning & Zoning Website: Project Tracking by Citizens

Library Strategic Plan

Performance Metrics: Development

Quick Response Vehicle

Public Safety Radios

County Five-Year Energy Recovery/Improvement Plan

FEMA Maps

Sea Level Rise Monitoring: Report

Building Permits Online

Housing Coordinator: Hiring

Passive Parks Coordinator: Hiring

Heirs Property Public Awareness

Northern Regional Plan: Implementation

Beaufort County Major Projects 2018

Arthur Horne Building
Administrative Building: Re-Skinning
Windmill Harbour Entrance Project
Passive Park for Fort Fremont
Pinckney Island Improvements
U.S. Highway 17
Broad River Fishing Pier Improvements
Voter Registration Building
Okatie Stormwater Project
Battery Creek Stormwater Project
Shell Point Stormwater Project
St. Helena Island Stormwater Project
Lady's Island Stormwater Project
Crystal Lake Passive Park
Fort Fremont Passive Park
Okatie Regional Preserve
New River Park

LEADER'S GUIDE

2018

FINAL REPORT

Chairman and County Council



Beaufort County, South Carolina
February 2018



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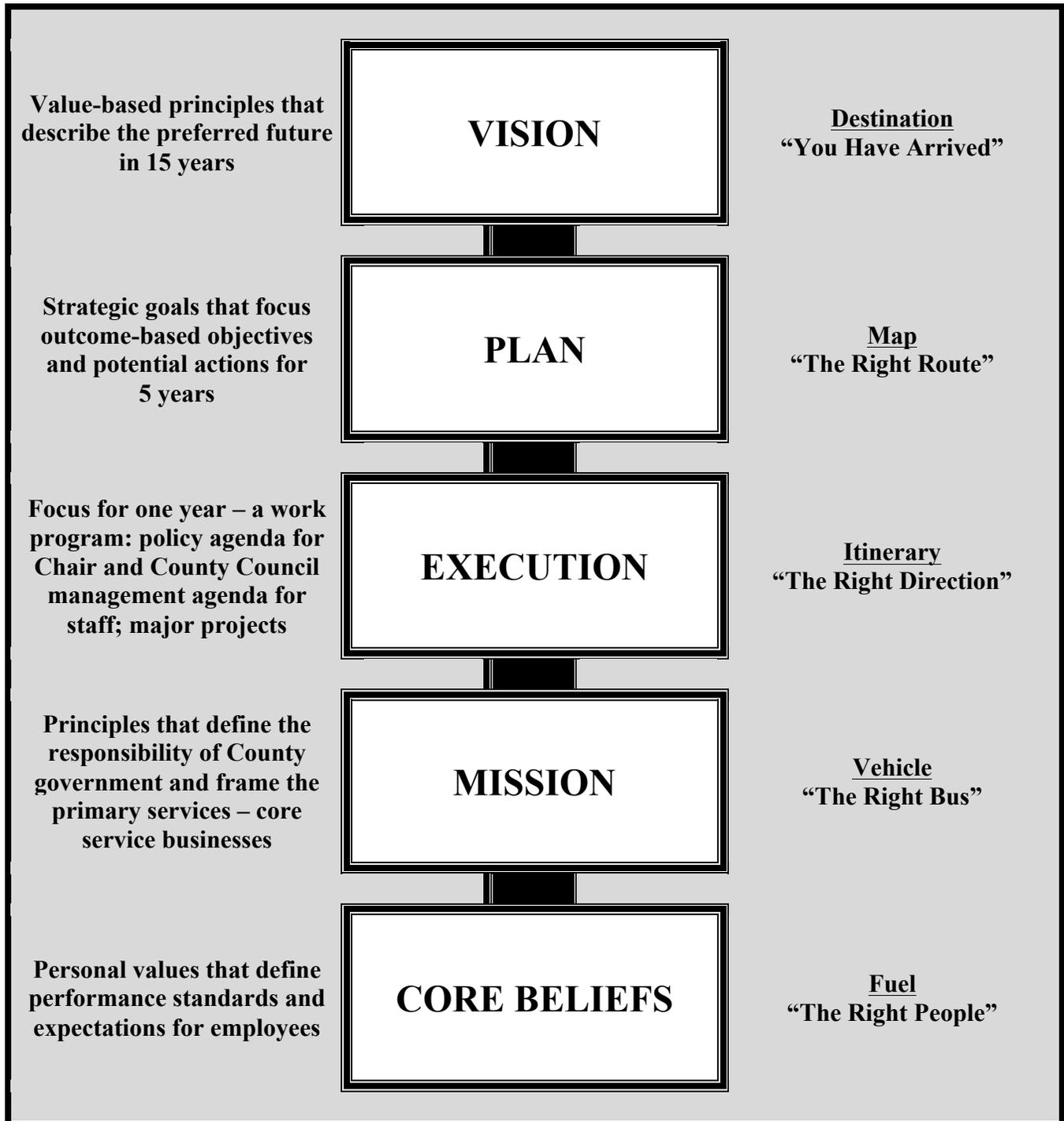
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SECTION 1

STRATEGIC PLANNING FOR BEAUFORT COUNTY

STRATEGIC PLANNING MODEL



SECTION 2

LOOKING TO BEAUFORT COUNTY'S FUTURE

Beaufort County Success in 2023 means...

Brian Flewelling:

- 1. Regional Stormwater**
- 2. Port Royal Island Fire Consolidation**
- 3. Ferry System – Regional**

Mike Covert:

- 1. Regional Stormwater**
- 2. Workforce Housing**
- 3. USCB/TCL Funding Level – Partnership with Jasper County**
- 4. Technology Infrastructure 5 – 10 year plan**
- 5. Ferry System: Conversation**

Gerald Dawson:

- 1. Library at Burton Wells Community**
- 2. Detention Center Building including Juvenile Area/Facility**

Steve Fobes:

- 1. Jobs/Business Investments**
- 2. Bridge to Hilton Head Island**
- 3. Workforce Housing**
- 4. Regional Stormwater**
- 5. Quality of Life**

Tabor Vaux:

- 1. Public Use of Critical Land**
- 2. May River: Clean Up**
- 3. Sewer Extension: Alljoy Area**
- 4. Regional Stormwater Authority**

Paul Sommerville:

1. **Regional Stormwater Authority**
2. **Bridges to Hilton Head Island**
3. **U.S. Highway 278 Project**
4. **TCL Culinary Institute**
5. **Fire Consolidation**
6. **Ferry System**
7. **Sidewalk in Rural Areas**

Jerry Stewart:

1. **Transfer Parks & Recreation to Municipalities**
2. **Fire District Consolidation**
3. **Employee Wellness Program including Clinic**
4. **Solid Waste Curbside Pickup**

Alice Howard:

1. **Regional Economic Development**
2. **Detention**
3. **Spanish Moss Trail**
4. **Fire District Resolution**
5. **Other Modes of Transportation – Bus System**
6. **Affordable Housing**

Stu Rodman:

1. **Economic Development – Diversification**
2. **Managing Growth South of Broad**
3. **Gathering Place – Sports and Arts**
4. **USCB Academic Building – (\$25 million) – Assistance**
5. **Recapture Maritime Heritage – Marine Biology, Historic Tourism, Ferry System**

York Glover:

1. **Ferry System: Port Royal Sound, Savannah, Daufuskie Island**
2. **Industrial Park – Ready for Business**
3. **Regional Stormwater Management**
4. **WiFi in Rural Areas**
5. **Public Water throughout County**

Rick Caporale:

- 1. Quality of Life – Impact of Growth**
- 2. Fire District**
- 3. PALS: Resolution**
- 4. Ferries**
- 5. Windmill Harbour Resolution**

Beaufort County Actions for 2018

Brian Flewelling:

1. **CDC/Comprehensive Plan/Future Land Use Map**
2. **Lights at Edgar Glenn Boat Landing**
3. **Rice Road: On the List of Roads**
4. **Comprehensive Plan**
5. **Transfer of Development Rights**

Mike Covert:

1. **Municipality Road Issue Resolution**
2. **Workforce Housing Plan**
3. **Community Development Code (CDC) Workshop**
4. **Daufuskie Island Improvements**
5. **Economic Development Potential – Measurable**

Gerald Dawson:

1. **Auditor – Treasurer Resolution**
2. **Affordable Housing Coordinator and Report**
3. **Rural Community Sidewalks**

Steve Fobes:

1. **Land Developable – Review, Impact on...**
2. **Road Maintenance Resolution with...**
3. **Economic Development: Continue Progress**
4. **County Administrator: Hired**

Tabor Vaux:

1. **Daufuskie Island – One Island Solution/Ball Field, Mama's Marshside, Land Preservation**
2. **Municipalities Relations: Land Use Map, Road Resolution, Annexation Plan**
3. **County Administrator: Hired**

Paul Sommerville:

1. **Today's Island Plan: Completion**
2. **November Referendum 2018**
3. **School Impact Fee Ordinance**
4. **Arthur Horne Building: Construction**
5. **Passive Parks Coordinator – Hired**
6. **Business License Fees: Resolution**
7. **SCDOT Road Mowing: County Takeover**

Jerry Stewart:

1. **County Administrator: Hired**
2. **Referendum (2): Education Campaign**
3. **Impact Fee Study (including Schools)**
4. **Reserve Fund Policy: Review**
5. **Economic Development Funding: Operations and Projects**

Alice Howard:

1. **Stormwater at Mossy Oak Area Study**
2. **CDC: Meetings**
3. **Housing Survey**
4. **Mental Health/Homeless Support: Evaluate**
5. **Rural & Critical Land Referendum**

Stu Rodman:

1. **Stormwater Authority**
2. **Solid Waste**
3. **Recreation to Municipalities**
4. **Regional Workforce Center (use ACE)**
5. **Heritage Tourism: Executive Direction form ATAA**
6. **Economic Development**
7. **U.S. Highway 278**

York Glover:

1. **Annexation**
2. **Homeless Policy and Actions**
3. **Indigent Healthcare**
4. **Preservation District: St. Helena Island**
5. **Dirt Road Maintenance: Review/Revision**
6. **Stormwater – Ditches Maintenance**
7. **Solid Waste Policy: Direction**

Rick Caporale:

1. **Referendum: Education Campaign**
2. **Impact Fees: Review**
3. **Business License Tax: Direction**
4. **Fire District**
5. **Daufuskie Island Issues: Resolution**

Top “10” Priorities for 2018 Interim County Administrator

EXECUTIVE PERSPECTIVE

- 1. Regional Stormwater Authority: Support by other Governments**
- 2. Financial Policies: Update**
- 3. Employee Wellness Program and Clinic**
- 4. Curbside Recycle**
- 5. General Obligation Bond**
- 6. Growth Management: Relationship**
- 7. Voter Referendums**
- 8. Affordable Housing Study – Short Term Rental**
- 9. Performance Metrics**
- 10. County Employee Compensation: Next Steps**

Beaufort County Strengths – Weaknesses Threats – Opportunities

► Strengths

1. Location: South Carolina Lowcountry
2. Natural environment and beauty
3. Life style
4. Diversity
5. Tourism
6. USCB
7. Access to water
8. Strong tax base
9. Quality of County employees
10. Military presence
11. Property values
12. National reputation

► **Areas for Improvement**

1. Lack of County Administrator
2. Lack of economic development “product”
3. Credibility of Beaufort County Schools
4. Relationship with municipalities
5. Producing economic development results
6. Lack of available private sector workforce
7. Restoring the County’s financial reserves
8. Aging County infrastructure and bridges
9. Community Development Code application to southern Beaufort County
10. Annexations by Town of Bluffton for Tax Revenues
11. Resistance to change: Council and Administration
12. Lack of economic diversification - dependence on tourism
13. Tax burden on low income residents
14. Managing growth
15. Traffic congestion and limited road capacity
16. Rural economic growth and opportunities
17. Growing sentiment; NIMBY
18. Improving County Council teamwork and communications

► **Threats to Beaufort County's Future**

1. Developments in Jasper County impacting Beaufort County
2. Lack of County Council leadership on critical issues
3. Loss of lowcountry lifestyle
4. Traffic congestion and “gridlock”
5. Actions by the Federal Government impacting Beaufort County
6. Losing cultural diversity
7. Unmanaged residential growth
8. Loss of rural lands
9. Weather events
10. Tax burden on lower income residents

► **Opportunities for the Future**

1. Economic Development Diversification: Distribution, Medical and Back-Office; Rural
2. Heritage Tourism
3. Higher Education Development/Expansion
4. Sustainability and Environmental Quality Enhancement
5. Agriculture Preservation and Enhancement
6. Growing the Arts - visual and performing
7. Preservation of Rural Areas

Beaufort County Actions Ideas for 2018 Chair and Board of Commissioners

1. County Administrator: Selection and Hiring
2. PALS Program Transfer to Town of Hilton Head Island: Status, Direction and County Actions
3. Economic Development: Next Steps, Results and Reporting to County/County Council
4. Comprehensive, Long Term County Capital Improvement Plan: Development, Project Priority and Funding Mechanism
5. Sales Tax: Referendum and Election
6. Ditch Maintenance Program: Report, Policy Direction and County Actions
7. Impact Fees: Report and Policy Direction
8. Business License Tax Support for Economic Development: Policy Direction
9. CAFR - Financial Report for 2017: Completion
10. Community Development Code: Evaluation Report, Issues with Southern Beaufort County Development, Discussion and Policy Direction
11. Hilton Head Island Airport Financial Report: Review and Policy Direction
12. Library at Burton Wells Regional Park: Direction and Funding

13. Detention Center: Status, Options and Policy Direction
 - a. Short-Term Maintenance
 - b. Long-Term Plan, including Juvenile Detention Facility
14. County Campus Complex: Relationship to City of Beaufort, Options and Direction
15. Housing Coordinator: Hiring
16. Merit-based Performance Evaluation Program: Development and Implementation
17. Regional Stormwater Authority: Council Technical Educations, Concept, Report with Realistic/Achievable Options – Organization and Funding, and Direction
18. Southern Lowcountry Regional Planning Board: Direction and Review of Development
19. Okatie River Clean Up: Action Plan and County Actions
20. Water Quality Regional Organization and Plan: Goals, Concept Development/Feasibility, County Role, Direction and County Action
21. Regional Solid Waste Grinder/Incinerator Facility: Feasibility Study and Direction
22. Jasper Ocean Terminal: County Role, Direction and County Actions
23. USCB/Technical College Development/Expansion Strategy: Goals, County Role and County Actions
24. Parks and Recreation Facilities and Programming Master Plan/Upgrade Plan: Development, Upgrade Projects and Funding Mechanism
25. Emergency Management: Under Administration Direction
26. Proactive County “Corporate” Communications Plan/Strategy: Development, Guidelines/Processes and Direction
27. Bridges: Referendum, Additional Funding and County Actions
28. Hilton Head National: Future Direction and Alternatives

29. Hilton Head National: Future Direction and AlternativesHeritage Tourism Strategy: Status, Definition, Direction, Partners and Next Steps
30. Culinary Institute Development: Status, Direction and Next Steps
31. Economic Development Product Development [Industrial/Commerce/Business Park]: Goals, Direction and County Actions
32. Solid Waste Curbside Recycling: Direction and Next Steps
33. FEMA Reimbursement: Status
34. Finance Reserves: Update Report
35. Windmill Harbour Entrance Project: Status and Direction
36. Tourism Development Strategy: Goals, County Role, Partners, Direction and Next Steps
37. Convenience Center Closures: Completion
38. Wastewater Services to Neighborhoods: Update Report, Direction and County Actions
39. Passive Parks Coordinator: Hiring
40. Port Royal Port Development: Monitoring and County Actions
41. Waddell Mariculture Center: Development
42. Beaufort Fire Department/Burton Fire District: Evaluation Study with Options, Direction and County Actions
43. Annexation Policy: Review, Direction and Agreements
 - a. Hilton Head Island
 - b. Bluffton
44. Inclusionary Zoning: Report and Policy Direction

45. Homeless: Problem Analysis, Partners, Report with Options, County Role, Direction and County Actions
46. Beaufort Memorial Hospital: Funding Status, County Role, Direction and County Actions
47. Regional Transportation Organization and Services; Report with Options and Policy Direction
48. Stormwater Projects: Next Steps
49. Mental Health; Analysis, Report with Options, County Role, Partners, Direction and County Actions
50. Affordable Housing Initiative: Report with Options, Direction and County Actions
51. Rural and Critical Lands Referendum; Election and Access to Passive Parks
52. Solid Waste Authority/Board/Plan: Report with Options, Direction and County Actions
53. Agriculture Marketing Program: Direction and Program Development
54. Performing Arts Expansion: Goals, Opportunities, Capturing Local Talent, Use of Penn Center, Direction and County Actions
55. May River Action Plan: County Role and County Actions
56. Passive Park for Fremont: Direction
57. Financial Plan with Projections: Update
58. Fire Districts Consolidation: Direction, Strategy and Short Term Actions
59. "Donut Holes" in Municipalities: Goal – Elimination: Direction, Strategy and County Actions
60. Joe Frazier Boulevard Widening Project: Direction and Next Steps

61. Litter Reduction Action Plan: "Best Practices" Report with Options, Direction and Funding
62. Passive Parks: Direction
63. CDC Training for County Council and Community
64. Rail Service: Feasibility Report and Direction
65. Smart Growth/Managing Growth Plan/Strategy: Goals, Direction, and County Actions
66. Ferries Strategy and Action Plan: Direction and County Action
67. One Stop Shop for Business: Report with Options and Direction
68. Business Retention and Growth Program: Direction, Program Development. Reporting and County Actions
69. County Manager Form of Government: Referendum
70. Marshside Mama's Restaurant: Direction and County Actions
71. Public Restrooms on Beach at Daufuskie Island: Direction and Funding
72. USCB-TCL Buildings: Direction, County Role and Funding
73. After Action Report
74. South of the Broad: City Center Identification and Community Gathering Place(s)
75. County Employee Clinic: Report with Options, Direction and Funding
76. Employee Satisfaction Survey: Development, Completion and Report of Findings
77. Employee Wellness Program: Development and Incentives
78. Business Licenses - Flat Fee: Report and Direction

79. Arthur Horne Building: Design
80. County Administration Building Re-skinning: Direction and Next Steps
81. Drainage Program: Direction and Increased Funding
 - a. Access to Private Property
 - b. Downsized Equipment for Better Access

SECTION 3

BEAUFORT COUNTY PLAN 2018 – 2023

Beaufort County Goals 2023

Growing, Diversified Regional Economy



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



Upgraded County Infrastructure and Facilities



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



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

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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- 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 paths
 7. Establish trust among economic development partners: Economic Development Corporation, County, Municipalities

- 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	PRIORITY
1. Working and building trust with other governments: municipalities and counties	9
2. Funding mechanism for economic development	9
3. Creating a positive environment for business investment and growth	8
4. Tapping the potential of “Heritage Tourism”	8
5. Availability of workforce and housing	6
6. Balancing business development and economic growth with protection of natural resources	6
7. Defining what is “real” economic development with outcome-based metrics and performance standards	4

► Challenges and Opportunities (Continued)		PRIORITY
8. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development		3
9. Producing tangible results: real new businesses, more value-added jobs		3
10. Strengthening/expanding the tourism base		3
11. Defining Beaufort County economic policies, tool kit		3
12. Cost of land in Beaufort County and availability of “ready” sites with infrastructure		2
13. Performance accountability and return on County investment		2
14. Link economic opportunities to USCB/TCL		1

► Actions 2018		PRIORITY
1. Economic Development Corporation: Next Steps	CC 2017	9
<ul style="list-style-type: none"> • Action Plan: Update • Funding: Operations • Funding Projects • Industrial Park: Development • Business Retention and Expansion Program 		
2. USCB/TCL Campus: Development/Expansion	CC 2017	9
<ul style="list-style-type: none"> a. Academic Building b. <u>Regional Workforce Center</u> <ul style="list-style-type: none"> • Definition • Funding 		
3. Historic Tourism Destination: Development	CC	9
<ul style="list-style-type: none"> a. Mitchelville Development b. Penn Center Development 		
4. Business License Fee: Direction	CC 2017	7
<ul style="list-style-type: none"> • Report • Direction 		
5. Culinary Institute Development	CC	Mgmt
<ul style="list-style-type: none"> • Status • Next Steps 		
6. “One Stop” Shop for Business: Expansion	CC	Mgmt
<ul style="list-style-type: none"> • Report with Options • Direction • Including Municipalities 		

► Actions 2018 (Continued)			PRIORITY
7. Port Royal Port Development	CC		4
• Report			
• County Actions			
• TIF Extension			
8. Heritage/Historic Tourism Corporation: Funding	2017		3
• New Corporation			
• Executive Director: Funding			
9. Feasibility Studies			3
a. Convention Center			
b. Sports Facility			
• Direction			
• Funding			
10. Agriculture/Aquaculture/Seafood Marketing Program	CC		2
• Direction			
• City Actions			

► Management in Progress 2018
1. Hilton Head Island Airport Project: FAA Safety Improvements

► On the Horizon 2019 – 2023	
1. BRAC Strategy	CC OTH
2. Jasper Ocean Terminal	CC
• County Role	
• Direction	
• County Actions	
3. MOU with St. James Baptist Church	OTH
4. Beaufort County (Lady’s Island) Airport Private Hanger	OTH
5. Sports Tourism Strategy	OTH
6. Airport Master Plan: Update	OTH

GOAL 2	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 strong bond rating
 4. Continue to 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. Federal and State legislative actions impacting County revenues, services and capital projects	11
2. Cost of living in Beaufort County	11
3. Providing services for those who need or are dependent on County services	10
4. Retaining a top quality County workforce and competitive compensation	8
5. Increasing demands for County services and facilities for residents	8
6. Increasing interest rates	7
7. Defining the role of County government, service responsibilities/levels and relationship to municipalities	6

► Challenges and Opportunities (Continued)		PRIORITY
8. Potential increases in costs: healthcare, raw materials, and outside contracts		5
9. Increasing property values		2
10. Increasing cost of construction		2
11. Determining County's funding for outside organizations		1
12. Countywide benefits vs. individual interests and priorities		1
13. Residents understanding of County finances/revenues, services, reassessment process		1

► Actions 2018		PRIORITY
1. Comprehensive Impact Fees Update	CC	10
• Evaluation Report	2017	
• Direction		
2. County Administrator: Selection	CC	9
	2017	
3. County Government County Manager Form of Government: Referendum	CC	9
	2017	
4. Beaufort Memorial Hospital	CC	8
• Funding Direction		
5. Sales Tax Referendum 2018	CC	7
	2017	
6. Solid Waste Curbside Pick Up/Recycling	CC	6
• RFP	2017	
• Report		
• Decision		
• Implementation		
7. Parks and Recreation: Direction	CC	6
• County Role		
• Relations with Municipalities: Hilton Head Island and Bluffton		
8. Salary and Compensation Study: Implementation	CC	Mgmt
	2017	
9. FEMA Reimbursement	CC	Mgmt
	2017	
10. Pension: Annual Funding (State Mandate)	CC	Mgmt
11. CAFR – Financial Report for 2017: Completion	CC	Mgmt

► Actions 2018 (Continued)			PRIORITY
12. Reserve Policy	CC		Mgmt
• Review			
• Modification			
13. County Employee Clinic	CC		Mgmt
• Report with Options			
• Direction			
• Funding			
14. Employee Wellness Program	CC		Mgmt
• Development			
• Incentives			
15. Employee Satisfaction Survey	CC		Mgmt
• Purposes/Approach/Methods			
• Completion			
• Council Report			
16. General Obligation Bond	Mgmt		Mgmt
17. Beaufort Fire Department/Burton Fire District	CC		4
• Evaluation Study with Options			
• Direction			
• County Actions			
18. Proactive County “Corporate” Communication Plan/Strategy	CC		4
• Best Practices			
• Report with Options			
• Direction			
19. Fire Districts Charter/Consolidation	CC		2
• Direction			
• Short Term Actions			

► Management in Progress 2018		
1. MUNIS Software	MIP	
2. Debris Management Plan: Update	MIP	
3. Legislative Program; 2018 – 2019	MIP	
4. Planning & Zoning Website: Project Tracking by Citizens	MIP	
5. Library Strategic Plan	MIP	
6. Performance Metrics: Development	Mgmt	

► **On the Horizon 2019 – 2023**

- | | |
|---|-----|
| 1. Information Technology Master Plan: Implementation | |
| 2. Retiree Benefits Termination: Lawsuit Resolution | OTH |
| 3. Connectivity in Rural Areas/WiFi Expansion | OTH |
| 4. Public Schools Strategy and Funding | OTH |
| 5. Police Services Study | OTH |
| 6. Joint Use of School Facilities | OTH |
| 7. Treasury Investment Committee: Creation | OTH |
| 8. Matching Funds for Grants | OTH |

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
---------------	--

- Objectives**
1. Develop County Campus/Complex
 2. Upgrade quality of public roads to County standards “D” or better
 3. Replace Hilton Head Island Bridges to SCDOT Priority
 4. Expand sewer system to replace septics (in coordination with Beaufort/Jasper Water and Sewer) as defined by the community
 5. Expand sidewalks along designated roads
 6. Define, plan, develop all types of infrastructure to support future growth and development

- 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	PRIORITY
1. Growth impact on roads	9
2. Devolution of roads to municipalities	9
3. County investing in infrastructure for future growth	8
4. Aging County facilities needing major repairs and/or replacement	8
5. Determining funding mechanism and who should pay for projects	8
6. Reduced funding for roads from Federal government and State of South Carolina	7
7. Prioritizing and funding County infrastructure and facilities projects	7
8. Traffic volume and road capacity	5
9. Funding for operations and ongoing maintenance	4

► Challenges and Opportunities (Continued)		PRIORITY
10. Increasing energy efficiency of County buildings and facilities		4
11. Link residents to jobs in Charleston and Savannah		3
12. Increasing road and pedestrian safety		2
13. Connecting Spanish Moss Trail to various community destinations		2
14. Taking over SCDOT roads		2
15. Structural and/or obsolete bridges and roads needing repairs or replacement		1
16. Expanding, improving the quality of parks and recreational facilities		1
17. Determining direction for County campuses		1
18. Determining and funding service level for roads		1
19. Expanding solar energy and renewable energy for County facility		1

► Actions 2018		PRIORITY
1. Daufuskie Island Public Improvements	CC 2017	10
• Public Restrooms – Beach		
• Marshside Mama’s		
• Convention Center		
• Ball Fields		
2. Priority Investment – Capital Projects Long Term Prioritization (Comprehensive Plan)	CC 2017	8
3. Park and Recreation Facilities Master Plan	CC	8
• Development		
• Projects		
• Funding		
4. Passive County Parks: Direction	CC 2017	7
• Business Plan		
• Funding		
5. Camp St. Mary	2017	6
• Plan: Maintenance/Stabilization		
• Funding		
6. U.S. Highway 278 Expansion/Improvements	CC 2017	6
• SCDOT		
• Funding		
7. County Road with Municipalities: Update and Financing Plan	CC 2017	Mgmt
8. County Facilities Condition Assessment and Plan	CC 2017	Mgmt

► Actions 2018 (Continued)			PRIORITY
9. U.S. Highway 278 Corridor (Gateway): Environmental Assessment for Bridge	CC 2017		Mgmt
10. Regional Public Transportation Organization and Services <ul style="list-style-type: none"> • Report with Options • Direction 	CC		4
11. Sewer Extension Policy and Strategy <ul style="list-style-type: none"> • Alljoy Area • Shell Point 	CC		3
12. Spanish Moss Trail Extension: Direction <ul style="list-style-type: none"> • Into Port Area • Funding 	CC		2
13. Public Water throughout County <ul style="list-style-type: none"> • Survey Areas • Direction • County Actions 	CC		2
14. Lights at Edgar Glenn Boat Landing Policy <ul style="list-style-type: none"> • Report • Direction • Funding 			2
15. Detention Center: Site/Land Acquisition	CC 2017		2
16. Library at Burton Wells Regional Park <ul style="list-style-type: none"> • Direction • Funding 	CC		1
17. Joe Frazier Boulevard Widening Project <ul style="list-style-type: none"> • Evaluating • Funding 	CC		1
18. Private Dirt Roads Improvement Policy <ul style="list-style-type: none"> • Review • Direction 			1

► Management in Progress 2018		
1. Quick Response Vehicle	MIP	
2. Public Safety Radios	MIP	
3. County Five-Year Energy Recovery/Improvement Plan	MIP	

► Major Projects 2018

- | | |
|--|------------|
| 1. Arthur Horne Building | CC
2017 |
| 2. Administrative Building: Re-Skinning | CC
2017 |
| 3. Windmill Harbour Entrance Project | CC |
| • Status | MP |
| • Direction | |
| 4. Passive Park for Fort Fremont | CC |
| • Direction | |
| 5. Pinckney Island Improvements | MP |
| 6. U.S. Highway 17 | MP |
| 7. Broad River Fishing Pier Improvements | MP |
| 8. Voter Registration Building | MP |

► On the Horizon 2019 – 2023

- | | |
|--|-----|
| 1. New County Administration Building | OTH |
| 2. U.S. Highway 21/S.C. Highway 802 Intersection Improvement | OTH |
| 3. Library Ordinance: Amendment | OTH |
| 4. Spanish Moss Trail Phase VIII: Direction, Funding | OTH |
| 5. EMS Headquarters | OTH |
| 6. Dirt Roads | OTH |
| 7. Private Roads Improvement | OTH |
| 8. Dale Community Center/Sports Complex Development | OTH |
| 9. Burton Wells Regional Parks: Phase III | OTH |
| 10. Law Enforcement Center | OTH |
| 11. Hampton Parkway | OTH |
| 12. Library Headquarters | OTH |
| 13. Shell Point Access Problem to Charter Schools | OTH |
| 14. Bluffton Parkway 6A to I-95 | OTH |
| 15. Future Boat Landings/Ramps/Docks/Piers Plan and Funding | OTH |
| 16. Public Works Equipment (Specialized) (\$1 million) | OTH |
| 17. Public Works Garage Replacement Facility (\$3 million) | OTH |
| 18. Public Works/Stormwater Facility: Location | |

GOAL 4	PRESERVATION OF BEAUFORT COUNTY’S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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- 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. 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	PRIORITY
1. Sprawl development and impervious surfaces impacting water quality and natural resources	10
2. Impact of rapid growth	10
3. Opening up rural and critical lands for public uses	9
4. Potential of regional stormwater	9
5. Preserving and enhancing water quality	8
6. Increasing amount of litter	8
7. Managing the watershed	7
8. Expanding the “Lowcountry” brand including food production (farming and fishing) and ecotourism	2

► Challenges and Opportunities (Continued)		PRIORITY
9.	Preserving local businesses dependent upon water quality and natural resources	1
10.	Federal and State of South Carolina regulations and mandates impacting water and our natural environment	1
11.	Sea level rise	1
12.	Enhancing the beauty of the County	1

► Actions 2018		PRIORITY
1.	Regional Stormwater Management <ul style="list-style-type: none"> • Report • Direction 	CC 2017 9
2.	Litter Control/Reduction Action Plan <ul style="list-style-type: none"> • Best Practices • Report with Options • Direction 	CC 7
3.	Rivers and Creeks Water Quality: Evaluation <ul style="list-style-type: none"> • Regional Organization • Direction • Plan 	CC 2017 6
4.	Countywide/Regional Ferries Strategy and Action Plan <ul style="list-style-type: none"> • Report with Options • Direction 	CC OTH 6
5.	County Stormwater Management Program <ul style="list-style-type: none"> • MS – 4 Permit • Rate Review (Next 5 years) • Master Plan (3/18) 	CC 2017 Mgmt
6.	Ditch Maintenance and Drainage Policy	CC 2017 Mgmt
7.	Waddell Mariculture Extension Center <ul style="list-style-type: none"> • Business Plan • Funding 	CC 2017 5
8.	May River/Okatie River Action Plan	CC 2017 3
9.	County Beautification Strategy and Action Plan	CC 3
10.	Rural and Critical Lands <ul style="list-style-type: none"> • Report • Referendum 	CC 2

► Actions 2018 (Continued)			PRIORITY
11. Drainage Program	CC		2
<ul style="list-style-type: none"> • Access to Private Property • Downsized Equipment for Better Access • Report • Funding 			
12. Buckingham Plantation Community Preservation District: Amendment	2017		1
13. Sewer Services to Neighborhoods	CC		0
<ul style="list-style-type: none"> • Update Report • Direction 			

► Management in Progress 2018		
1. FEMA Maps	MIP	
2. Sea Level Rise Monitoring: Report	MIP	
3. Building Permits Online	MIP	

► Major Projects 2018		
1. Okatie Stormwater Project		
2. Battery Creek Stormwater Project		
3. Shell Point Stormwater Project		
4. St. Helena Island Stormwater Project		
5. Lady’s Island Stormwater Project		

► On the Horizon 2019 – 2023		
1. Creek Restoration: Progressive Project for Saltwater Quality		

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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- Objectives**
1. Develop effective relations with adjacent counties and 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 affordable and 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

► Challenges and Opportunities	PRIORITY
1. Encouraging “SMART” growth principles and their application to Beaufort County	9
2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton, Hilton Head Island, and Military	9
3. Balancing personal property rights and regulations for community benefits	8
4. Understanding the Community Development Code and related processes	6
5. Adapting County land use and development regulations to each community	6
6. Rapid residential growth	6

► Challenges and Opportunities (Continued)		PRIORITY
7.	Availability of affordable and workforce housing	6
8.	Resolving annexation issues	5
9.	Implementation of abandoned or deteriorated buildings and structures program	4
10.	Addressing homeless and mental health issues	4
11.	County's role in preserving or enhancing property values	1
12.	Defining Beaufort County's role in redevelopment, infill development and increasing density	1
13.	Problem of heirs property and defining the County's role	1
14.	Enhancing or expanding the arts	1

► Actions 2018		PRIORITY
1.	Community Development/Comprehensive Plan/Future Land Use Map/Code <ul style="list-style-type: none"> • Evaluation • Direction 	CC 2017 8
2.	Hilton Head National: Future Direction	CC 2017 7
3.	Affordable/Workforce Housing Strategy and Actions <ul style="list-style-type: none"> • Report with Options • Direction 	CC 2017 6
4.	Transfer of Development Rights <ul style="list-style-type: none"> • Report • Direction 	CC 6
5.	Residential Homes (Addition): Build	CC 2017 Mgmt
6.	Annexations: Agreements <ul style="list-style-type: none"> a. Hilton Head Island b. Bluffton 	CC 2017 4
7.	Homeless Strategy and Action Plan <ul style="list-style-type: none"> • Problem Analysis • Partners • Report with Options • Direction • County Actions 	CC 4
8.	Mental Health Strategy and Actions <ul style="list-style-type: none"> • Report with Options • Direction • County Actions 	CC 3

► Actions 2018 (Continued)			PRIORITY
9.	“Donut Holes” in Municipalities – Elimination <ul style="list-style-type: none"> • Direction • County Action 	CC	2
10.	Inclusionary Zoning <ul style="list-style-type: none"> • Legal Framework • Report • Policy Direction 	CC	2
11.	South of the Broad River: Center and Community Gathering Places <ul style="list-style-type: none"> • Sports • Arts Center • Convention Center 	CC	2

► Management in Progress 2018		
1.	Housing Coordinator: Hiring	CC
2.	Passive Parks Coordinator: Hiring	CC
3.	Heirs Property Public Awareness	CC
4.	Northern Regional Plan: Implementation	CC

► Major Projects 2018		
1.	Crystal Lake Passive Park	MP
2.	Fort Fremont Passive Park	MP
3.	Okatie Regional Preserve	MP
4.	New River Park	MP

► **On the Horizon 2019 – 2023**

- | | |
|--|-----|
| 1. Performing Arts Expansion | CC |
| • Goals | |
| • Use of Penn Center | |
| • Direction | |
| • County Actions | |
| 2. Smart Growth/Managed Growth – Southern Beaufort/Jasper County | CC |
| 3. Transfer of Development Rights | OTH |
| 4. Sidewalks/Biking in Rural Areas Plan | OTH |

SECTION 4

ACTION AGENDA 2018

Beaufort County Policy Agenda 2018 Targets for Action

TOP PRIORITY

Business License Fee: Direction

Regional Stormwater Management

Economic Development Corporation: Next Steps

Comprehensive Impact Fees Update

Sales Tax Referendum 2018

U.S. Highway 278 Expansion/Improvements

Litter Control/Reduction Action Plan

Affordable Housing Strategy and Actions

HIGH PRIORITY

Daufuskie Island Public Improvements

County Government County Manager Form of Government

Solid Waste Curbside Pick Up/Recycling

Historic Tourism Destination: Development

Beaufort Memorial Hospital – Indigent Healthcare Funding

**Community Development Code/Comprehensive
Plan/Future Land Use Map**

USCB/TCL Campus: Development/Expansion

Rivers and Creeks Water Quality: Evaluation

Passive County Parks: Direction

Beaufort County Policy Agenda 2018

► Targets for Action

	PRIORITY	PRIORITY	
		TOP	HIGH
1. Business License Fee: Direction	Top	7	-
2. Regional Stormwater Management	Top	7	-
3. Economic Development Corporation: Next Steps	Top	6	-
4. Comprehensive Impact Fees Update	Top	6	-
5. Sales Tax Referendum 2018	Top	6	-
6. U.S. Highway 278 Expansion/Improvements	Top	6	-
7. Litter Control/Reduction Action Plan	Top	6	-
8. Affordable Housing Strategy and Actions	Top	6	-
9. Daufuskie Island Public Improvements	High	3	10
10. County Government County Manager Form of Government	High	2	8
11. Solid Waste Curbside Pick Up/Recycling	High	2	8
12. Historic Tourism Destination: Development	High	4	6
a. Mitchelville Development			
b. Penn Center Development			
13. Beaufort Memorial Hospital – Indigent Healthcare Funding	High	4	6
14. Community Development Code/Comprehensive Plan/Future Land Use Map	High	3	6
15. USCB/TCL Campus: Development/Expansion	High	2	6
a. Academic Building			
b. Regional Workforce Center			
16. Rivers and Creeks Water Quality: Evaluation	High	2	6
17. Passive County Parks: Direction	High	1	6
18. Camp St. Mary		3	5
19. Countywide/Regional Ferries Strategy and Action Plan		2	5
20. Hilton Head National: Future Direction		2	4
21. Transfer of Development Rights		1	4
22. Parks and Recreation: Direction		0	4
23. Priority Investment – Capital Projects Long Term Prioritization		0	3
24. Park and Recreation Facilities Master Plan		0	0

**Beaufort County
Management Agenda 2018
Targets for Action**

TOP PRIORITY

County Road with Municipalities

“One Stop” Shop for Business: Expansion

FEMA Reimbursement

County Stormwater Management Program

CAFR – Financial Report for 2017

Employee Wellness Program

**U.S. Highway 278 Corridor (Gateway):
Environmental Assessment for Bridge**

HIGH PRIORITY

County Employee Satisfaction Survey

County Employee Clinic

Ditch Maintenance and Drainage Policy

County Facilities Condition Assessment and Plan

Residential Homes: Build

Salary and Compensation Study: Implementation

Pension: Annual Funding

Beaufort County Management Agenda 2018

► **Targets for Action**

1. County Road with Municipalities
2. “One Stop” Shop for Business: Expansion
3. FEMA Reimbursement
4. County Stormwater Management Program
5. CAFR – Financial Report for 2017
6. Employee Wellness Program
7. U.S. Highway 278 Corridor (Gateway): Environmental Assessment for Bridge
8. County Employee Satisfaction Survey
9. County Employee Clinic
10. Ditch Maintenance and Drainage Policy
11. County Facilities Condition Assessment and Plan
12. Residential Homes: Build
13. Salary and Compensation Study: Implementation
14. Pension: Annual Funding

PRIORITY	
Top	10
Top	8
Top	8
Top	8
Top	7
Top	6
Top	6
High	4
High	3
High	3
High	2
High	2
High	1
High	1

PERFORMANCE REPORT 2017

Chairman and County Council



Beaufort County, South Carolina
February 2018



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Beaufort County Goals 2022

Growing, Diversified Regional Economy

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

Upgraded County Infrastructure and Facilities

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

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

Beaufort County Policy Agenda 2017

TOP PRIORITY

- ★**County Economic Development Policy Framework (Economic Development Corporation)**
 - √→**Annexation Policy/Agreement**
 - √→**USCB/TCL Campus Building**
 - √→**County Administrator Replacement**
- ★→**County Government: County Manager Form of Government**

HIGH PRIORITY

- ★**After Action Report**
- ★**Hilton Head National Rezoning/Development Agreement**
 - √→**Waddell Mariculture Extension Center**
 - ★→**Heritage/Historic Tourism Plan**
 - √→**Affordable/Workforce Housing**
 - √→**Comprehensive Impact Fee Review**
 - ★→**Sales Tax Referendum 2018: Direction, Timing**

★ = Completed/Achieved Milestone √ = In Progress → = Carry to 2018

Beaufort County Management Agenda 2017

TOP PRIORITY

- ★→Salary and Compensation Study Implementation
- √→FEMA Reimbursement
- Countywide Information Technology Plan
- √→U. S. Highway 278 Expansion/Improvements (SCDOT): Advocacy
- Stormwater Management Program/Policy: Implementation

HIGH PRIORITY

- √→Solid Waste Curbside Pick Up/Recycling Implementation
- √→Residential Homes (3) Port Royal
- ★Budget FY 2017-2018: Tax
- √→County Facilities Condition Assessment and Plan
- √→Housing Survey
- √→County Roads Update/Financing Plan

★ = Completed/Achieved Milestone √ = In Progress → = Carry to 2018

Beaufort County Management in Progress 2017

1. MUNIS Software
2. Debris Management Plan: Update
3. Legislative Program: 2017-2018
4. South Carolina Retirement Plan Liability Report
5. Community Development Website: Citizen Tracking of Projects
6. IT Reorganization
7. 2017 Reassessment: Preparation
8. Library Strategic Plan
9. Workers' Compensation
10. Dental Insurance
11. Quick Response Vehicle
12. Public Safety Radios
13. Convenience Centers: Direction
14. County Five-Year Energy Recovery/Improvement Plan
15. Sea Level Rise: Monitor
16. FEMA Flood Maps
17. Building Permit Online
18. Sale of Port in Town of Port Royal: Monitoring
19. Heirs Property Public Awareness
20. Northern Regional Plan: Implementation

Beaufort County Major Projects 2017

1. Hilton Head Island Airport Project: FAA Safety Improvements
2. Windmill Harbour Entrance
3. Physical Security Plan for County
4. Pinckney Improvements
5. U.S. Highway 17
6. Broad River Fishing Pier Improvements
7. Animal Shelter/Services Building
8. 8% Projects
9. Voter Registration Building
10. Lady's Island Stormwater Project
11. Shell Point Stormwater Project
12. Battery Creek Restoration
13. Crystal Lake Passive Park
14. Fort Fremont Passive Park
15. Okatie Regional Preserve
16. New River Park

Beaufort County Successes for 2017 Chair and Board Perspective

1. Economic Development Framework - Direction:
 - a. Created Economic Development Organization
 - b. Hired Director
 - c. Created a Board of Directors
 - d. Joined the Southern Carolina Regional Development Alliance

2. Sales Tax Referendum for Roads and Bridges 2018:
 - a. Framework in Place
 - b. Preparing for Election

3. Animal Shelter/Service Building:
 - a. Groundbreaking
 - b. Public – Partnership Developed
 - c. Construction
 - d. Opening: 12/18

4. Plastic Bag Ban Ordinance: Adoption

5. Security at County Buildings and Facilities
 - a. Cameras Installed/Analog to Digital
 - b. Locks Upgraded

6. New FEMA Maps: Completed

7. Compensation Study for County Employees: Implementation and Funding

8. TCL Culinary Institute Development:
 - a. Location
 - b. County Funding

9. Airport Runway Extension:
 - a. Designed
 - b. Permitted
 - c. Funded

10. Special Needs Homes [3]: Development

11. Housing Survey: Completed

12. Stormwater Projects: Significant Progress
 - a. St. Helena Island
 - b. Bluffton Area
 - c. Shell Point
 - d. Okatie
 - e. Battery Creek

13. County Manager Form of Government: Direction

14. Library Impact Fees: Resolution

15. Hilton Head National: Decision

16. Port Royal Port: Sold for Development

17. Responsible Budget: Developed

18. New Industries [2]

19. Hurricane Matthew Clean-up/Repairs: Actions and Funding

20. Comprehensive Plan: Elements Update
 - a. Affordable Housing
 - b. Natural Resources

21. Rural and Critical Lands Purchases
 - a. Bluffton
 - b. Beaufort

22. Self Insurance
 - a. Workers' Compensation
 - b. Health

23. Southern Lowcountry Regional Plan Group: Re-Invigorated

24. County Hurricane Response
 - a. Irma
 - b. Maria
 - c. Matthew

25. Boundary Street Widening Project: Near Completion

26. Bailey Bill Program for Daufuskie Island

27. AICUZ: Signed Off

28. Performance by Interim County Administrator

29. Insurance for Magistrates

30. Capital Improvement Program [3-5 years]: Development